

Transformational leadership and its Applications in the public service organizations of Ethiopia

Zerihun Duressa (Corresponding Author)
 Ethiopian Civil Service University, Ethiopia
 E-Mail zerihunduressa@yahoo.com

Melesse Asfaw, Ph.D., PMP
 Ethiopian Civil Service University, Ethiopia
 E-mail drmelesse@gmail.com

Abstract

In Ethiopia since 1994, to address the leadership problems that had existed in the country for many years, significant policy changes have been introduced. Under the umbrella of the CSRP, different reform initiatives like BPR, BSC, and currently building development /reform army in the public service organizations have been designed to be implemented. Public service leaders at different level advocate transformational agenda to achieve growth and transformational plan (GTP) goal by implementing these reform tools. However, the reform programs/ initiatives designed to improve the performance of public service organizations were not executed at the speed that both government and customers' desired. Therefore, the objective of this article was to investigate challenges facing public service leaders to become transformational leaders and assesses the components of transformational leadership style that leaders of public service organizations are missing in Ethiopian case. The study was employed focusing on evaluating the efficiency and effectiveness of the reform programs. The descriptive survey by using mixed method (more of quantitative and some qualitative for triangulation) research approach was applied. The categories of respondents were leaders, employees and organizational customers. Oromia region, Benshangul-Gumuz, and Addis Ababa regions were selected. Analysis of documents, interviews and responses to both open and close-ended questions were made using SPSS software. The key findings revealed that the changes in Ethiopia enabled public service organizations to create demanding society for improved services. However, leaders are not at its required level to transform their organizations and to meet these demands. Lack of setting clear vision and properly communicating are among the major problems. There is high degree of variation among managers of different levels in the areas of organizational performance. Finally, the recommended solutions, is to develop transformational leaders that can initiate system based thinking in order to realize the vision of the country.

Key Words: transformational leadership, organizational performance, public service organization, civil service reform program,

1. INTRODUCTION

1.1. BACK GROUND

Beukman (2005) has noted that leadership is vital for any success in life of individual as well as teams in the organizations across different levels of organizations. Recently Transformational leadership style, among any other style, has rapidly become the style of leadership chosen for application in transforming the performance of organizations. This is because of transformational leadership, can create a difference and bring a change or a transformation in many ways (Bass and Riggio, 2006).

Most organizational theorists also agree that transformational leadership is effective leadership style and the most important contributors to overall organizational performance success (Palestini 2008, and Barbara 2002). The reason why these all interest developed in transformational leadership is because it better fit for leading a today's complex work groups and organizations where all employees and customer seek an inspirational leader to guide them in the environment of uncertainty (Hayes 2010).

On the other hand, others stressed that the process of transforming leadership is the greatest challenge of all countries in the world, and the major problems related to organizational performance and good governance are highly related to lack of effective leadership. This is more critical for developing countries and the same thing could be true for the countries like Ethiopia. Some writers Mesfin (2006) and Tesfaye (2009) has discussed the importance of leadership effectiveness in leading changes and the challenges of Ethiopian leaders at different levels in aligning the organizational strategy to the performance with gaps to be filled.

Ethiopia, urgently engaged to implement three interdependent hierarchies of goals: millennium development goals, its own long term vision and the country's GTP. To this end, the country has designed different strategies to improve the capacity of leaders in the public service organizations. To address the

leadership problems that had existed in the country for many years significant policy changes have been introduced (Getachew and Recharad 2006). CSRP and Under its umbrella, different reform initiatives like BPR, BSC, and currently building development /reform army in the public service organizations have been implemented since 1994.

The Growth and Transformation Plan (GTP) and the attainment of this vision presuppose undertaking leadership efforts that include the introduction of radical changes in existing operating Systems in the public sectors. On the other hand, all the increased demand for change from all stakeholders calls for the adoption of a more focused and strategic approach of transformational leadership. This requires transformational leaders for the successful implementation of polices and strategies.

Furthermore, transformational leadership has a paramount importance for the implementation of different developmental strategies the country is currently engaged based on the following assumption; the agricultural development led industrialization and rural development, urban and industrial development, democratization and good governance policies of the country can only be achieved only through transformational leaders at all levels. So it is important to conduct studies to evaluate and determine the status of leadership affairs with the view of enabling public service leaders, policy makers and all stake holders to have information on how transformational leadership is vital in order to realize government's economic, social, political, and technological visions.

1.2. Problem Statement

In Ethiopia, the reform programs/ initiatives designed to improve the performance of public service organizations were not executed at the speed that both government and customers' desired. There is high gap between how Public service organizations are providing services and how the citizen's need the services to be. It seems something is missing in the leadership practices of the organizations and public interest. Institutions experienced different challenges, and the level of challenges varies from federal level to regions and it is more acute at public service institutions of regional levels. As stressed by some writers the major problems related to organizational performance in one way or the other were highly related to lack of transformational leadership (Mesfin 2006; Paulos 2000). To address the leadership problems that had existed in the country for many years, significant policy changes have been introduced (Getachew and Recharad 2006) since 1994. Under the umbrella of the CSRP different reform initiatives like BPR, BSC, and currently building development /reform army in the public service organizations have been designed to realize the objectives of the reform. Mere designing the initiatives do not yield the intended results. As indicated by Senge (1994) and Northouse (2010) there should be a link between the change efforts/initiatives designed and leadership approach in order to bring effectiveness to the expected level of standards. In addition to Senge(1994), Kaplan and Norton (2010) also particularly underline the organizations have to continuously develop a new mindset so as to manage and lead the changes.

In Ethiopia, the Government effort to implement a comprehensive Civil Service Reform Program (CSRP) with the aim of developing a fair, transparent, efficient and ethical civil service to bring institutional transformations has brought some changes. Many public service organizations have tried to implement the reform programs and some improvements have registered. .

However, as transformational leadership is a very young theory in Ethiopian context, elsewhere too, except some attempts of defining it, less attention has been given to implementation of all its components in leadership practices. Moreover the today's public service organizations in Ethiopia seek for leadership that is inspirational, stimulating and considerate of followers' and customers'. Therefore the effectiveness in reform implementation or organizational performance depends up on the commitment of the leaders.

For this purpose, this study is expected to contribute in identifying the components of transformational leadership style necessary, and what has been missing, for implementing the change initiatives. It is also important in improving the effectiveness of organizational performances a whole and shift its traditional to modern management systems and practices. The research result, in that it notes the leadership challenges and limitations; will have high contribution to the Public Service indicating on how the national vision should be articulated. Furthermore, it indicates the competence of managerial leadership and the need of the partnership with other players to translate the national vision into tangible outcomes.

1.3. Objectives

1.3.1. Major Objective

The major objective of the study is to assess the relationship between transformational leadership and organizational performance in Ethiopian public service organizations. In general, this study (article) specifically attempted to:

- Analyze to what extent the leaders of public service organizations became transformational leaders and improve the effectiveness of the performance of their organizations.

