FACTER AFFECTING LEADERSHIP PRACTICES ON ORGANIZATION EFFECTIVENESS IN ETHIOPIAN ELECTRIC POWER AUTHORITY, A case study in the southwest, Jimma district

A Thesis Submitted to the School of Graduate Studies of Jimma University in Partial Fulfillment of the Requirements for the Award of the Degree of Master of Public Management (MPM)

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DECLARATION

I, Hassen Naim, the undersigned, declare that this thesis is my original work and has not been presented in any other University. All sources of materials used for this thesis have been duly acknowledged.

Declared by Name: **Hassen Naim**

 Signature: _____

CERTIFICATION

This is to certify that **Hassen Naim** has carried out his thesis proposal on the topic of *"the facter affecting of leadership on organization effectiveness in Ethiopian electric power authority, a case study in the southwest, and Jimma district"* under my Advisors. This work is original and it is suitable for submission in partial fulfillment of the requirement for the award of Masters of Arts Degree in Public Management (MPM).

Mesfin Mekonnen **(PhD Scholar)** _____   _____

          Advisor   **Signature**   **Date**

      Umer Hajji   _____   _____

      Co-Advisor: **Signature**   **Date**

Abstract

Leadership is important to noble effectiveness meanwhile it organizes both deployments of human and other resources in the organization, worthy leader inspires employees and encouraged employees does not only proliferate his or her job effectiveness and assurance within an organization but also drives beyond the job requests consequently increasing the organization's overall effectiveness and making it more profitable. The main objective of the study was to examine the effect of leadership on organizational effectiveness at Ethiopian Electric Power (EEP) southwest, Jimma district employees. To achieve this research objective both primary sources of data were utilized. The primary data was collected from managers, supervisors and workers. Primary sources of data were used in this study the target population of employees of Jimma Electric Power (EEP) Jimma District. 228 employees were the sample size of the study. The survey instrument was in order to collect primary data. The data were processed and analyzed using SPSS 23. The research design was both descriptive and explanatory and the research used a quantitative approach. Through the Simple random sampling technique, a sample of eighty-nine was selected out of the total population. Both descriptive and regression analyses were applied. The descriptive statistics result shows that the EEP Jimma District office more practices Leadership compare to Organizational Effectiveness. The result of the regression analysis also indicated that Leadership style has a positive and significant relationship with organizational effectiveness. The study concluded that the empowerment in the EEP Jimma District was significantly affected organizational effectiveness. leadership should be known by all people at all levels of the organization to have a positive facter affecting on the overall accomplishments.   It is suggested that managers/leaders be trained to empower their followers in order to enhance organizational effectiveness.

Keywords: Communication, Effectiveness of Leadership, Empowerment, Leadership style, Motivation

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ACRONYMS AND ABBREVIATION

EEP- Ethiopian Electric Power

EELPA- The Ethiopian electric light and power authority

ICS -the Interconnected System

SCS- Self-Contained System

SPSS- Statistical package for social science

EEUA- Ethiopian Electric Utility Authority

EEPC -Ethiopian Electric Power Corporation

CHAPTER ONE

1. INTRODUCTION

This chapter presents the background of the study, statement of the problem, Research question objective of the study, the significance of the study, Organization of the study, scope and limitation of the study.

1.2 Background of the Study

Leadership is one of the very critical components for any organizational effectiveness. Leadership is simply "the art of influencing people so that they will strive willingly towards the achievement of goals" (gbaekemen, 2014). Leadership plays a crucial role in creating an enthusiastic atmosphere and culture in an organization (Alghazo and Al-Anazi, 2016). Hurduzue (2015) proclaimed that an effective leadership style could promote excellence in the development of the members of the organization. According to Skoogh ,(2014), it is safe to say that leadership has played an important role since the dawn of the history of mankind.

In today's competitive environment, organizations expand globally and face a lot of challenges to meet their objectives and chased to be more successful than others so, Leaders play an essential role in the accomplishment of organizational goals and boost employee's effectiveness by satisfying them with their jobs and it became the crux of issues in the corporate world of today. This is because it is responsible for the harmonization and integration of both human and material resources to produce the output or services for which the body is created. Therefore, it grasps the attention of researchers for many years, yet we are unable to focus on definition. Many researchers have studied different aspects of leadership.

According to Mintzberg, (2010) leadership is the key to trust that comes from the respect of others. According to Ngambi et al (2010) and Ngambi, (2011), leadership is a process of influencing others' commitment towards realizing their full potentials in achieving a value-added, shared vision with passion and integrity. An important factor in the leadership process is the relationship that a leader has with individual followers. In a competitive business environment, organizations rely on their leaders to facilitate the changes and innovations required to maintain a competitive advantage.

Effective leadership helps ensure organizational effectiveness. Leadership has been altered over time, with the change in employee requirements resulting in a demand for change in the relationship between a leader and his subordinates. Leaders have been found to influence followers in many ways, including coordinating, communicating, training, motivating, and rewarding (Yukl, 1989). It is argued that effective leadership has a positive relationship with the effectiveness of organizations (Maritz, 1995; Bass, 1997; Charlton, 2000). Behling and McFillen ,(1996) confirmed the link between high effectiveness and leadership in the United States by developing a model of charismatic/transformational leadership where the leaders' behavior is said to give rise to inspiration, awe and empowerment in his subordinates, resulting in an exceptionally high effort, exceptionally high commitment and willingness to take risks. Effective leadership helps ensure organizational effectiveness (Cummings and Schwab, 1973; Hellriegel et al ,2004). As a result, many leadership theories have been proposed in the last fifty years which are claimed to have influenced the effectiveness of organizations where they have been employed through employee effectiveness. Leadership style has an influence on employees' behavior, including their adoption of the firm's strategy and organizational value and has been linked to both organizational outcomes and employee work effectiveness (Ehrhart, 2004).

On the other hand, managers can influence employee's commitment to service quality by demonstrating it themselves (Babakus et al. 2003). While different leadership styles can influence employees' behavior in differing ways, the manager must be ready to adopt the appropriate leadership style.

Leadership plays a critical role in creating a clear vision, mission, determination and establishment of objectives, designing strategies, policies, and methods to achieve organizational objectives effectively and efficiently along with directing and coordinating the efforts and organizational activities. As Khajeh, (2018) noted a leadership to be best, needs to comply with internal and external changes to meet organizational mission and vision. Recently, lots of companies are facing different challenges like organizational misconduct, high rate of employee turnover and poor financial effectiveness.

The role of leadership is, therefore, critical through each of these steps. These are clear vision, mission, determination and establishment of objectives, designing strategies, policies, and methods to achieve organizational objectives effectively and efficiently along with

directing and coordinating the efforts and organizational activities. For this reason, lack of leadership support remains the number one cause of team failure. Based on this supposition, the following data test this reality.

Effectiveness refers to the proportion between a product and all factors of production to achieve the required output. It is the efficiency of individual productivity and multinational elements in companies, which is mostly upgraded by employees' diligence.
Relationships among leaders' behavior or style and employees have gained a bigger focus from different communities. Hence, the type of leadership style has a positive or negative facter affecting on how organizations cope with improving productivity by the strategic vision of the organization (Sougui et al, 2015).

Thus the importance of leadership effectiveness is very critical for the success of an organization. Companies need effective leadership, which can turn challenging situations into an opportunity. In line with this, identifying the facter affecting of leadership was a help to improve leadership style, which could be the solution to most organizational challenges. This study aims to identify the facter affecting of leadership at the Ethiopian Electric Power (EEP) Jimma district. Therefore, in the process of identifying the facter affecting of leadership on organizational effectiveness. The study was proposing suggestions for the improvement of the existing leadership facter affectings at the Ethiopian Electric Power (EEP) Jimma district.

1.3 Background of the Organization

The Ethiopian electric light and power authority (EELPA) which was established in 1956, after having undergone restructuring was reorganized as the Ethiopian Electric Power Corporation (EEPC). EEPC later splatted into two companies and one of these companies is the Ethiopian electric power (EEP), EEP which was established in 2013 by the council of ministers' regulation No.302/2013 is responsible for generating, transmitting, and wholesale electricity to be utilized nationwide as well as neighboring countries. Presently the organization maintains two different power supply systems; namely, the Interconnected System (ICS), which is mainly supplied from hydropower plants, wind farms and the Self-Contained System (SCS), which consists of mini-hydropower plants and several isolated diesel generating units that are widely spread all over the country. The organization's mission is to provide adequate and quality electricity generation, transmission through continuous

improvement of management practice responsive to the socio-economic development and environmental protection need of the public.

1.4 Statement of the Problem

The necessity of effective leadership in cross-cultural management has been emphasized in the literature (Nguyen & Umemoto, 2009). Since globalization and advancement in technology have been rapidly improved business changes/transformation and creating challenges, today's global leaders need to possess a set of competencies that will enable them to set and implement their vision and lead effectively. How to develop effective leaders with the skills needed to adequately deal with organizational challenges has been a challenge for all organizations (Amagoh, 2009).

The capacities of leaders are shaped by their career experience as they address increasingly complex problems solving in the organization. The of developing leadership skills is unique and quite different from other leadership perspectives. If we say, Leaders were used by their experiences then it means leaders are not born to be leaders (Mumford, et al., 2000).