- Assess the components of transformational leadership that leaders of public service organizations are missing in Ethiopian case.
- Assess the challenges that leaders are facing at different levels in transforming the mission and visions of their organizations.

1.4. Significance of the Study

The findings of the study are highly significant for public service organizations' of Ethiopia to implement the interdependent hierarchies of goals and the growth and transformation plan of the country. Ethiopia is striving to maintain accelerated and sustainable development and there by achieve its vision of becoming middle-income country by the early of 2020's. Therefore, the finding of this study may serve as an input to materialize the vision of the organizations by assessing the leadership factors that can affect their transformations.

The attainment of the vision of the country presupposes undertaking transformational leadership efforts that include the introduction of radical changes in existing operating Systems in the public sectors. For this purpose, this study will help policy makers and practitioners develop the culture of assessing organizational change management efforts related to the identifying the leadership style essential for implementing the change initiatives and to shift to modern management systems and practices.

Moreover, the public will benefit from the study as the findings try to identify the gaps in implementations of policies and strategies. In other words it will add some value s in the efforts of building good governance and democracy.

In addition to these, it can be a good benchmark for future researchers who would be interested to conduct study in the area of public service leadership. Therefore, research result, will have high contribution to the Public Service indicating on how the national vision should be articulated, by improving the competence of managerial leadership.

1. Theoretical framework and Literature Review

2.1. Theoretical framework

Components of Transformational Leadership

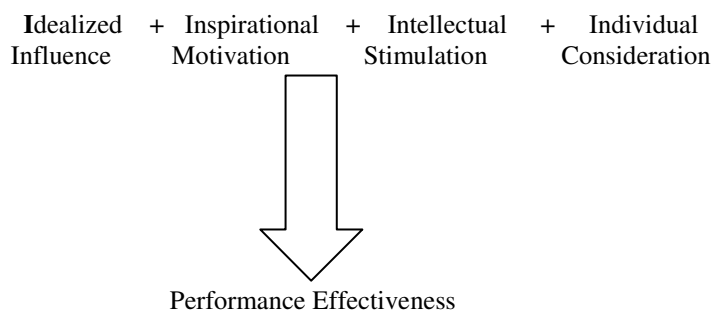


Figure 1. Conceptual Frame Work Adopted By the Researcher

The components of transformational leadership in the frame work above have been discussed here under showing the character/behavior of transformational leader in bringing effectiveness in organizational performance. Based up on the ideas of Bass and Riggio (2006) the study assesses how the leaders are practicing the four characteristics of transformational leadership in change management efforts as follows;

2.1.1. Idealized Influence: Here the assumption is the leader create the vision and communicate it broadly, shared it to all members of the organization, and this vision indicates the ultimate outcomes which the leaders and has to lead by example and serve as a role model and consistently need to behave with the vision set.

2.1.2. Inspirational motivation: when the leader shows the character of excitement and heightens the expectations of employees and customers in communicating the vision, employees build confidence in the vision and at the same time self confidence among them.

2.1.3. Intellectual stimulation: in addition to the above characters encouraging creativity, arousing interest in to new ideas and to the change introduced is very important to bring effectiveness in performance. Furthermore, it elaborates enabling the members of the organization to think differently about the old problems in new ways and transformational leader motivate rethinking and questioning of old ways of doing things.

2.1.4. Individual consideration: the assumption behind this is, if the leaders coaches and contributes his advice with the necessary help, the members can highly improve performance. This requires high listening ability and expressing encouragement which includes giving regular and positive feedback for strong performance. The writer of this article considers the above components of transformational leadership while investigating the relationship among transformational leadership and organizational performance in the public services of Ethiopia.

2.2. Theoretical framework

2.2.1. What is leadership?

There are many diverse definitions of leadership. For instance, Bennis (1999) defined leadership is the ability to have a vision that is well communicated, build trust among colleagues, and take effective action to realize one's own leadership potential. Kotter (1996) pointed that leadership is a set of processes that establishes organizations in the first place or modifies them according to changing situations. According to him leadership provides a picture of what the future should look like, aligns people with the organizational vision, and inspires them to make it happen. Maxwell (1998) concluded that leadership is the ability to influence others. Fiedler (1967) argues that leadership influences organizational performance and leadership effectiveness is often seen as crucial to explain and predict organizational performance.

2.2.2. Why leadership is so important in today's public service organizations?

Different scholars (Allio 2001, Niven 2003, Senior 2002, and Barbara 2002) argued that today management is insufficient in its own to address the demands of the society or cope up with the large scale and rapid reform agenda. To address the demands of today's organizations leadership became the most important for public sector organizations to provide ever-increasing high quality and reliable services. This implies that why managerial work, in times of change, is increasingly leadership task.

Therefore, Leadership and the study of leadership have drawn great attention from scholars in various fields in recent years. An underlying assumption is that leaders affect organizational performance and leaders, through their actions and personal influence, bring about change. According to the research result of Kouzes and Barry (2002) in today's fast-changing world, leadership issues are getting increasingly importance in public service organizations; both at policy and implementation level.

In other words, leadership helps make changes happen by opening channels of communication with the public and other stakeholders (Niven 2003). Leadership helps to achieve integration across different departments and different levels of the government utilizing technological advances effectively to improve performance, and modifying organizational processes to promote newer ways of delivering service. These facts realize that leadership helps organizations make the critical transition from intention to implementation, potential to performance, and policy to practice. The next question is which style of leadership style is appropriate to make this effective.

2.3. Leadership Theories

Numerous leadership theories and styles have been developed by scholars and practitioners who define, and explain the importance of leadership. Of course, up to this point, there has not been any consensus among researchers and practitioner alike as what is the best definition for leadership and the most effective leadership theories and models.

Rather, a combination of styles, depending on the situation the leader finds him or her in, has been found to be more appropriate (Palestini, 2004). To understand the evolution of leadership theory, it is better to take historical approach and trace the progress of leadership theory, beginning with the trait perspective of leadership and moving to the more current.

2.3.1. Trait Theory of leadership

Different literatures indicate that as this theory was Popular in the 1940s and 1950s. According to Palestine (2004) Trait theory suggests that we can evaluate leadership and propose ways of leading effectively by considering whether an individual possesses certain personality traits, social traits, and physical characteristics.

This trait theory attempted to predict leaders based on the personality characteristic and then whether they were effective. According to this theory, leaders differ from non leaders in their drive, desire to lead, honesty and integrity, self-confidence, cognitive ability, and knowledge of the business they are in (Avolio & Bass 1995). Recent research has also tied leadership effectiveness to leader traits.

2.3.2. Behavioral Theories

The limitations in the ability of traits to predict effective leadership caused researchers during the 1950s to view a person's behavior, rather than that individual's personal traits, as a way of increasing leadership effectiveness (Hayes 2010, & Palestine 2008). And the behavioral revolution in psychology led to an attempt to define effective leadership in behavioral terms. A large body of research (including experiments, surveys, and organizational case studies) revealed that leaders engaged in two broad classes of behavior and labeled as four styles. *Structuring* behaviors focus primarily on task accomplishment. *Consideration* behaviors are concerned with subordinate motivation and morale (Ricketts 2011).

The four main styles that appear are: Concern for task, here leaders emphasize the achievement of concrete objectives. They look for high levels of productivity, and ways to organize people and activities in order to meet those objectives. Concern for people, in this style, leaders look upon their followers as people - their needs, interests, problems, development and so on. They are not simply units of production or means to an end. Directive leadership, this style is characterized by leaders taking decisions for others - and expecting followers or subordinates to follow instructions. Participative leadership, here leaders try to share decision-making with others (Bell 2008). These behavioral categories are pervasive across almost all leadership situations, but neither behavior alone is sufficient to ensure leadership success (Bell 2008).

2.3.3. Situational/Contingency Theories of Leadership

The most important breakthrough in leadership research was the recognition that effective leadership involves matching leadership behaviors and strategies to particular situational contexts (Hay 2010).

Contingency or situational models differ from the earlier trait and behavioral models in asserting that no single way of leading works in all situations. It recommends using organizational leadership skills, and influencing culture by motivating, influencing communications, influencing the group and leading change (Hersey et al. 2006).

Rather, appropriate behavior depends on the situation at a given time. Effective managers diagnose the situation, identify the leadership style that will be most effective, and then determine whether they can implement the required style. The central idea was that effective leadership was dependent on a mix of factors.

2.3.4. Transformational Leadership

2.3.4.1. Characteristics of transformational leadership

Burns (1978) who considered as the father of transformational theory of leadership, viewed transformational leadership as a requirement to achieve and successfully manage change in constantly changing world conditions. The model of transformational leadership refers to a process of creating a commitment for the strategies, objectives and mission of an organization to make effective organizational performance (Dessler, 1999; Riggio and etal, 2006).

There is a large and growing body of evidence that supports the effectiveness of transformational leadership over other types of leadership styles. According to Bass and Riggio (2006) transformational leadership has rapidly become the approach of choice and application of leadership theory for its emphasis on intrinsic motivation. Bennis & Goldsmith (1997) have stressed that transformational leadership provides a better fit for leading today's complex work groups and organizations. It is very important where followers seek an inspirational leader to guide them through an uncertain environment. Also transformational leadership is highly important where followers want to be challenged and feel to be empowered, if they are to be loyal and high performers. Recent research has also found that individuals, who are seen as outstanding leaders, across many contexts, are described as extremely knowledgeable and trustworthy, as well as sensitive to follower needs and encouraging of follower growth and development (Northouse, 2010).

Bass (2006) stressed that the transformational leaders acted on "deeply held personal value systems". And they encouraged their followers to accept organizational activities by developing of their abilities to look above their own self interests. It also stressed by other scholars that the transformational leader transforms the needs, values, preferences and aspirations of followers from self-interests to collective interests (Northouse, 2004; Bennis & Goldsmith, 1997). According to all these, a major factor that separated transformational leaders from most other leaders was the ability to create and communicate a compelling vision or purpose for the group. Transformational leadership is a new paradigm of leadership theory that has conceptualized as effective style of leadership and important in every setting (Avolio and Yammarino, 2002; Bass and Riggio, 2006). They have demonstrated that transformational leaders are those who stimulate and inspire followers to achieve extraordinary outcomes.

2.3.4.2. Components of transformational leadership

Bass and Avolio, (2000) and Bass and Riggio (2006) have identified four components of transformational leadership: Idealized influence, Inspirational motivation, Intellectual stimulation, and Individual

consideration. These characteristics are further analyzed in this study as variable for the measure of effective leadership by using MLQ (multifactor leadership questionnaire).

Idealized influence; Transformational leaders behave in the way that they are respected and trusted. Model the way to the desired objectives, set the example, exemplars, [and] makers of meanings, pathfinders, and molders of organizational culture (Kouzes & Posner 2002).

Inspirational motivation; transformational leaders behave in ways that inspire a shared vision by providing meaning and challenge to their followers performance, Envision the future by clearly communicating expectations that followers want to meet and also demonstrating commitment to goals and the shared vision. Such leaders have a deep sense of the purpose for the system and a long-range strategic sense and these provide a sense of overall direction.

Intellectual stimulation; Challenge the process, Search for opportunities, experiment and take risks and also enable others to act, foster collaboration, strengthen followers' efforts to be innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new ways.

Individual consideration; transformational leaders pay special attention to organizational members' needs for goal achievement of the organization by Encouraging the heart of everyone involved, Recognizing individual contribution, and Celebrating accomplishments.

Anderson, Gisborne, & Holliday (2006), further explained that transformational leaders: Provide ways to gain a visionary (vivid-vision) view of an agreed, encouraging, and preferred future. Moreover, they offer a skilled mind in planning, managing, and leading in unpredictable change environments. So the need for leaders to fully understand the competencies necessary to become a successful transformational leader is becoming increasingly important due to the rapid changes and innovations in today's market.

The writers asserted that visionary (transformational) leaders are nearly always more effective than other leaders. In the last three decades, visionary (transformational, charismatic) leadership has received increasing attention (Bass, 1985, 1998; Burns, 1978). It added a new dimension to organizational studies, namely the visionary aspect of leadership and the emotional involvement of employees within an organization. The basic notion is that a visionary leader can create an impression that he or she has high competence and a vision to achieve success. Subordinates are expected to respond with enthusiasm and commitment to the leadership objectives, and may be recruited because they share the vision. Bass (1985, 1998) developed a theory of visionary or transformational leadership whereby the leader inspires and activates subordinates to perform beyond normal expectations.

2.3.4.3. Challenges of public services reform programs and organizational transformations in Ethiopia

The government has been undertaking lots of reform measures in order to create effective leadership system that support the attainment of economic development and good governance. Among these reform programs, CSR, Comprehensive Capacity Building Program, BPR, and BSC initiatives all aim to radically transform the civil service system into modern, effective and efficient system that allows government to attain the vision and policy strategies.

Even though some achievement has been registered due to these programs, the evaluation undertaken in 2010 and at different times indicated that, the implementation of the projects remain less than expectations. This has an implication of lack of transformational leaders within the organizations able to impact the performance of the organizations.

Another weakness by which the reform program criticized is Poor communication. As it is indicated by Mehret and Paulos (2000) and many others BPR framework requires communication with employees, customers and stakeholders. Due to lack of formal communication, however, confusion and rumors among employees have been common in many public organizations. So that, transformational model of leadership is considered as the most effective in the contemporary situations of the organizations.

Research Design/Methodology

3.1. Research Design

The research design embodies more of descriptive quantitative survey and by applying some qualitative approach to triangulate the quantitative data. The rationale for the choice of descriptive survey method is the fact that the descriptive studies are used in order to describe and interpret the trend of events that exists (Seyoum and Ayalew, 1989; and Best and Kahun, 2003). Interviews were conducted to enreach the topic under study that can contribute to the research process by providing rich interpretations of events on transformational leadership and organizational performance. So that, the research method applied was mixed research approach.