The effectiveness of organizational achievement of the public sector, which can be highly influenced by effective leadership, in Ethiopia, has been a major focus to the government to achieve the development and changes in all aspects like lack of effectiveness in the dimensions of leadership is a common problem in most public service organizations' of Ethiopia (Getachew, 2014).
According to Sogunro, (2016), which studied leadership effectiveness in group situations, conclude that facter affecting of leadership is influenced by the personality characteristics of members of the group being directed.

This was conducted with the variables of personality and training of the leader, the characteristics of the group being lead, the situation in which the group operates, and the goals being sought.

Based on the insights identified through observation and interview and by referring to these pieces of literature my study was to explore the variables of communication, motivation, empowerment, leadership style and organizational effectiveness. In addition to this as the knowledge of the researcher didn't find any study conducted with the above-mentioned title

on the study area. The objective of this study was to investigate the effects of leadership effectiveness on organizational effectiveness in the EEP of Jimma District.

The success of an organization is reliant on the leader's ability to optimize human resources. A good leader understands the importance of employees in achieving the goals of the organization, and motivating the employees is of paramount importance in achieving success. Previously many researchers are investigated based on the following area. It has been widely accepted that effective organizations require effective leadership and that Organizational effectiveness was suffering in direct proportion to the neglect of this (Fiedler and House, 1988). Furthermore, it is generally accepted that the effectiveness of any set of people is largely dependent on the quality of its leadership effective leader behavior facilitates the attainment of the follower's desires, which then results in effective effectiveness (Fiedler and House, 1988; Maritz, 1995; Ristow, et al, 1999). Leadership is perhaps the most investigated organizational variable that has a potential facter affecting on Organizational effectiveness (Cummings and Schwab, 1973). A large body of empirical evidence has demonstrated that leadership behaviors influence organizational effectiveness that strong leaders outperform weak leaders and that transformational leadership generates higher effectiveness than transactional leadership (Burns 1978; Bass 1990; Hater and Bass 1988; Howell and Avolio 1993). Kirkpatrick and Locke (1996) identified many studies reporting positive relationships between leadership and effectiveness. This research fills the gap in Ethiopian Electric Power (EEP) Jimma district. Because the researchers understand the problem existing in Ethiopia Electric Power (EEP) Jimma district public institutions from employees' complaints, source: suggestion box of the institutions. Standing from this ground the researcher aims to investigate the effects of leadership on organizational effectiveness in Ethiopian Electric Power (EEP) Jimma district public institutions.

1.5 Research Questions

1. What kind of leadership is practiced in Jimma southwest electric power Jimma district?

2. How does leadership influence organizational effectiveness in EEP in the Jimma district?

3. To what extent company's Leaders' practices affect organizational effectiveness?

4. How do the leadership practices affect organizational effectiveness in line with empowerment and communication factors?

1.6 Objectives of the study

The general objective of this study is to investigate the effect of leadership practices on organizational effectiveness EEP, Jimma district.

1.6.1 Specific Objectives

1. To identify the leadership practices exhibited in EEP, Jimma District

2. To analyze the effect of leadership on organizational effectiveness

3. To show the extent to which company Leaders are motivating their subordinates.

4. To analyze the facter affectings of leadership on organizational effectiveness in line with empowerment and communication factors?

1.7 Significance of the Study

For the studied organization: From this study, the organization (EEP) will get a piece of information the way leadership practices affect organizational effectiveness. For other organization and scholars: It uses as a base reference for other government organization who is trying to decide the effectiveness of leadership. And the findings of the study also serve as a baseline for future research to scholars. For the Researcher: In addition, it would give understanding about determinants of leadership effectiveness and plays a significant role to broaden the researcher's knowledge.

1.8 Scope of the Study

Even if it is very essential and necessary to conduct research that includes all branches Under South West electric Power, the scope of the study was delimited only to three branches out of 12 branches, which are located in Jimma town. All effects of leadership on the effectiveness of the organization are addressed in this study. Therefore, the study mainly had focused on communication, motivation, empowerment and leadership style.

1.9 Organization of the Study

The thesis was consisting of five chapters. Chapter one would be the introduction, including the statement of the problem, objectives of the study, significance of the study, the scope of the study, limitation of the study, and the organization of the thesis. The literature related to

the subject matter will be presented in chapter two. Chapter three had focused on the research methodology and approach used. The presentation and analysis of the data collected were presented in chapter four. Summary of major findings, conclusion, a recommendation about the problem and limitation of the study was in chapter five.

CHAPTER TWO

2. REVIEW OF THE RELATED LITERATURE

2.1 INTRODUCTION

The chapter discusses the problem under study through theoretical literature review, leadership theory, concepts of leadership, empirical review of the literature and conceptual frameworks. It implies leadership and relation and interaction to Organizational Effectiveness. Based on theoretical and empirical literature review and with the help of the analysis of the data the study compiles, it is the intention of this study to forward recommendations for southwest EPP Jimma district

2. 2 Theoretical literature review

Leadership is an interpersonal skill applied by a leader in the style which is best suited to the situation and ensures the attainment of desired goals by effective and continuous communication (Tannenbaum R, 1961). Leadership is the process of facter affectinging people through continuous and useful communication between leader and follower to achieve the goal (Cribbin JJ, 1981). Leadership is a challenge at the influence the behavior of subordinates through the communication process and toward the attainment of goal or goals (Donelly JH, 1985). Leadership is about vision, ideas, direction, and has most important inspiring people to bring trust between them and a team effort to work together to attain the goal. He should be the one capable of inspiring others to do tasks without any close supervision to his subordinates (Bennis W, 1989).

2.3 Leadership Theory

The early view of leadership depends as leaders were born not made (Donna and Deborah, 2009). This thinking result encouraged research to separate the physical and mental characteristics of leaders. Palestini (2009) supported this idea by indicating that some leaders are superior to others because of genetics but he stressed that fundamental leadership skills are educated, developed, and improved. Theories comprising traits, situational interaction, function, behavior, power, vision and values, charisma, and intelligence among others have been produced by different students of leadership.

2.3.1 The Trait Theory

Supporters of the trait approach list leadership qualities, supposing certain traits or characteristics will lead to effective leadership. This theory is demonstrated by Shelley Kirkpatrick and Edwin A. Locke (1991). They argue that key leader trait includes: drive i.e. a wide term that comprises achievement, motivation, ambition energy, stubbornness, and initiative, leadership motivation i.e. the wish to lead but not to pursue power as an end in itself, honesty, integrity, confidence which is linked with emotional stability, cognitive ability, and knowledge of the business. There is less clear evidence for traits like charisma, creativity, and flexibility according to their research.

2.3.2 The Behavioral Theory

A person's behavior is viewed in this theory rather than considering leadership effectiveness depends on individuals'" personal traits (Palestini, 2009). It focuses on what the leader does as it is behavioral. Concentrating on observable behavior is more useful than focusing on traits as justified in this theory.

2.3.3 Situational Theory

This theory assumes that different types of characteristics are required for different situations i.e. no single best psychographic profile of a leader exists. According to Palestini (2009), there is no single best way of leading works in all situations rather it depends on the conditions at a given time.

2.3.4 The Managerial grid model Theory

This theory, developed by Robert Blake and Jane Mouton (1994), bases the behavioral theory. A seminal work on the influence of leadership styles and effectiveness was developed by Kurt Lewin, Ronald Lipitt, and Ralph White in 1939. They evaluated the effectiveness of the eleven-year-old boys' group under different types of work climates. Regarding the type of group decision making, praise and criticism (feedback), and group task management according to three styles: authoritarian, democratic, and laissez-faire; the leader exercised his influence in each working climate. Those who make decisions alone demand strict obedience to their orders were categorized as Authoritarian. Democratic climates were characterized by a collective decision process assisted by the leader. Laissez-faire climates permit a group to determine policy without any participation of the leader. The leader is kept uninvolved in work decisions unless asked does not participate in labor division, gives praise rarely.

2.3.5 Path-Goal Theory

This theory is developed by Robert House and states that leaders have to do to improve the productivity and morale of employees (Dubrin, 2008). The dual purpose of this theory is agreeing with the leadership style to the situation and action to be taken by the leader to stir up effectiveness and satisfaction.

2.3.6 Transactional and Transformational Theory

The transaction leader is given the power to perform certain tasks and reward or punish for the team's effectiveness (Burns, 1978). It allows the manager to lead the group and the group to follow the lead to achieve a preset goal in exchange for something else.

The transformational leader motivates their team to be effective and efficient. The basis for goal achievement towards the desired outcome is communication. According to Palestini (2009), this type of leadership changes an organization through motivation by identifying an opportunity, establishing the vision, building trust, and work for the achievement of the vision.

2.3.7 Functional Leadership Theory

This theory is specifically important to address a particular leader's behavior likely to contribute to organizational effectiveness (Hackman & Walton, 1986; McGrath, 1962). It argues that the leader's main job is to see whatever is necessary to group needs is taken care of; therefore, leaders can be said to have their job done well when the contribution to the group effectiveness and cohesion (Hackman &Wageman, 2005; Hackmamn& Walton, 1986). Though this leadership theory has been applied to team leadership most frequently (Zaccaro, Rittman, & Marks, 2001), it has also been applied to broader organizational leadership effectively as well (Zacaro, 2001).

Researchers have searched for the best and the most effective leadership style. But nowadays thinking shows that there is no one best style and a combination of styles is somehow preferable depending on the situation. Leadership has become the most widely studied part of organizational characteristics focusing on traits, strategies and situational approaches of leadership. Scientists and sociologists began to analyze the possible consequences of leadership behaviors and the variables that are used to predict the leader 's behaviors (Robert

N. Lussier and Christopher F. Achua, 2010). Leadership theory is classified as Great man, trait, behavioral, contingency, integrative, transactional and transformational leadership.