3.2. Sample

Ethiopia is a country that follows a federal system of government. Under this federal system of government there are nine autonomous regional state and two city administration. It is impossible to assess the cases of all these regions and city administration. Therefore, to make the research manageable some regions and some organizations are selected from national to regional level following the hierarchy.

The choice of population for this study was driven by the need to extract informed and relevant information from surveyed organization. This is essential in making informed assessments, conclusions and recommendations at the end of the research.

The sample unit for this study consisted of public service leaders, employees, and customers of public services (N=350). 30% of the selected public service organizations' leaders were included by using both probability and non-probability (random and purposeful) sampling method.

Sampling method applied by using multi-stage random sampling as follows;

A/ the first step was to stratify the sectors into social sectors, economic sectors, and governance sectors. Then social sectors represented by education; the economic sector represented by agriculture sector; and governance sector represented by civil service sector. The inclusion of other sectors except civil service is based on their performance in the implementation of reform program. But civil service organization was included in the study because it is the leading institution of the reform initiatives in the country.

B/ among the nine regions and two city administrations of the country two regions and one city administrations were selected purposefully. Oromia region, which is the largest region (45%) and might have also the largest impact on the development of the country, purposefully selected as the part of the study, and Addis Ababa city included in the study randomly from the two city administrations.

C/ From emerging regions it was tried to include one region and Benshangul Gumuz included in the study purposefully because this region was reported better performing region in reform implementations among emerging regions according to the report of the government 2010/2011. This was with the view of drawing good experiences to support other emerging regions in implementing reforms.

3.3. Methods of Data Collection

The researcher used different instruments for data collection: Questionnaire, Interview, Observation focus group discussion, and document analysis (Records, reports and different documentary analysis) were conducted from the selected regions and institutions. Furthermore, observational check-lists were prepared and used for issues that require special attention.

3.4. Method and Tools of Data Analysis

Both quantitative and qualitative data collected by using different instruments were categorized through coding, tabulation, and by drawing statistical inferences and were analyzed by using different tools. Quantitative data were analyzed using 'the Statistical Package for Social Sciences (SPSS), Microsoft Excel package, and Web Chi Square calculator (Web tools). The chi-square test statistic and cross-tabulation were used in the testing of the hypotheses and to identify relationships between leadership variables and organizational performance.

Analysis of qualitative data obtained from documents, interviews and responses to both open and close-ended questions as a whole and analysis of all data collected from primary and secondary sources was made to support the quantitative data. Accordingly, some data analysis methods such as percentage, chi-square, t-test were employed for the purpose of data analysis and interpretation.

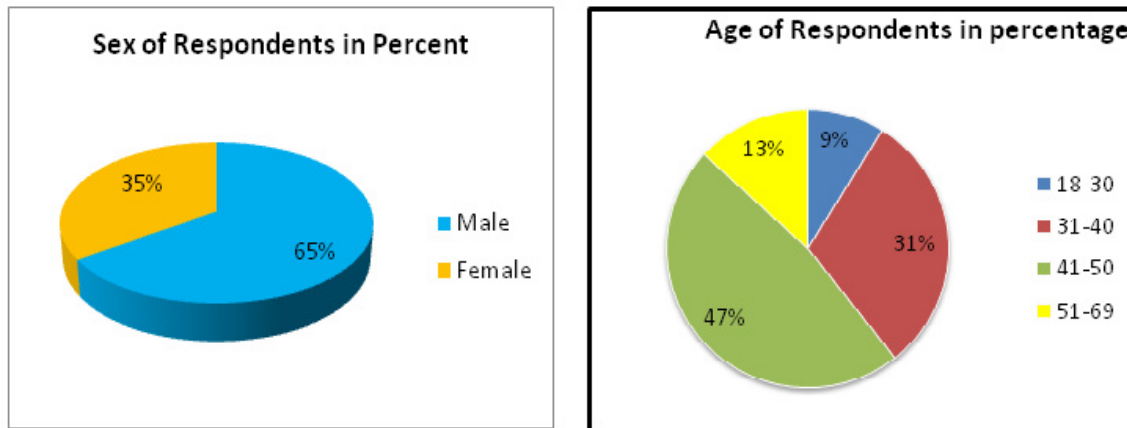
1. Result and discussion: Data Presentation and Analysis

4.1. Introduction

This part of the article presents the results of the data gathered from leaders' employees, and customers of public service institutions by using questionnaire, interview, and focus group discussions. This article deals with the second basic research question: what is the relationship between transformational leadership *and organizational performance in Ethiopian public service organizations*. Based on the research design of the main research the questionnaire was distributed to 150 leaders, found at different levels, 100 organizational employees, and 100 organizational customers and 350 (100%) were successfully responded and the data gathered through interviews and focus group discussion were organized and interpreted in view of the objective of the study and research questions.

4.2. Characteristics of the respondents

4.2a. The following Pie charts Illustrates the demographic characteristics of the respondents

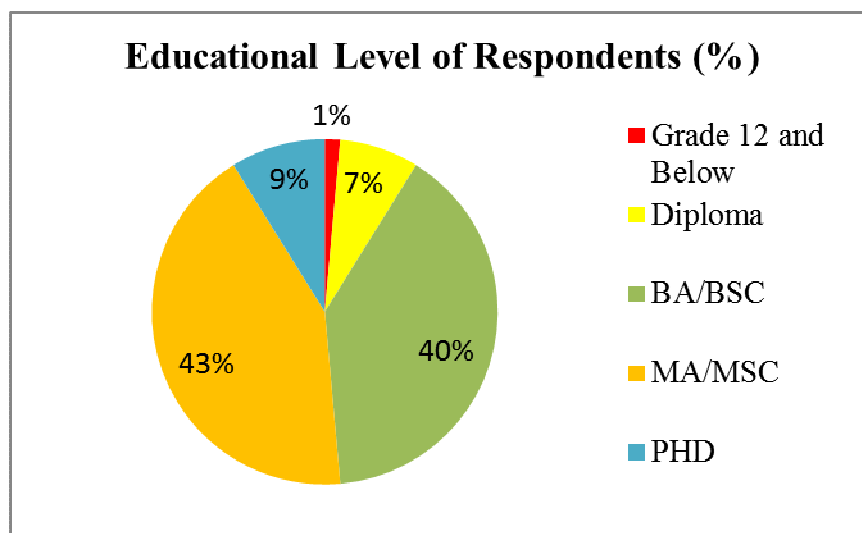


There were three categories of respondents; leaders, employees and customers from public service organizations. As it indicated in the pie chart above from all categories the proportion of respondents were 229 (65%) male and 121(35%) females. This indicates usually in the public service organizations of Ethiopia the number of leaders and employees are male biased. This shows that were male dominated respondents in the study and male dominated number of leaders and employees in the public service organizations of Ethiopia. The male and female proportion of customers has no such biasness, and both near to equal proportion (53% and 47%) since most of the customer respondents were not the members of the organizations.