2.3.8 Great man theory

This theory is the starting concept about leadership. The first studies about leadership assumed that leaders born with natural leading and influencing ability and males are thought to be a leader. Who facilitates and influences others to follow in activities like religions, government, and the military was assumed as Great Man‖. (Richard L. Daft, 2008). According to this theory, leadership is an inherited ability that is who is born to lead.

2.3.9 The Trait theory

Trait theory is one of the earliest leadership theories and it focuses on the idea that leaders have their personality behaviors to be a leader. Trait theory is about evaluating leadership and suggests how to lead effectively by considering whether an individual possesses certain personality, social, and physical traits. Popular in the 1940s and1950s, trait theory tried to predict which individuals successfully became leaders and then whether they were effective. Leaders differ from nonreaders in their drive, desire to lead, honesty and integrity, self-confidence, cognitive ability, and knowledge of the business is which they are participating. Even the traits judged necessary for top-, middle-, and low-level management differed among leaders of different countries; for example, U.S. and British leaders valued resourcefulness; the Japanese, intuition; and the Dutch, imagination but for lower and middle managers only. The trait approach holds more historical than practical interest to managers and administrators, even though recent research has once again tied leadership effectiveness to leader traits.   (Robert Palestini, 2009).

Trait theory was the foundation of leadership studies. And trait theory researchers try to identify effective leadership characteristics by examining personality, physical abilities, and social- and work-related characteristics. Traits play a role in predicting leadership qualities and identifying potential leaders. So, trait theory focuses on explaining the personal characteristics of effective leaders. (Robert N. Lussier and Christopher F. Achua, 2010). Traits distinct a leader 's behaviors such as intelligence, honesty, self-confidence, and appearance. The basis of trait theory is the idea of people are born with traits and that make them natural leaders (Richard L. Daft, 2008).

2.3.3 Contingency Theory

This theory focuses on the relationship between leadership and being effective in a situation. As Celestine Awino Anyango (2015) stated by referring (Cheng and Chan, 2002), contingency theory leadership effectiveness is measured by the interaction of leader personal characteristics in certain situations. It contains the assumption of the relationship between leadership style and an organizational effect is moderated by situational factors related to the environment and as a result, the outcomes cannot be predicted by the leadership style.

The concept in contingency theory is that leaders can examine their surroundings and adapt their activities. The major changes that the leader should consider are characteristics of followers, characteristics of the work environment and follower tasks, and the external environment. (Richard L. Daft, 2008). Effective managers analyze the situation and the leadership style to select the required style and contingency theory to emphasize that no single way of leading working in all situations (Robert Palestini, 2009).

Richard L. Daft (2008) defined contingency that if a leader need to be effective the leader's behavior and style, as well as the situation, must be correctly matched and there is no one suitable way of leadership. The contingency approaches seek to delineate the characteristics of situations and followers and examine the leadership styles that can be used effectively.

Critics of structural contingency theory sometimes argue that it is not sensible for organizations to move into a fit with their contingencies, because while the organization is changing its structure to fit the contingencies, the contingencies themselves change so that the organizational structural change does not produce fit. Nevertheless, by moving towards the fit, the organization is decreasing misfit and thereby increasing

its effectiveness relative to what it would be if it was to make no structural change (Donaldson, 2001)

2.3.4 Behavioral Theory

Behavioral leadership theory identifies behaviors of effective leadership and no-effective leaders and it focuses on explaining effective leaders 'styles. (Yehia Sabri Nawar, 2014) based on Hersey (2001) finding, stated that behavioral theory becomes dominant in the late 1940s to late 1960s and it focuses on the assumption that effectiveness in leadership has to do with how the leader behaves.

Behavioral theories of leadership state that it is the behavior of leaders that distinguishes them from their followers. It focuses on the actions of leaders 'rather than on mental qualities or internal states with the belief that great leaders are made, not born. According to this theory, people can learn to become leaders through teaching and observation. Behavior theories examine whether the leader is task-oriented, people-oriented, or both‖ (Celestine Awino Anyango, 2015). Thus, the behavioral theory is about the behavior of leaders that focus on the leader's action and this theory examines how the leader behaves. This theory emphasizes what key behavioral patterns result in leadership. Behavioral theories of leadership attempt to isolate behaviors that differentiate effective leaders from ineffective leaders. Behavioral studies focus on identifying critical behavioral determinants of leadership that, in turn, could be used to train people to become leaders.

2.4. Concepts of Leadership

Leadership may be a method by an individual influences other to accomplish an associate degree objective and directs the organization in a very means that produces a lot of cohesive and coherent. This definition is analogous to Northouse's, (2007) definition of leadership may be a method whereby a person influences a gaggle of people to realize a standard goal. As an associate leadership is deliberately inflicting people-driven action in an exceedingly planned fashion for the aim of accomplishing the leader's agenda (Crosby, 1997). All sorts of leadership should use power. However, power desires not to be powerful, dictatorial, or correctional to be affectional. Instead, power can even be employed in a non-coercive manner to orchestrate, mobilize, direct and guide members of an establishment or organization within the pursuit of a goal or series of objectives (Thomas, 2011).

The important requirement of the leadership process is for leaders to remember the followers to pursue their mutual purposes and goals. Through education and training, leaders must serve as effective teachers or mentors to make their followers co-responsible in the pursuit of their mutual purposes and goals (Nanus, 1989). Leadership is an extension of the leader's beliefs. Highly personal core competence is only from within the leader. In leadership and the customer revolution, Rick Tate (2003) said Leadership touches the heart and soul.

Leadership has been a subject of numerous studies. Ancient literature, be it Egyptian, Chinese, Indian and many others, highlight the importance of leadership and the role of the leader. Indian classics like Mahabharata, and Ramayana are replete with leadership

illustrations. This interest has continued in modern times as well. Over time, many theories on Leadership have emerged as a result of empirical and conceptual contributions. King (1990) opined that leadership is one of the most intricate and multifaceted occurrences that has been the focus of organizational and psychological studies.

2.4.1 Concept of Leadership Styles

Leadership style refers to a leader's behavior and attitude of governance and supervision. It is the result of personality traits, experience, attitude and philosophy of the leaders Iqbal et al. (2015). A leadership style can be described as the specific way in which a manager chose to influence others. This gives us a clue that styles might be altered depending on the specific situation and culture the leader is operating in. It is understood that power is a given in leadership.

2.4.2 Concept of Organizational Effectiveness

Organization effectiveness is the efficiency that is derived by an organization in terms of delivery of service i.e. customer satisfaction, efficiency, improvement of workflows and procedures Porter, (2003). Daft (2000) said that organizational effectiveness is the organization's capability to accomplish its goals effectively and efficiently using resources. Richardo (2001) said that achieving organizational goals and objectives is known as organizational effectiveness.

The concept of organizational effectiveness holds a central position in the management of private and public organizations as well as in the field of organizational research Morin and Audebrand (2014) Teams are very crucial for organizational effectiveness and strong teams are the results of leaders. Strong leaders create a strong team. Al-Malki and Juan (2018) argue that leaders are very important for creating effective and efficient teams. The reason is that leaders play a vital role in formulating collective norms, assisting the team members to face and resolve the challenges that arisen in the team environment.

As Glantz (2002) cited Saasongu (2015) and articulated that leadership style in an organization is one of the factors that play a significant role in enhancing or retarding the interest and commitment of the individuals in the organization. Thus, he emphasizes the need for a manager to find his leadership style.

Although leaders are responsible for the proper task and job allocation, different leadership styles have several approaches to how tasks are being allocated. Leaders are claimed to have a positive facter affecting on the efficiency of the organization by influencing the team members. Particularly, leaders considerably influence their followers in the organization. Therefore, it is important to understand the nature of leadership styles such as transactional and transformational to assess their facter affecting on resolving different organizational problems (Al-Malki and Juan 2018).

2.5. Empirical Review of Literature

As cited by Hailu (2013), studies conducted in the USA by Akins, Bright, Brunson, and Wortham ,2013); from Indonesia by Bempah, Addison, and Ade ,2013); and from Ethiopia by (Yenenew ,2012); were taken to see leadership effectiveness.

Akins, Bright, Brunson, and Wortham (2013), have researched effective leadership for sustainable development in the USA. They tried to identify the factors a leader requires for the effective leadership process of the leaders under the study showed that social, economic, or environmental problems affect their capacity to lead in the organization. At the same time, the result of the study identified ten effective leadership qualities that are essential for sustainable development. These qualities are; learning, empowering, adapting, developing, engaging, reflecting, sustaining, humility, integrity, and practice.

The study by Bempah, Addison, and Ade (2013) revealed an interesting finding: identifying effective behaviors and unacceptable or ineffective leader behaviors. Effective leadership qualities such as; rewarding, appreciation for well-done jobs, motivating followers, supportive and considerate nature of leadership, showing sympathy and care for followers, and seeing all employees as one family are taken as the major factors for leadership effectiveness. On the other hand, the study identified that there are ineffective leaders who are demonstrating passive and uncaring character all the time.

The research of Yenenew (2012) tried to find out the factors that affect leadership effectiveness in the preparatory experience as a department leader. These are; instructional resource fund availability, professional norm and leaders'' participation in material development, and larger size teaching staff contributed for the effectiveness.