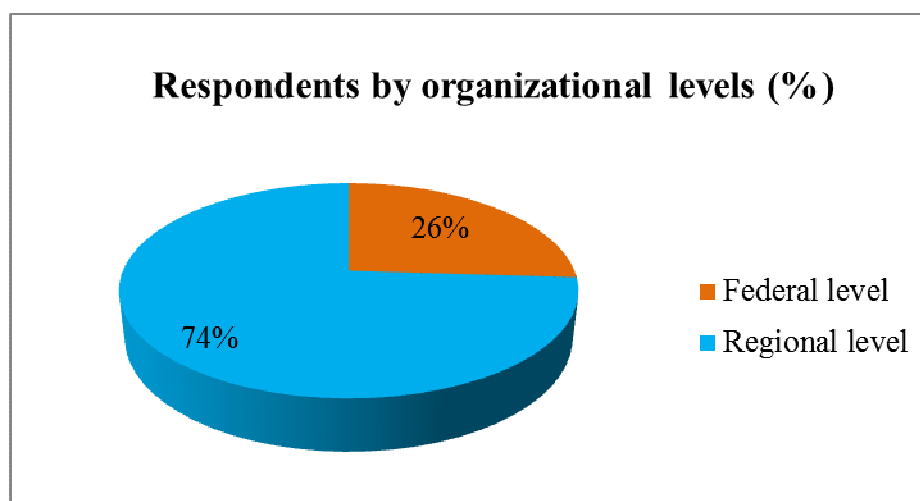
Regarding their age majority of the respondents were adult or matured because 60% of them were aged above 41 (47% of them aged between 41-50 years and 13 % aged between 51-60)). This shows that that there were matured and well experienced leaders , employees, and customers who responded and present their ideas for the study based on the questionnaires. The younger leaders employees, and customers who aged 18-40 years were included in the study by 40 %.

Many of the respondents do have first degree and above. First degree and above holders accounts for 83% (40% for first degree and 43% for second degree). This indicates that the educational preparation of the respondent's from all categories is good enough and the respondents were matured and have good background to respond to question presented to them.

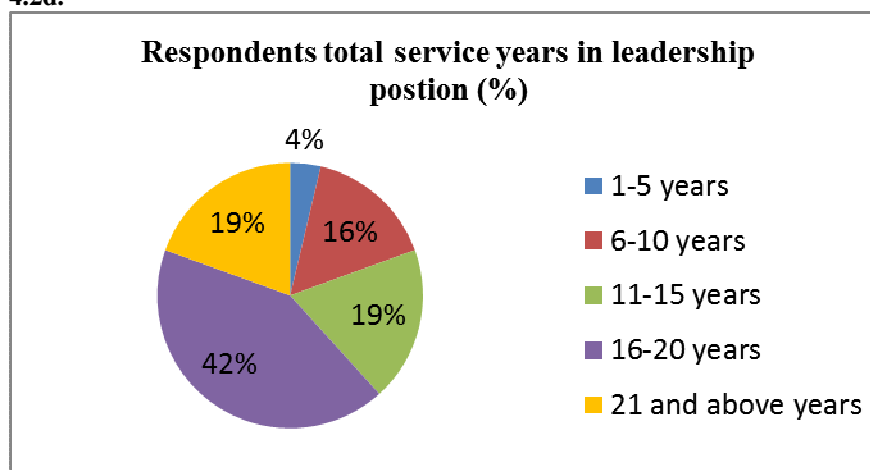
4.2b.



4.2c. Respondents were also categorized by regional (74%) and federal (26 %) level respondents as follows;

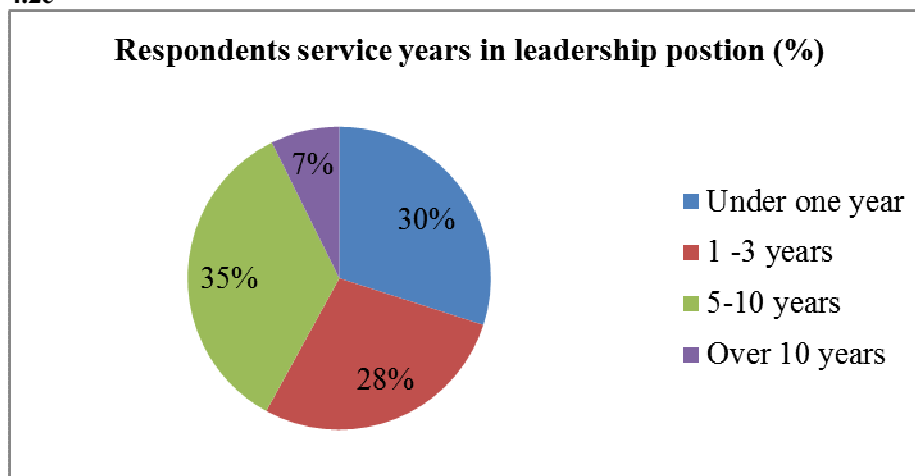


4.2d.



As it indicated in the table 1B below most of the respondents (both leaders and employees) had the service years for so long years and have rich experiences. 61% of the respondents have served for more than 15 years (42% served for 16-20 years and 19 % above 21 years). Most leaders have worked for more than 5 years on leadership position. Most of respondents from the employee categories also have experienced since they have worked for more than 15 years in the organizations they are working in. This indicates that they can respond properly regarding the phenomenon of their organizations. Very few respondents with a less experiences were included in the studies who are new comers to the organizations.

4.2e



On the other hand, the trend indicates that as there is high turnover, since 30 % of the respondents have stayed under one year on the current passion and 28.0 % of them have stayed for 1-3 years in the leadership position. Only 7.3 % of the leaders responded as they were working on leadership position for more than ten years.

Table; 4.3. Characteristics of respondents per organizations and regions

| | | | Respondents category | | |
|-----------------------|----------------------------------|---|----------------------|-----------|-----------|
| | | | Leaders | Employees | Customers |
| Organizational level | Federal level | N | 41 | 25 | 24 |
| | | % | 27.3% | 25% | 24% |
| | Regional level | N | 109 | 75 | 76 |
| | | % | 72.7% | 75% | 76% |
| Category of Region | Federal level | N | 40 | 25 | 25 |
| | | % | 26,6% | 25% | 25% |
| | Oromia | N | 49 | 35 | 35 |
| | | % | 32.6% | 35% | 35% |
| | Addis Ababa | N | 30 | 20 | 20 |
| | | % | 20% | 20% | 20% |
| | Benshangul-gumuz | N | 31 | 20 | 20 |
| | | % | 20.6% | 20% | 20% |
| Types of Organization | Civil service | N | 39 | 26 | 28 |
| | | % | 26% | 26% | 28% |
| | Finance and Economic Development | N | 37 | 26 | 24 |
| | | % | 24.6% | 26% | 24% |
| | education | N | 37 | 25 | 24 |
| | | % | 24.6% | 24% | 24% |
| | Agriculture | N | 37 | 25 | 24 |
| | | % | 24.6% | 24% | 24% |

The above table indicates the distribution of respondents across regional level, category of regions, and the types of organizations they were drawn. In order to get information from the horse's mouth 72.7% of leader's respondents, 75% of employee respondents, and 76 % customer respondents were from regional level

and the rest were from federal level. This helps to investigate the degree of integration of the organizations at hierarchal level.

Across the regions also 32.6% of leader respondents were from Oromia region, since it is the largest region and the rest 26.6%, 20%, and 20.6% were from federal, Addis Ababa, and Benshangul respectively. Employees and customers with the proportion of 25% form federal institutions, 35% from Oromia, and both 20 % form Addis Ababa & Benshangul-gumuz were participated in the study. As depicted in the above table, respondents were also from different organizations.26% of them from civil service organizations, 24% of the respondents form each of the rest three organizations. This helps to investigate the variations performances across regions and the gaps observed. Furthermore, by doing this the researcher gets what the phenomenon of leadership and organizational performance look like across the regions different organizations.

4.3. RESULTS and FINDINGS

The study for this article is guided by the basic research question;

1. What is the relationship between transformational leadership and organizational performance?

Guided by the above basic question the study (article) specifically attempted to:

- a. Analyze to what extent the leaders of public service organizations became transformational leaders and improve the effectiveness of the performance of their organizations.
- b. Assess the components of transformational leadership that leaders of public service organizations are missing in Ethiopian case.
- c. Assess the challenges that leaders are facing at all levels in transforming the mission and visions of the organizations.

Instrumentation

The survey consisting of separate sections was given to three categories of respondents: leaders, employees, and customers of public service organizations. Section one, which consists of ten questions about demographic characteristics of the participants. Section two has different questions that solicited about the relationship between transformational leadership and organizational performance specifically for this article. The survey utilized a 5-point Likert- scale (latter changed to three) and other standard scale to gather the information from the participants.

Data Analysis

All data were analyzed in terms of how each survey questions addressed the research questions that guided the study. The participants' survey item response were entered into an excel file that was then converted to statistical package for social science (SPSS) for statistical analysis. Analysis included descriptive statistics represented by frequencies and percentages. Chi square was used where interest was in testing for difference among each variable individually. The study also used correlation and ANOVA model to identify factors that determine active participation of the local people the relationship and variances among the different groups under study. The 0.05 probability level was used for statistical significance.

Research Question: What is the relationship between transformational leadership and organizational performance?

Participants were asked to what extent organizational leaders have exercised transformational leadership styles to implement government reform programs/ initiatives/projects to improve customer needs. How organizations focused on the major strategies and became competitive to bring effectiveness in performance were the issues considered. The opinion of the respondents indicated in the following table;

Table 4.3.1.

| NO | | respondents category | | | | |
|----|--|----------------------|---|---------|-----------|-----------|
| | | | | Leaders | Employees | Customers |
| 1 | Improvement of customer needs | Low | N | 58 | 60 | 65 |
| | | | % | 38.7% | 60.0% | 65 % |
| | | Medium | N | 73 | 30 | 30 |
| | | | % | 48.7% | 30% | 30% |
| | | High | N | 19 | 10 | 5 |
| | | | % | 12.6 % | 10% | 5% |
| 2 | Achievement of government reform goals | Low | N | 74 | 62 | 69 |
| | | | % | 49.4% | 62% | 69% |

| NO | | respondents category | | | |
|----|----------|----------------------|---------|-----------|-----------|
| | | | Leaders | Employees | Customers |
| | Medium | N | 63 | 30 | 20 |
| | | % | 42% | 30% | 20% |
| | High | N | 13 | 8 | 11 |
| | | % | 8.6% | 8% | 11% |
| 3 | Low | N | 87 | 60 | 70 |
| | | % | 58% | 60% | 70% |
| | Medium | N | 44 | 30 | 21 |
| | | % | 29.3% | 30% | 21% |
| | High | N | 19 | 10 | 9 |
| | | % | 12.6% | 10% | 9% |
| 4 | Very low | N | 80 | 57 | 59 |
| | | % | 53% | 52% | 59% |
| | Medium | N | 47 | 37 | 31 |
| | | % | 31.3% | 37% | 31% |
| | High | N | 23 | 11 | 10 |
| | | % | 15.3% | 11% | 10% |

Transformational leadership presents opportunities for improving customers' needs (Bass and Riggio, 2006). When this fact is investigated compared to the practical cases of the organizations under study the result indicates as follows;

As indicated in the above table item one, 38.7% of the leaders, most of the employees and customers 60% and 65 % respectively responded that the degree of the improvement of customer needs is low, and only 30% of them rated at medium level. Only 12.6% of leaders rated customer need is improved at high level due to transformational leadership. This implies that the leadership is not yet at the required level of satisfying what internal and external customers are demanding.

Regarding the achievement of government reform goals; the importance of applying transformational leadership style has high importance to shift radically and transformed the belief of and values of people in the organization. However, most of the respondent's customers by 69%, employees 62%, and leaders by 49.4% responded the trend as very low. Respondents who rated it at medium level is less than 50%, and only 8-11 % of respondents responded as it was high. This implies that as there are high variations. The interview conducted with some of the organizational leaders also justified public service organizations lack competent leaders for undertaking reform programs. And the overall implication is that transformational leadership is needed as a critical factor in implementing change.

The item 3 of the above table systematically designed to assess how organizations became competitive and strategy focused to lead organizational change. The Majority of the respondents (58% from the leaders, 60% from the employees, and 70% from the customers) believe that the competitiveness of public service organizations to be strategy focused is low and to some extent became at medium level as responded by 29.3% of leaders, 30 % of organizational employees, and 21% of the customers. The three groups don't have differences on their attitudes and argued the improvement is at minimal level.

Effectiveness in performance is also rated in a similar ways with the rest of variables by most of respondents of the three groups. More than 50% of all groups responded that effectiveness in performance is low. Only 15%, 11%, and 10% of the leaders, employees, and customers respectively responded effectiveness in performance is achieved.

As the data in the table indicates, the respondents believe that the strategy alignment or the public service organizations to be strategy focused was the most thing they lack and require transformational leaders to compete this. This implies as it again highly affected the effectiveness of organizational performances.

As per interview made with employees and customers they believe that the reform programs like BPR, BSC, and others like development of reform army, did not achieved their target as per planned. This implies that even though some improvements have been achieved, the implementations of government reform program still require strong transformations. The discussants of the interview were raising ideas similar with the

respondents' of the questionnaires in that the reform program were not well communicated and not institutionalized. This was assumed as main reason for customers' needs were not improved at required level.

In general the achievement reform program was discussed as the basic factor for the effectiveness of organizational performance, for customer needs improvement, and for organizations to be strategy focused. And this requires transformational leadership approach as it is stressed by some researchers as discussed in the review of literature. Transformational style is needed to transform people and organization. Moreover, it is needed to do more than expectations, changing the people's mind and heart and enlarge the vision to be strategy focused, and at the same time to improve customer needs.