The above studies from different parts of the world, the study in the USA, Indonesia and Ethiopia; tried to identify some of the factors like empowering, participation, appreciation, rewarding, integrity, and others. From the above study made in different parts of the world, we can learn that leadership effectiveness can depend on various interrelated factors which are common to different countries.

In general, the researcher understood from the different literature reviewed as leadership is inspiring others willingly than forcefully in accomplishing common responsibility. In doing so, adjusting leadership style depending on the situation, vision, ability to communicate, motivate and support followers, consistency with what the leader deed and talks are the major ones.

Different writers have tried to identify different factors that determine leadership styles Kavanaugh and Ninemeier identified three factors that determine the type of leadership styles are leaders' characteristics, subordinates' characteristics and organizational environment (Al-Ababneh, 2013). & Rad (2006) also indicated organizational culture as a factor that influences the leadership styles of a manager. This needs the managers to consider organizational culture when selecting leadership styles. This organizational culture can be grouped under the organizational environment. Other factors that affect the leadership styles of managers are age and gender (Koturand Anbazhagan, 2014). This is related to the findings of some researches mentioned by Al-Ababneh (2013) that demographics affect the leadership styles of a leader. Demographics include age, sex, educational level and so forth.

The study aimed at assessing the effect of leadership styles on employees' effectiveness at Bank of Africa, Kenya. The findings show that the transformational leadership style is the most exhibited style at the bank followed by the transactional leadership style and laissez-faire. Employee effectiveness is above average. Overall, scores in transformational leadership style were found to be strongly correlated with both measures of employee effectiveness and overall effectiveness except for the intellectual simulation dimension, which had an insignificant positive correlation with the quality of effectiveness. Transactional leadership style was found to be positively correlated with both measures of employee effectiveness as well as overall effectiveness. However, contingent rewards had a negative but insignificant correlation with effectiveness while management by exception had insignificant positive correlations. The results suggest that supervisors in organizations need

to use a lot of transformational leadership behaviors or rather embrace transformational leadership style, but not laissez-faire leadership. From the results, transformational leadership could have greater effects on employee productivity and quality of effectiveness. It is recommended therefore that Transformational and transactional leadership are the most effective leadership styles (Celestine, 2015).

According to Umar (2019), in his study on the Facter affecting of leadership on organizational effectiveness. The result showed that the regression coefficient of R=.773 or 77.3% indicate that relationship exists between independent variables and dependent variable. The coefficient of determination $R^2 = 0.624$ which shows that 62.4% of the variation in improving the company productivity is explained by leadership. The adjusted R-square in the table shows that the dependent variable, (improving the company productivity) is affected by 72.2% by the independent variable (leadership). It shows that there are positive effects of leadership on improving the company's effectiveness. The coefficient of determination for leadership is positive (1.319) and is highly significant (0.000) in improving the company's productivity. The p-value of 0.000 is less than the t-statistic value of 10.520 and the standard error value of 0.125. This implies that a unit increase in material management will lead to 1.319 increases in improving the company productivity. Therefore, the null hypothesis is rejected and the alternate hypothesis is accepted, which means that there are positive effects of leadership on improving the company effectiveness.

The study on The Leadership Effectiveness and Organizational Effectiveness of Gog Woreda Education Office, Gambella Regional State. The researcher discovered the leadership actions and consequences of the leader's actions for followers, organization stakeholders and organizational effectiveness. Those are the dependent variables organization effectiveness and the independent variables of leadership styles questions (Transformational, Transactional and laissez-faire) were used to measure the perception of respondents. The research findings Transactional leadership style was the most practiced by the head of the office in the woreda education office means that reward and punishment were practical. Managing organizations in a way that is consistent with environmental variables are having in the culture of the people, their needs and value preferences. The challenges such as lack of good office equipment, insufficient funds, poor work environment and others are some of the variables that hamper the effectiveness of the organization. The researcher concluded that the organization's effectiveness was poor lack of effective leadership (Oleng, 2018).

Campbell et al. (2003) found a link between leadership and effectiveness. The study established that leadership is a management influence process and not just being nice or good to others. A successful leader manager can neither be primarily characterized as a strong leader or as a permissive one. He concluded that effectiveness (P) is a function of competence (C) of subordinates and motivation (M). According to him, leadership is the managing of people to influence their effectiveness by inducing them to work willingly.

This suggests that a leader is a motivator, persuader, effective communicator, listener, counselor, negotiator and delegator. Yukl (2002) established a link between concern for people and concern for effectiveness. That a manager who is also an effective leader is termed the manager leader who is rated 9.9 on the managerial grid. This pointed out that this type of manager has the following qualities: visionary about what people can achieve as a team, Shares vision and acts, proactive in most relationships, stimulates excitement and actions.

We now know that leadership is the process by which a person exerts influence over others and inspires, motivates and directs their activities to achieve group or organizational goals, whatever leadership styles utilized. There are arguments as to the facter affecting of leadership on various organizational elements and whether leadership has more facter affecting in some areas more than in others. Nahavandi summarized these arguments between those who refuse to accept the facter affecting of leadership (those who claim that leadership is insignificant and instead outside environmental factors, internal structure and strategy affect more than leadership does and leadership accounts for only 7-15% of financial effectiveness), and those who believe that leadership has an facter affecting on organizational elements (arguing that it is one of the many important factors, it is a key in providing vision and direction and it accounts for 44% of a firm's profitability). This latter group further claims that leadership is critical in orchestrating change; its facter affecting is moderated by other situational factors Nahavandi, (2003). Therefore, this study was attempted to investigate the effect of leadership with parameters of communication, motivation, empowerment, leadership and effectiveness of leadership

2.6 Conceptual Framework

Based on the overall review of related literature and empirical studies, the researcher proposed to develop the following conceptual framework for the study to answer the research

question and find out relationships between the variables. This research study classified the factors into four groups' i.e. communication, motivation, empowerment and leadership style was identified as factors to test their interference on the effectiveness of leadership.

Independent Variables   Dependent Variable

<table>
<tr>
<td>

❖ **Communication**
❖ **Motivation**
❖ **Empowerment**
❖ **Leadership style**
❖ **Effectiveness of Leadership**

</td>
<td>

Organizational Effectiveness:

➢ **Productivity**
➢ **Adaptability**
➢ **Flexibility**

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</table>
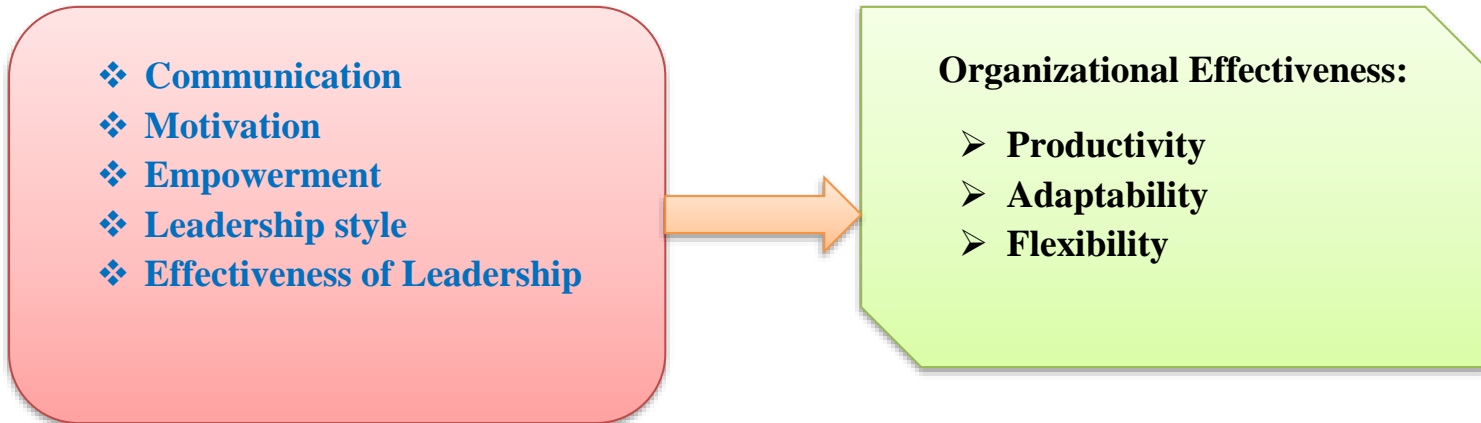
Figure 2.1 Source: derived from review of the literature.

CHAPTER THREE

3. RESEARCH DESIGN AND METHODS

3.1 INTRODUCTION

This chapter outlines the overall methodology that was used in the study. It begins by describing the area of the research design; followed by sources and type of data, sampling design and administration, method of data analysis and ethical consideration, target population and techniques of sample size determination, type and sources of data, data collection procedures, the research methods and ways of data analysis and presentation that were adopted in the course of the research.

3.2 Research Design

Depending on the nature of the research problem and the research perspective, the researcher has used a mixed research design that is qualitative and quantitative approaches. The researcher was descriptive and inferential research designs. According to Cresswell (2003), descriptive study design allows a researcher to gather information, summarize, present data and interpret it for clarification. In descriptive research, the indispensable emphasis is to explain specific opinions and ideas to examine the relationships and variations in the important variables by reviewing a large sample of the population Lee and Ling, (2008). Therefore, what kind of leadership style practiced and demographic information of the respondents' have been described. On the other hand, inferential study (causal research design) devoted to finding causal relationships among dependent and independent variables which is the facter affecting of leadership style and the organizational effectiveness of Ethiopian electric power Jimma southwest district.

3.3 Source and types of data

The researcher was used primary data to get the situations of the organization regarding the leadership style practices in the Ethiopian electric power Jimma district and its facter affecting on organizational effectiveness. Accordingly, primary data was collected from the Employees of the EEP Jimma district by using structured questionnaires for employees of the organization.

3.4 Sampling design

3.4.1 Target population

Southwest Jimma district electric power was located in Oromia Region, Jimma City Administration. The target population included in the study was three branches of South West of EEP Jimma District. By referring (Orodho, 2003 and Jaeger, 1988, Grace, Dola, 2015) survey design is a technique of collecting the population's attitude opinions, or views by using interviews or questionnaires by studying a sample of that population. Again (Dola, 2015) stated that sampling is the means of selecting a studying population. Sampling is the process of selecting a sample from the studying population and the selected samples should be representative of the total population as much as possible.

3.4.2 Sample size and sampling technique

Taking a sample from a population is a normal process that enables to save time and money. Sampling techniques provide a range of methods to reduce the amount of data needed for a study by considering only data from a sub-group rather than all possible elements (Saunders et al, 2009).

The sample size is the total number of units that are to be selected for the analysis in the study. Under South West electric Power Jimma District, there are about 12 branches and 250 employees. Among these Twelve branches, only three are selected for this study. These branches are selected based on their number of employees and the nature of services provided by the organizations. The selected branches are the Main branch, Frustale branch and Jiren branch and include about 166 employees.   To determine sample size; the researcher used the formula that was developed by Taro Yamane (1967). It is calculated as follows:

Regarding this the sampling is calculated as follows.

$$n = \frac{N}{1 + 116(e)^2}$$

Where:

 n = the sample size

 N=the study population   Where:

n = the sample size

N=the study population

e = the level of precision or sampling error = (0.05)

$$n = \frac{116}{1+116(0.05)^2}$$

= 89

Therefore, the sample size for the targeted population of the study was 89 employees.

The study assumes that the margin of error is 5% and confidence level or error-free 95%.

3.5 Methods of Data Collection, Design and Administration

3.5.1 Methods of Data Collection

In the study of this research, the researcher used the primary type of data. The Primary data was obtained from respondents of Ethiopian Electric Power (EEP) Jimma District public service organizations. Three branches of Ethiopian Electric Power (EEP) Jimma District permanent employees, supervisors, department heads and leaders of the organization were selected as a source of data.

3.5.2 Questionnaire design

Questionnaires were chosen as study instruments because of their ability to reduce bias and to collect genuine data. The study used closed-ended questions aimed at testing the effects of leadership styles on organizational effectiveness in the three Jimma Town EEP Jimma District main branch and two branches. The questionnaire consists of three parts. The questionnaire was designed to get relevant information from the respondents. In the first part of the questionnaire, respondents were asked their background. The second section required obtaining information on the effectiveness of leadership regards to the three types on the third part, respondents were asked to rate their effectiveness regards to of leadership style. To increase the reliability and effectiveness of the questionnaire and to get specifically relevant information to the study, the questionnaire was tested before conducting the survey study.

The best appropriate method to gather primary data is to hand out the questionnaire. A five-point Likert scale questionnaire was established to deliver the participant's comfort for replying to the questions according to their degree of agreement (McLeod, 2008). The Likert scale follows the format of starting range: 1) strongly disagree; to 5) strongly agree. The preparation of the questionnaire was grounded on the following variables; factors that affect the effectiveness of leadership, communication, motivation, empowerment, leadership style, the effectiveness of leadership and organizational effectiveness.

3.5.3 Methods of Administration/ Quality Criteria

3.5.3.1 Content validity

The idea of validity to questionnaire refers to the steps was taken by the researcher to ensure clarity, wording and order of the questions. Thus to ensure the validity of the questionnaire, it was necessary to ask a sample of the employee and leaders of the organization questions which were written precisely and clearly. A pilot study was conducted to test the validity and reliability of the research instrument. The validity of the research instrument was improved by carrying out a pilot test and changing any unclear and ambiguous questions.

3.5.3.2 Construct validity

One measure of validity is described by Me Burney and White (2007). A pilot study was conducted to test the validity and reliability of the research instrument. Reliability and validity are related to each other; an instrument cannot be valid without reliability. But the reliability of an instrument does not depend on validity. They stated that "face validity is researcher was an attempt to support the interpretation of the measurement and its connection to the construct was seek a professional judgment that there was a plausible connection between the surface features of the measure's content and the constructs as theoretically defined.

3.5.3.3 Reliability test

The reliability of the survey variables was initially tested before the hypothesis theory mentioned in previous work was verified. Firstly, following the work of (Thompson et al, 2017), The Cronbach's used in this study for the dimensions of each construct is higher than the critical value of 0.7, as proposed by (Nunnally, 1978), indicating that the internal consistency of the scale was used in this research was acceptable.

Reliability defines that the results of a questionnaire be steady and reliable. The validity, on the other hand, means that the individual results of an instrument are significant and allow the researcher to draw valid conclusions from the sample population being studied (Cresswell, 2003). Reliability is determined by the Cronbach's alpha (α) coefficient, which is one of the popular criteria of reliability in quantitative studies. It is measured on a scale of 0 to 1.0, and an instrument is viewed as extremely reliable if the instrument has a reliability coefficient statistic of $\alpha > .80$. The instrument is considered very reliable if $\alpha > .70$, and reliable if $\alpha > .60$; when $\alpha < .60$, reliability is considered poor to barely reliable. The reliability of an instrument contributes to its validity, as a reliable instrument measured what it is supposed to measure and not something else. Therefore, results after the consistent questionnaire were valid and more exact (Burg-Brown, 2016). Whereas the qualitative data was collected through interview guide questions this was prepared and asked the management bodies on the study areas. The interview method of collecting data involves the presentation of oral-verbal stimuli and reply interns of oral-verbal responses. This method can be used through personal interviews and, if possible, telephone interviews.

Table 3.1 Cronbach's Alpha

Cronbach's Alpha	N of Items
0.867	40

As one can see in the above table 3.1, the overall Cronbach's alpha value is 0. 867. This demonstration indicates that data have a good uniformity in internal consistency.

Table 3.1: Reliability of Statistics

	Cronbach's Alpha	N of Items
Over all	0.867	40
Communication factor	0.64	5

Motivation factor	0.54	9
Empowerment	0.71	5
Leadership effectiveness	0.51	7
Organizational effectiveness	0.66	5
Leadership style	0.56	9

Source own survey 2021

3.6. Methods of Data Analysis

The data which was obtained through the questionnaire first was edited for their completeness, categorized, and registered. Based on this the data was analyzed using descriptive analysis techniques. With regards to the descriptive analysis, the study was analyzed using mean and standard deviation. On the other hand, inferential statistics techniques, specifically multivariate regression analyses were applied to tests whether the combined effect, of all the variables in the model, is different from zero. If, for example, < 0.05 then the model has some relevant explanatory power, which does not mean it is well specified or at all correct. Multiple linear regression analysis was used to test the hypothesis to control for the effects of the variables. The study was used the SPSS version 23 software package in the entire analysis parts.

Analysis of the data is a fundamental slice of the research study. The findings and conclusions should arrive based on the analysis and interpretation of the data. Hence, data is analyzed following the nature of data that is qualitative and quantitative. The data obtained from the respondents were be analyzed using Statistical Packages for Social Science (SPSS) version 23.

After collecting the distributed questionnaire, data were properly organized and prepared for codification. Following this, the coded data were fed to the SPSS software program. The data were analyzed using descriptive statistics (such as mean, standard deviation) to describe the demographic characteristics. In addition to this, descriptive analyses have also been conducted on the level of the different leadership styles and employee effectiveness.

3.7. Ethical Consideration

For this study permission letter was forwarded from JU, college of business and economics to the EEP Jimma district office. Then principal investigator had communicated the objective of the study with different team leaders at the study areas. After getting consent from the management data collection was started. The goal of the study had been informed to each respondent that the information that was collected will be kept confidential.

CHAPTER FOUR

4. DATA ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

This chapter detail with the presentation, interpreting and analyzing of data using Statistical Package for the Social Scientists (SPSS) Version 23 Software was used to process &analysis the data that was collected from the sample of 80 employees of three branch of EEP in Jimma from Main Branch, Jiren branch and Frustale branch of the organization. From the total of 89 questionnaires distributed, 80 (90%) of the questionnaire were completed and returned. Accordingly, analysis and interpretation of data have been made in this part of the study based on returned questionnaires.

4.2 Demographic characteristics of the respondents

Based on respondents' background information, several variables were investigated. The researcher's interest here was to measure the level of attachment of the respondents to their organization. The results on the demographic information of the respondents are indicated in the following presentation.