To see the correlations of the variables which were rated above by respondents: there is a correlations among the variables and it is significant among some of them. This indicates these are the related variables affected by transformational leadership approach. However in some of them there is week correlation, but positive as indicated below.

Table 4.3.2.

| Correlations | | | | | | |
|----------------|---|-------------------------|-------------------------------|--|---|------------------------------|
| | | | Improvement of customer needs | Achievement of government reform goals | Organizations' competitiveness and strategy focused | Effectiveness in performance |
| Spearman's rho | Improvement of customer needs | Correlation Coefficient | 1.000 | .621** | .455** | .459** |
| | | Sig. (2-tailed) | | .000 | .000 | .000 |
| | | N | 344 | 344 | 342 | 344 |
| | Achievement of government reform goals | Correlation Coefficient | .621** | 1.000 | .747** | .650** |
| | | Sig. (2-tailed) | .000 | | .000 | .000 |
| | | N | 344 | 350 | 348 | 350 |
| | Organizations' competitiveness and strategy focused | Correlation Coefficient | .455** | .747** | 1.000 | .697** |
| | | Sig. (2-tailed) | .000 | .000 | | .000 |
| | | N | 342 | 348 | 348 | 348 |
| | Effectiveness in performance | Correlation Coefficient | .459** | .650** | .697** | 1.000 |
| | | Sig. (2-tailed) | .000 | .000 | .000 | |
| | | N | 344 | 350 | 348 | 350 |

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

As indicated in the correlation table above, all variables improvement of customers need, achievement of government reform needs, organizations 'strategy focused, and the effectiveness of the organizations in effectiveness are highly correlated, having a significant relationship positively.so these are very related factors to be affected by transformational leaders.

Table 4.3.3.the extent of the qualities of transformational leadership as rated by respondents

| Transformational leadership components | | | respondents category | | | Total |
|---|--------|--------|----------------------|-----------|-----------|--------|
| | | | leaders | employees | customers | |
| Idealized influencing charismatic, creative, | low | N | 58 | 79 | 68 | 205 |
| | | % | 38.67% | 79.00% | 93.00% | 58.57% |
| | medium | N | 73 | 10 | 20 | 103 |
| | | % | 48.67% | 10.00% | 20.00% | 29.42% |
| | high | N | 19 | 11 | 12 | 42 |
| | % | 12.67% | 11.00% | 12.00% | 12.00% | |
| Individual consideration/ supporting subordinate roles | low | N | 74 | 78 | 80 | 232 |
| | | % | 49.33% | 78.00% | 80.00% | 66.28% |
| | medium | N | 63 | 12 | 12 | 87 |
| | | % | 42.00% | 12.00% | 12.00% | 24.85% |
| | high | N | 13 | 10 | 8 | 31 |
| | % | 8.60% | 10.00% | 8.00% | 8.85% | |
| Intellectual stimulating/role model, accountable and set high standards | low | N | 89 | 77 | 80 | 246 |
| | | % | 65.33% | 77.30% | 80.50% | 70.28% |
| | medium | N | 42 | 16 | 13 | 71 |
| | | % | 28.00% | 16.50% | 13.30% | 20.28% |
| | high | N | 19 | 7 | 7 | 33 |
| | % | 12.60% | 7.20% | 7.20% | 9.42% | |
| Inspirational motivating/empowering and delegating | low | N | 83 | 80 | 86 | 249 |
| | | % | 55.33% | 80.00% | 86.00% | 71.14% |
| | medium | N | 49 | 19 | 14 | 82 |
| | | % | 32.66% | 19.00% | 14.00% | 23.42% |
| | high | N | 17 | 0 | 0 | 17 |
| | % | 11.33% | 0.00% | 0.00% | 4.85% | |

The items in the table above were specifically designed to assess to what degree public service leaders became transformational or not. To this end some qualities or components of transformational leadership were considered. The result from the table indicates 58.57 % of respondents believe that the leaders are not charismatic, creative or are not presenting radical solutions with the problems facing organizational members. Among three categories of respondents only 12 % were rated as high .this implies leaders capacity is at a lower level to in influence during the time change to pull out of crises. .

Regarding individualized consideration or in supporting subordinates role still major respondents have rated as low by 66.28 %, while only 8.85 % have rated at high. This implies that organizational members are less supported and employees and customers involvement/participation in the change process is not at a required level. So a great element of transformational leadership components has been missed and actually this was proved by the interview conducted. This again implies leaders of public service organizations in Ethiopia need to see the vision so clearly and help followers to embrace the values so passionately.

Regarding Intellectual stimulating /playing role model/accountable and setting high standards for performance the data from above table indicates 70.28 % of the respondents believed it is low .This implies that the leaders ability to raise the followers creativity are much below expectation. This again indicates that the necessary skills, behaviors, knowledge, competencies or abilities needed for leaders to be transformational need to be designed more.

The item –in the Table –also illustrates the qualities of leaders in inspiring and motivating is rated low by 71.14% of the respondents and only rated as high by 4 .85 % of the respondents. This also implies that leaders

of the public service organizations are not properly sharing the visions and missions which are the building block or the organizations.

Table 4.3.3. Correlation between transformational leadership qualities and indicators of organizational performance

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

| | | Customer satisfaction | Employee satisfaction | Cost of service delivery | Performance management | One-stop-shop service delivery | Hierarchical level reduction | Reduction of control |
|---|-------------------------|-----------------------|-----------------------|--------------------------|------------------------|--------------------------------|------------------------------|----------------------|
| Charismatic, creative, empowering and inspirational | Correlation Coefficient | .177** | .020 | -.062 | -.114* | .010 | .006 | .068 |
| | Sig. (2-tailed) | .001 | .713 | .260 | .036 | .853 | .912 | .284 |
| | N | 342 | 335 | 335 | 339 | 341 | 341 | 251 |
| Clarifies and supports subordinate roles | Correlation Coefficient | .112* | .037 | -.019 | -.043 | -.038 | .085 | .072 |
| | Sig. (2-tailed) | .037 | .497 | .729 | .425 | .475 | .115 | .251 |
| | N | 348 | 341 | 341 | 345 | 347 | 347 | 257 |
| Make decisions as necessary | Correlation Coefficient | .130* | .021 | .053 | .024 | .082 | .107* | .078 |
| | Sig. (2-tailed) | .015 | .698 | .327 | .663 | .131 | .048 | .216 |
| | N | 346 | 339 | 339 | 343 | 345 | 345 | 255 |
| Role model, accountable and set high standards | Correlation Coefficient | .090 | .071 | .062 | .007 | .122* | .135* | .084 |
| | Sig. (2-tailed) | .093 | .194 | .255 | .890 | .023 | .012 | .180 |
| | N | 348 | 341 | 341 | 345 | 347 | 347 | 257 |
| Establish vision and set direction | Correlation Coefficient | .205** | .045 | .084 | .038 | .143** | .071 | .079 |
| | Sig. (2-tailed) | .000 | .417 | .127 | .488 | .009 | .195 | .211 |
| | N | 337 | 330 | 330 | 334 | 336 | 336 | 252 |
| Empowering and delegating | Correlation Coefficient | .121* | .002 | .041 | .042 | .147** | .079 | -.020 |
| | Sig. (2-tailed) | .024 | .977 | .451 | .442 | .006 | .143 | .753 |
| | N | 346 | 339 | 339 | 343 | 345 | 345 | 255 |

There is no significant relationship between transformational leadership qualities and organizational performance. As it can be seen at the correlation table above, there is positive correlation but highly weak. Even some correlations are not statistically significant, because both are (the degree of leadership to be transformational and the degree of organizational performance) are at a lower standard. so that the relationship could not be strong. This implies a lot should be done than what have been done to improve the style of leadership so as to improve the organizational performance.