4.3 Distribution of respondents by sex, age, level of education working experience and salary

Figure 4.1 sex of respondent
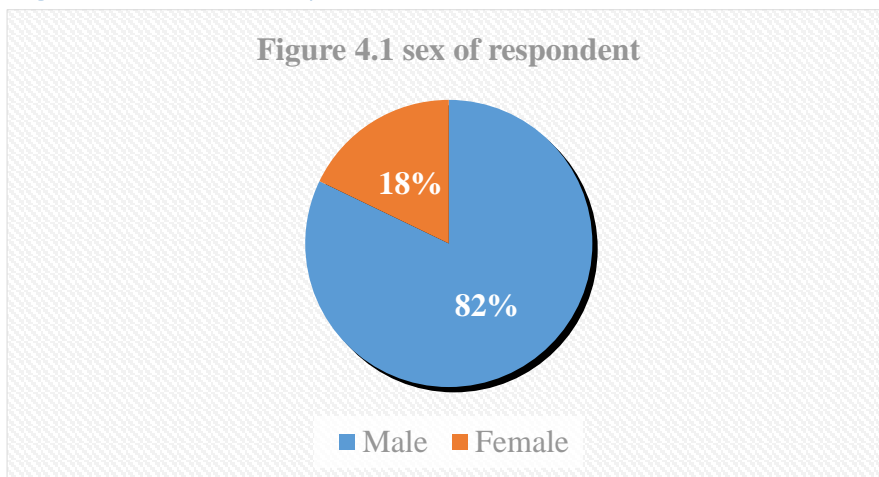
Figure 4.1 sex of respondent

4.2 Figure of Age of respondent
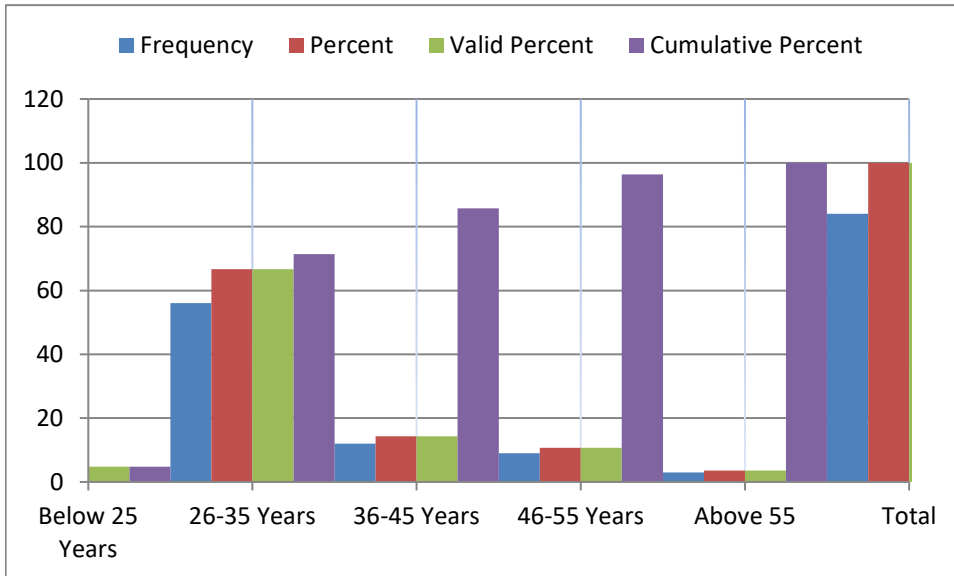
Source: own survey, 2021

Table 4.1 Educational background of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	College diploma	36	42.9	42.9	42.9
	MA//MSC degree	8	9.5	9.5	52.4
	BA/BSC degree	40	47.6	47.6	100.0
	Total	89	100.0	100.0	

own survey, 2021

Table 4.2 Salary of   respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2500-3000	22	26.2	26.2	26.2
	3000-4500	22	26.2	26.2	52.4
	4500-5000	18	21.4	21.4	73.8
	Above 5000	22	26.2	26.2	100.0
	Total	89	100.0	100.0	

own survey, 2021

Table 4.3 year of respondents of experiences

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 Years	8	9.5	9.5	9.5
	5-10 Years	51	60.7	60.7	70.2
	11-15 Years	13	15.5	15.5	85.7
	16-20 Years	8	9.5	9.5	95.2
	Above 20 Years	4	4.8	4.8	100.0
	Total	89	100.0	100.0	

Source: own survey, 2021

As observed from Table 4.1, it is clear that the majority of the respondents, 69(82.10%) were males as opposed to females who were 15(17.9%). This presupposes that generally, the margin between males and females is maximum. This assumes that in general, the boundary between the genders is negligible. This result depicted that there was no gender bias in the representation of males and females in the study. The majority of the respondents were under the age group 26-35 years. Which covers 56(66.7%%), 36-45Years, 12(14.3%), 46-55Years

9(10.7%), Below 25 years 4(4.8%) and above 55 years 3(3. 6%).This indicates most of the employees are in the productive age and the organization can use their potential to achieve its goal.

The study also determined the respondents 'level of education. The findings showed that the majority of the respondents are BA/BSc degree holder holders 'which covers 40(47.6%), College diplomas 36(42.9%)and the left of 9.8% are MA/MSc holders. This indicates the majority of the employees are educated and can able to understand and respond to the questionnaires. For the question how long have you been working in this office, the responses showed that 51(60.7%) of the respondents worked 5-10 Years,13(15.5%) 11-15 years,8(9.5%) less than 5 years,16-20 8(9.5%) and 4(4.8). Above 10 years and 1-5 years' accounts 40% respectively. Which is the lowest coverage.   This shows there is a little bit of turnover. The study also determined the respondents 'level of salary paid. The findings showed that the majority of the respondents were between 2500-3000 22(26.2%),3000-4500 are 22(26.2%), 4500-5000 were 18(21.4%) and above 5000 22 salary payments, which covers 50% and 35% of employees were paid between 3001-5000. Above 5000 were 22(26.2%).

4.3 Effect of communication factor on EEP Jimma district

According to Akmaliah (2009), mean score measurement can be used while interpreting the data. As he further specified, if the mean score is greater than 3.79, it will be considered as high; if it is between 3.40 and 3.79, it will be considered as moderate; and if the mean score is below 3.40, it will be considered as low.

Table 4.4 Communication factors with mean and std. deviation

	N	Mean	Std. Deviation
I feel like my voice (idea) is brought to the business	89	3.619	1.051
I am aware of the organization's culture and values	89	3.642	1.025
My boss communicates the organization's vision and goal	89	2.142	0.713
Open dialogue is encouraged in my organization	89	2.5833	0.996

Statement	N	Mean	Std. Deviation
Ideas and skills shared across different levels of employees in the organization	89	2.4286	1.100
Aggregate result		2.88	0.977

Source: Own survey 2021

The above table shows the statement that most of the time, I am aware of the organization's culture and values had the highest mean of 3.64 and standard deviation of 1.02. The question of 'I feel like my voice (idea) is brought to the business' had a mean of 3.61 and a standard deviation of 1.05. The statement with the lowest mean of 2.14 and standard deviation of 0.71 was' my boss communicates organization's vision and goal'.

Generally, the effectiveness of leadership that was examined through five (5) items had a registered mean value of 3.59 and a standard deviation of 1.10. As shown below in Table 4.3, the mean score for the aggregate result of employees towards their communication factor is 2.88 SD 0.977. This implies that the   Communication factor of   EPP Jimma District is low.

4.4 Motivational factor

Table 4.6 Motivational Factors with mean and Std. Deviation

Statement	N	Mean	Std. Deviation
I have a suitable working environment (clean & fresh air, reasonable temperature, enough light and work-space) and good pay	89	2.523	1.187
I am provided with job security (protection against layoff), safe working conditions and union, health insurance, and pension plans.	89	2.369	0.928
There is interaction as part of a workgroup, friendly supervision	89	2.238	1.093
There are professional associations with superiors, peers, and subordinates	89	3.809	0.798
I look for challenging, innovative tasks and make significant achievements to my job	89	3.809	0.798
I gain recognition for my good effectiveness from my boss	89	2.023	0.744

Statements	N	Mean	Std. Deviation
I believe the reward is being distributed among the organization's members according to our actual contribution (equal reward is made among those who contribute equal experience, qualification, effort, time, & skill)	89	2.238	1.093
There is a formal and continuous training program in EEP	89	3.631	1.138
There are opportunities for promotion and development or career advancement	89	2.190	0.798
Aggregate result		2.75	0.953

Source: Own survey 2021

The statement that there are professional associations with superiors, peers, and subordinates at the most mean value of 3.80 and S.D is 0.79. Whereas the statement that I gain recognition for my good effectiveness from my boss was score the lowest mean value i.e. 2.02 and S.D 0.74.

Generally, the Motivational Factors nine (9) items had a registered mean value of 2.75 and a standard deviation of 0.953. This value illustrates that the agreement level of the respondents that their immediate leader or manager indeed practiced motivation factor. From this result, the researcher could conclude that the motivation factor is a reasonable practice in the EEP Jimma district.

4.5 Empowerment

Table 4.7 empowerment factors with a mean and standard deviation

Statements	N	Mean	Std. Deviation
I, as an employee, being given the power and resources to make decisions, give answers and solve problems	89	3.035	0.767
My boss asks me for input on issues that the company is facing whether through email or in meetings	89	2.476	1.339

I am afraid and not willing to offer insight and new ways of doing things	89	2.000	0.981
Barriers, restrictions, and layers of protocol that exist between employees and departments are eliminated	89	2.857	1.173
I believe every employee in this company is given equal and direct access to organizational information	89	2.190	0.798
Aggregate result		2.511	1.011

Source: Own survey 2021

As one could see from the above Table 4.12 the mean and standard deviation value of the respondents' as examined by (5) five aforementioned statements that could describe the empowerment factors.

The statement that states, as an employee, being given the power and resources to make decisions, give answers and solve problems at the most mean value of 3.03 and S.D is 0.76. Whereas the statement that describes I am afraid and not willing to offer insight and new ways of doing things was scored the lowest mean value i.e. 2.00 and S.D 0.98.

As a summary, empowerment factors registered the mean and standard deviation of 3.03 and 0.767 on the statement of I, as an employee, being given the power and resources to make decisions, give answers and solve problems, 2.85 mean and 1.173 standard deviations on the statement of barriers, restrictions, and layers of protocol that exist between employees and departments are eliminated, 2.47 mean and 1.33 standard deviation on the statement of My boss asks me for input on issues that the company is facing whether through email or in meetings, 2.19 mean and 0.79 standard deviations on the statement of I believe every employee in this company is given equal and direct access to organizational information and 2.00 mean and 0.98 standard deviations on the statement of I am afraid and not willing to offer insight and new ways of doing things.

Generally, the empowerment factors that were examined through five items had a registered mean value of 2.511 and a standard deviation of 1.011. This value illustrates that the agreement level of the respondents that their immediate leader or manager indeed practiced

empowerment. From this result, the researcher could conclude that empowerment is the reasonable practiced factor in the EEP Jimma district.

3.6 Leadership style

Table 4.8 Leadership style of mean and SD. Deviation

Statements	Mean	Std. Deviation
The leaders in the organization follow different styles according to the situation of the tasks	2.750	1.096
My leader leading way was suitable for most of the employees	2.511	0.799
I believe my leaders leading style was significant for the organization	2.023	0.744
My leader leading way concerned my ideas and feelings	2.642	1.304
The leading style in my organization is more participatory	2.190	0.798
My leader in my work nearly supervised and inspired me	2.261	0.660
My leader is a model for me in his leading style	2.523	0.987
My leader is visionary in his leading duties	2.476	1.339
My boss leadership style relationship, experience and support to me build	2.428	1.009
Aggregate result	2.396	0.970

Source own survey 2021

As one could see from the above table 4.4 the mean and standard deviation value of the respondents' as examined by (9) nine aforementioned statements that could describe the leadership style.

The statement that states My leader's leading way concerned my ideas and feelings had registered at the meanest value of 2.396 and S.D is 0.970 Whereas the statement that describes I believe my leader's leading style was significant for the organization was score the lowest mean value i.e. 2.023 and S.D 0.744.

Generally, the leadership style that was examined through nine items had a registered mean value of 2.396 and a standard deviation of 0.97. This value illustrates that the agreement level of the respondents that their immediate leader or manager indeed practiced leadership Effectiveness. From this result, the researcher could conclude that the leadership style factor is the reasonable practiced factor in the EEP Jimma district.

4.7 Effectiveness of leadership

Table 4.9 Effectiveness of leadership with a mean and standard deviation

Statements	N	Mean	Std. Deviation
The leaders in the organization have great acceptance by their followers	89	3.035	1.246
I am satisfied with the existing leadership effectiveness towards achieving the overall purpose of EEP	89	2.642	1.304
The leaders in the organization have been supported the organization to achieve its goal	89	2.750	0.758
My boss is capable of setting directions and encouraging the staff towards achieving the expected goals	89	2.190	0.798
Resources are allocated for the proper implementation and achievement of the vision and goal	89	2.523	0.987
My boss communicate the vision with stakeholders to have a common understanding and shared value	89	4.011	1.023
Aggregate result		2.85	1.01

Source: own survey 2021

There were 6 question items directed toward measuring the effectiveness of leadership by way of self-reporting. The respondents have been asked questions each of which was gauged based on the level of the agreement the respondents had. To begin with a highest mean score, it said my boss communicate the vision with stakeholders to have a common understanding and shared value with a mean score of 4.01 and S. D= 1.02. Moreover, the lowest mean score 2.19 S. D= 0.79 is for the statement 'my boss is capable of setting directions and encouraging

the staff towards achieving the expected goals. However, the all-over effectiveness of leadership is above the mid-value of mean i.e. 2.85 S. D = 1.01.

4.9 Organizational Effectiveness

Table 4.10 Organizational Effectiveness of Mean and Std. Deviation

Statements	N	Mean	Std. Deviation
The organization attained high output in the sense of achieving the results for which the organization is designed	89	2.750	1.096
The organization can absorb and assimilate relevant endogenous and exogenous change	89	3.595	1.109
The organization has the ability of the organization to keep up with the times without jeopardizing its integrity	89	3.619	1.051
The organization has the preservation of organizational resources, of human and material facilities	89	3.619	1.051
There is no intra organizational strain, or tension, and or conflict between organizational subgroups	89	3.000	0.791
Aggregate result		3.31	1.019

Source: own survey 2021

There were 5 question items directed toward measuring the organizational effectiveness by way of self-reporting. The respondents have been asked questions each of which was gauged based on the level of the agreement the respondents had. To begin with the highest mean score, said the organization has the preservation of organizational resources, of human and material facilities with a mean score of 3.61 and S. D= 1.05. Moreover, the lowest mean score 2.75 S. D= 1.05 is for the statement 'The organization attained high output in the sense of achieving the results for which the organization is designed'. However, the all-over organizational effectiveness is above the mid-value of mean i.e. 3.31 and S.D = 1.01.

4.8 Correlation Analysis

To determine both the significance of the relationship between the variables and the degree of their association, a correlation analysis was performed. Table 4.4 provides a summary of the results obtained from the correlation analysis.

Table 4.11: Correlation Analysis

		Communication factor	Motivational factor	Empowerment	Leadership style	Organizational effectiveness
Communication factor	Pearson Correlation	1				
	Sig.2-tailed					
	N	89				
Motivational factor	Pearson Correlation	0.176	1			
	Sig.2-tailed	0.142				
	N	89	89			
Empowerment	Pearson Correlation	0.048	0.423	1		
	Sig.2-tailed	0.688	0.241			
	N	89	89	89	1	
Leadership style	Pearson Correlation	-0.008	0.518	0.191		
	Sig.2-tailed	0.95	0.2	0.094		
	N	89	89	89		

Organizational effectiveness	Pearson Correlation	.226[*]	. 622[**]	.508[**]	.353[*]	1
	Sig.2-tailed	0.009	0	0	0.024	
	N	89	89	89	89	89
	[**] Correlation is significant at the 0.01 level 2-tailed.					

The first correlation was done to establish the extent to which communication factors affected organizational effectiveness in the EPP Jimma district. The results in Table 4.7 show that the relationship between the two variables was significant ($r = 0.226$, $p < 0.05$). However, the coefficient of correlation from Pearson's result indicated that the relationship between the variables was weak but positive. This suggested that the organization had not put much emphasis on competitive remuneration and as a result, this was having a weak contribution to organizational effectiveness.

The study also sought to establish if organizational effectiveness and Motivational factor had a significant relationship in the EPP Jimma district. Table 4.1 which shows the results obtained from the correlation analysis indicates that there existed a significant relationship ($r = 0. 622$, $p < 0.05$) which also indicated that the variables had a strong positive correlation. This finding implies that the organization had put considerable emphasis on motivational factors and it was being strongly reflected in organizational effectiveness.

Correlation analysis to determine whether empowerment systems significantly affected organizational effectiveness in the institute shows a relationship exists ($r = 0.508$, $p < 0.000$). The coefficient of correlation of Pearson's product suggests that the two variables had a strong positive relationship. This indicates that the current empowerment systems were instrumental in encouraging organizational effectiveness in the institute.

Finally, the significance of the relationship between leadership and organizational effectiveness in the organization was determined through a correlation analysis. Table 4.7 shows the results obtained from the correlation analysis indicating the relationship was indeed significant ($p < 0.05$, $r = 0.353$). The results illustrate that a moderate and positive relationship exists between the two variables. Hence, it can be implied that the organization's

management only moderately applied the appreciation strategy to encourage employee performance.

4.9 Regression Analysis

Since the study revealed a significant relationship between the variables, a regression analysis was conducted to determine the level of these relationships. The analysis aimed at identifying how the dependent variables were influenced by the independent variables and the collective association between the two types of variables. This was also aimed at determining the extent to which the dependent variable was influenced by each independent variable to determine the level of significance of each factor. Table 4.8 shows the model summary of the results.

Table 4.12 model summery

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.657a	.432	.371	.86946

Predictors: (constant), communication, motivation, empowerment, leadership style.

As shown in the above table, the sum of factors of independent variables i.e. Communication, motivation, empowerment, leadership style factors explains 43% (R2=.432) of the dependent variable, organizational effectiveness. From this, we can conclude that 43% of organizational effectiveness is dependent upon these four factors in this study. Whereas, 57% of organizational effectiveness is dependent upon other unspecified independent variables. As we see from the table below the result F= 7.119 which is greater than 1 and P<0.01 we can conclude that the combination of factors has a positive effect on organizational effectiveness which is statistically significant and confident at a 99% level of significance. However, to determine the individual level objectives, it is better to use either a t-test or p-value to reject or failed to reject the null objectives in the table below that shows multiple regression coefficient results.

4.13 Table of ANOVA

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	43.052	8	5.382	7.119	.000b
	Residual	56.698	75	.756		
	Total	99.750	83			

a. Dependent variable: The organization attained high output in the sense of achieving the results for which the organization is designed.

b. Predictors: (constant), communication, motivation, empowerment, leadership style was participatory.

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.231	.627		1.962	.054
	Communication	-.093	.169	-.068	-.551	.583
	motivation,	.289	.140	.196	2.062	.043
	empowerment,	.432	.086	.514	5.027	.000
	leadership style	-.032	.309	-.023	-.102	.919

a. Dependent variable: The organization attained high output in the sense of achieving the results for which the organization is designed.