Table 4.3.4. Correlation of Transformational leadership Qualities with some aspects of organizational performance

| Organizational performance | Transformational leadership Qualities | | |
|---|---------------------------------------|---------------------|-------|
| | N | Pearson Correlation | Sig. |
| Transformational leadership Qualities | 350 | 1 | 0.000 |
| Development of need and readiness for change | 348 | 0.064 | 0.231 |
| Effectiveness of shaping and communicating the strategy | 349 | .491** | 0.000 |
| Leadership development is effective | 349 | .113* | 0.035 |
| Performance improved due to reform initiatives | 348 | 0.079 | 0.139 |
| Workers are motivated in response of their efforts | 349 | 0.068 | 0.208 |
| Ways of rewarding success is established | 348 | 0.044 | 0.413 |

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

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

As indicated in the above table the qualities of transformational leadership are correlated to other aspects of organizational performance. Only it is observed significant with shaping and communicating the strategy and developing leaders. with other variables it has positive correlation but weak. This indicates s the degree of transformational leadership to bring change at the required level is too low. The performance of the organizations is not yet improved and it needs to exert more effort. Workers motivation in response of their effort is also indicated at low level. The same thing is true for the mechanisms of rewarding success in the organizations.

Is there a difference in applying transformational leadership qualities across the regions and sectors?

Table 4.3.5. Across Regions

| ANOVA | | | | | | |
|---|----------------|----------------|-----|-------------|-------|------|
| | | Sum of Squares | df | Mean Square | F | Sig. |
| having the qualities and capacities of clear vision and looking into the future | Between Groups | 1.136 | 3 | .379 | .596 | .618 |
| | Within Groups | 217.993 | 343 | .636 | | |
| | Total | 219.130 | 346 | | | |
| leaders ability to listen to new ideas | Between Groups | 6.321 | 3 | 2.107 | 3.963 | .008 |
| | Within Groups | 183.967 | 346 | .532 | | |
| | Total | 190.289 | 349 | | | |
| the ability of leaders to think differently. | Between Groups | 81.142 | 3 | 27.047 | 3.404 | .018 |
| | Within Groups | 2717.116 | 342 | 7.945 | | |
| | Total | 2798.257 | 345 | | | |
| dealing with others constantly and justly | Between Groups | 23.983 | 3 | 7.994 | .769 | .512 |
| | Within Groups | 3567.424 | 343 | 10.401 | | |
| | Total | 3591.406 | 346 | | | |
| the ability of leaders to clearly state what employees and customers expect | Between Groups | 6.576 | 3 | 2.192 | 4.321 | .005 |
| | Within Groups | 172.978 | 341 | .507 | | |
| | Total | 179.554 | 344 | | | |
| the leaders ability to communicate | Between Groups | 28.955 | 3 | 9.652 | 1.547 | .202 |
| | Within Groups | 2127.277 | 341 | 6.238 | | |
| | Total | 2156.232 | 344 | | | |
| the ability to make a decision in a timely | Between Groups | 4.050 | 3 | 1.350 | 2.614 | .051 |
| | Within Groups | 176.598 | 342 | .516 | | |

| | | | | | | |
|---|----------------|----------|-----|-------|-------|------|
| manner | Total | 180.647 | 345 | | | |
| the ability to listen to customers and assign the highest priority to customer satisfaction | Between Groups | 21.415 | 3 | 7.138 | 1.321 | .267 |
| | Within Groups | 1863.845 | 345 | 5.402 | | |
| | Total | 1885.261 | 348 | | | |
| inspiring and demonstrating a passion for excellence | Between Groups | 6.030 | 3 | 2.010 | 3.985 | .008 |
| | Within Groups | 172.516 | 342 | .504 | | |
| | Total | 178.546 | 345 | | | |

As it can be seen from the above ANOVA table, the degree of the variations in applying transformational leadership qualities across the regions and sectors is quite observable. There is a difference among the performance of the regions regarding the following issues; leaders ability to listen to new ideas, the ability of leaders to think differently, the ability of leaders to clearly state what employees and customers expect, and inspiring and demonstrating a passion for excellence. In other variables, the trend is the same whether it is positive or not. The variations among the performance of the regions are also indicated below.

2. The major findings

The study was designed to assess to what degree public service leaders became transformational and bring effectiveness in organizational performance. The result showed that the leaders are not charismatic, creative or are not presenting radical solutions with the problems facing organizational members. Even though some improvements, the leadership style currently practicing in the public service organizations of Ethiopia is not at level improving internal and external customer needs. The government reform programs are achieved less than the expected level. Organizations were less focused on the major strategies and less competitive to bring effectiveness in performance. Public service organizations lack competent leaders for undertaking reform programs and the leaders' ability to raise the followers' creativity are much below expectation.

Employees and customers involvement/participation in the change process is not at a required level.

As whole, The key findings revealed that the changes in Ethiopia enabled public service organizations to create demanding society for improved services. However, leaders are not at its required level to transform their organizations and to meet these demands. Lack of components of the qualities of transformational leadership is the major problems. There is high degree of variation among managers of different levels in the areas of organizational performance.

3. Conclusions and Recommendations

This study was conducted to assess the relationship between transformational leadership and organizational performance in Ethiopian public service organizations. The major focuses were to analyze to what extent the leaders of public service organizations became transformational leaders and improve the effectiveness of the performance of their organizations. In addition it was to assess the components of transformational leadership that leaders of public service organizations are missing in Ethiopian case. Based up on this the following conclusion have been made.

The civil service reform program was designed to improve the effectiveness and efficiency of public service performance. In addition to the comprehensive CSR different reform initiatives like BPR, BSC, different trial to develop citizen-charter, reform army were done to improve performance in the public service institutions. All these require transformational leadership approach to be implemented.

Although different reform programs and the change in Ethiopia enabled public service organizations to create demanding society for improved services, leaders are not at its required level to transform their organizations and to meet these demands. And the overall implication is that transformational leadership is needed as a critical factor in implementing change.

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