From the above table, to examine the objectives developed, the t-test values of all independent variables are above two. A variable that has a t-test value of two and above is capable enough to reject the null investigation under the rule of the thump. Hence, all the null objectives have been rejected. About their the level of contribution to the organization's effectiveness, the higher.

Among the independent variables, only motivation and empowerment affect organizational effectiveness. That is, motivation affects organizational effectiveness by 28.9% while keeping other factors constant

Empowerment affects organizational effectiveness by 43.2% while keeping constant the other factors Hence, it is advisable for the organization to exert its efforts on employees' motivation and empowerment to enhance organizational effectiveness.

As indicated in table 4.14 the correlation between leadership style and employee effectiveness produced the significance value of 0.511which is greater than 0.05 has appositive relationship on employee effectiveness was not accepted.

CHAPTER FIVE

5. SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

The objective of this research was to investigate the effects of leadership practices on organizational effectiveness in the case of Ethiopian Electric Power in southwest Jimma District. According to the results of the analysis and discussion of the study, conclusions are made on the effect of leadership practices on organizational effectiveness.

To clarify the given objectives, descriptive analysis expressed by the percentage and frequency to analyze the respondents' demographic parts while using the mean and standard deviation score was able to identify the effects of leadership practice in EEP southwest Jimma District and also levels of organizational effectiveness measured. Inferential statistical analysis includes the correlation and regression analyses were used to show the relationship between variables and the effect of leadership practices(Independents Variables) on Organizational Effectiveness (Dependent Variable) of this study.

5.2 Summary of Finding

The main purpose of this study was to investigate the effect of leadership on the organizational effectiveness of southwest electric power Jimma District.

A summary of the main findings is presented following this study's objectives as follows: As the above analysis shows the use of effective leadership positively influences organizational effectiveness. The effect of leadership supports employees to develop accountability, a sense of belonging and to be creative and innovative and these elements facilitate the organizations to be successful. However, in the selected organization leadership is not adopted as a regular task of the leader. This result the organization not to be able to accomplish their goals and objectives. leadership is about motivating followers or subordinates, the ability to bring change in followers and the organization and focuses on the personal values, beliefs, and qualities of the leader rather than on an exchange process between leaders and followers for the achievement of the organizational goals. But in the targeted organization as the responses

show these activities do not take place ordinarily this leads to the finding that leaders' influence on employees to work towards organizational objectives is not sufficient.

Even though dimensions of leadership together direct towards the improvement of effectiveness and task engagement of the employees, in southwest electric power Jimma District public sectors leadership influence on employee commitment to organizational effectiveness is not enhanced because leadership practice does not consider as a regular task.

Moreover the inferential analysis in motivational factor: The study found that empowerment factor has a positive relationship on organizational effectiveness and has significant factors on organizational effectiveness in southwest electric power Jimma District public sectors. Among the effects of leadership, the Communication factor and the Motivational factor were the influential factors for organizational effectiveness. Even if the study showed, communication factor and Motivational factor was the organizational factors, it also found communication factor and motivational factor in southwest electric power Jimma District public sectors is not implemented repeatedly.

Facter affecting leadership: The study showed that the effectiveness of leadership has a significant influence on organizational effectiveness and this practice in the target organization is took place sometimes not regularly. The Effectiveness of leadership and inspiration of the employees to work towards the organization's goal is not considered as a regular task and also the leaders are not behaving in ways that motivate and inspire the employees by giving meaningful challenges to the effectiveness of leadership.

Leadership style: This study found that most of the respondents respond leadership style is once in a while and some times and in other side influences on organizational effectiveness. This showed that the leaders are trying to accomplish their organizational goals.

Organizational effectiveness: according to the respondents' responses, in southwest electric power Jimma District public sectors of selected employees are not effective.

5.3. Conclusion

This study investigated leadership has an facter affecting on organizational effectiveness in southwest electric power Jimma District public sectors. The results have shown that leadership is affecting organizational effectiveness. However, the findings showed that

implementation of leadership in the selected organizations was not a regular task and leaders do not consider it. Among the independent variables, only motivation and empowerment affect organizational effectiveness. That is, motivation affects organizational effectiveness by 28.9% while keeping other factors constant Empowerment affects organizational effectiveness by 43.2% while keeping constant the other factors Hence, it is advisable for the organization to exert its efforts on employees' motivation and empowerment to enhance organizational effectiveness.

5.4. Recommendation

Based on the summary of major findings and conclusion, the following recommendations were forwarded based on research objective and questions;

In respect of the above conclusion, the leadership style is found practice more would further empower their organization.

To improve organizational effectiveness; motivated, initiated and inspired employees are needed. Based on the study results, the following recommendations are forwarded:

The organization should exert its efforts on empowering its employees

It is advantageous for the organization to give due emphasis on motivating its employees to enhance organizational effectiveness.

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The importance of effective leadership in cross-cultural management has been emphasized in the literature (**Nguyen & Umemoto**, **2009**).

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JIMMA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

Dear Respondents,

I am a postgraduate student of the above-mentioned institution. I am currently undertaking a research project on *The Effects Of Leadership practices On Organization Effectiveness In Ethiopian Electric Power Authority,* **South East Jimma District**. Please recall that you are selected as a possible participant because you are an employee of this organization. Your participation in the study is completely voluntary.

The research work is for academic purposes only. Any information obtained in connection with this study will remain strictly confidential.

The questionnaire will take approximately 15-20 minutes of your time. Your honest and true opinion will be valuable for this research. Thank you in advance for your assistance.

Thank you very much, for your cooperation and timely response in advance.

Hasan Naim

Email: hassenn90@gmail.com Mobile -0917821812

GENERAL INSTRUCTION

➢ Do not write your name

➢ Put a tick mark (√) in the box that describes your response

➢ You have to return the questionnaire as soon as possible after completion.

PART I: DEMOGRAPHIC BACKGROUND

1. Gender

Male ☐ Female ☐

2. Age Group in years

Below 25 ☐ 36-45 ☐ Above 55 ☐

26-35 ☐ 46-55 ☐

3. Educational Background

College Diploma ☐ MA/MBA/MSC Degree ☐

BA/BSc Degree ☐ PhD ☐

Other, please specify_____

4. Total year of work experience in this company

Less than 5 ☐ 11-15 ☐ Above 20 ☐

5-10 ☐ 16-20 ☐

5. Please specify your department in this company _____.

Part 2: Issues related to factors affecting the effectiveness of leadership

Please indicate the extent to which you agree or disagree with the Question in the Table given below regarding issues related to the main factors that affect the effectiveness of leadership. **Where 5 = Strongly Agree; 4 = Agree; 3= Neutral; 2 = Disagree; 1= Strongly Disagree.**

(Please tick which is more appropriate to you)

Statement	Rating				
	5	4	3	2	1
The main factors that affect the effectiveness of leadership					
Communication					
I feel like my voice (idea) is brought to the business					
I am aware of the organization's culture and values					
My boss communicates the organization's vision and goal					
Open dialogue is encouraged in my organization					
Ideas and skills shared across different levels of employees in the organization					
Motivation					
I have a suitable working environment (clean & fresh air, reasonable temperature, enough light and work-space) and good pay.					
I am provided with job security (protection against layoff), safe working conditions and union, health insurance, and pension plans.					
There is interaction as part of a workgroup, friendly supervision					
There are professional associations with superiors, peers, and subordinates					
I look for challenging, innovative tasks and make significant achievements in my job					
I gain recognition for my good effectiveness from my boss					
I believe the reward is being distributed among the organization's members according to our actual contribution (equal reward is made among those who contribute equal experience, qualification, effort, time, & skill)					
There is a formal and continuous training program in EEP					
There are opportunities for promotion and development or career advancement					
Empowerment					
I, as an employee, being given the power and resources to make decisions, give answers and solve problems					
My boss asks me for input on issues that the company is facing whether through email					

or in meetings					
I am afraid and not willing to offer insight and new ways of doing things					
Barriers, restrictions, and layers of protocol that exist between employees and departments are eliminated					
I believe every employee in this company is given equal and direct access to organizational information					
Leadership Style					
The leaders in the organization follow different styles according to the situation of the tasks					
My leader leading way was suitable for most of the employees					
I believe my leaders leading style was significant for the organization					
My leader leading way concerned my ideas and feelings					
The leading style in my organization is more participatory					
My leader in my work nearly supervised and inspired me					
My leader is a model for me in his leading style					
My leader is visionary on his leading duties					
My boss leadership style relationship, experience and support to me build					
Effectiveness of Leadership					
The leaders in the organization have great acceptance by their followers					
I am satisfied with the existing leadership effectiveness towards achieving the overall purpose of EEPA					
The leaders in the organization have been supported the organization to achieve its goal					
My boss is capable in setting directions and encouraging the staff towards achieving the expected goals					
Resources are allocated for the proper implementation and achievement of the vision and goals					
My boss communicate the vision with stakeholders to have a common understanding and shared value					
MeasuresofDependentVariables:					

Organizational Effectiveness (OE)					
The organization attained high output in the sense of achieving the results for which the organization is designed					
The organization can absorb and assimilate relevant endogenous and exogenous change					
The organization has the ability of the organization to keep up with the times without jeopardizing its integrity					
The organization has the preservation of organizational resources, of human and material facilities					
There is no intra organizational strain, or tension, and or conflict between organizational subgroups					

Thank you for your time and Response!!!