



ST .MARY’S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

**AN ASSESSMENT OF PROJECT LEADERSHIP PRACTICE AND
CHALLENGES: THE CASE OF CARE ETHIOPIA**

BY:

ERMIYAS BIRHANU

JUNE 2022

ADDIS ABABA, ETHIOPIA

**AN ASSESSMENT OF PROJECT LEADERSHIP PRACTICE AND
CHALLENGES: THE CASE OF CARE ETHIOPIA**

BY:

ERMIYAS BIRHANU

**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY SCHOOL OF
GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE
REQUIREMENT FOR THE DEGREE OF MASTER OF ARTS IN PROJECT
MANAGEMENT**

JUNE 2022

ADDIS ABABA, ETHIOPIA

ST.MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**AN ASSESSMENT OF PROJECT LEADERSHIP PRACTICE AND
CHALLENGES:: THE CASE OF CARE ETHIOPIA**

APPROVED BY BOARD OF EXAMINERS

Dean, Graduate Studies

Signature


Date

Advisor

Signature

Date

Dejene Mamo(PhD)



External Examiner

Signature

Date

Internal Examiner

Signature

Date

ACKNOWLEDGEMENT

First and foremost, my thanks goes to the Almighty God for providing me with His unreserved love and protection on the course of my study. . This research would have not been successful without the extensive help from my advisor Dr. Dejene Mamo. Thus, my special appreciation also goes to him for his unreserved effort in advising, guiding and following me up throughout the preparation of this paper.

Furthermore, I want to express my gratitude to all CARE Ethiopia management and technical staff. Last, but not least my indebtedness goes to my family and friends for their moral assistance.

Table of Contents

ACKNOWLEDGEMENT	i
LIST OF ABBREVIATION	vi
ABSTRACT	vii
CHAPTER ONE	1
INTRODUCTION	1
1.1. Background of the Study	1
1.11 Project leadership	2
1.12 Current and Future development of leadership	2
1.2. Statement of the problem	4
1.2.1 Types of Leadership Models	5
1.3. Research question	7
1.4. Research Objectives	7
1.4.1. General objectives	7
1.4.2. Specific objective of the study	7
1.5. Significance of the study	8
1.6. Scope of the study	8
1.7. Limitation of the Study	9
1.8. Organization of the Study	9
CHAPTER TWO	10
REVIEW OF RELATED LITERATURE	10
2.1. Theoretical literature review	10
2.1.1. Leadership Qualities:	10
2.1.2. Management and Leadership:	10
2.1.3. Leadership Theories	12
2.1.4. Leadership Styles	14
2.1.5 Challenges of Leadership	16
2.1.6 Leadership Practices	17
2.1.7 Cultural differences	19

2.1.8 Challenges of Leadership	20
2.2. Empirical Reviews of the Study	21
2.3. Summary of Empirical Studies and Research Gaps	23
2.4. Conceptual Mapping of Leadership	23
CHAPTER THREE	26
RESEARCH METHODOLOGY	26
3.1 Introduction	26
3.2 Research Approach and Design	26
3.3 Data Type	26
3.4 Data Source	27
3.5 Data collection tools	27
3.6 Questionnaire	27
3.7 Interview	27
3.1. Population and Sampling	28
3.2. Sampling method and sample size	28
3.3. Data Analysis technique	29
3.4. Reliability and Validity	29
3.5. Ethical Consideration	30
CHAPTER FOUR	31
RESEARCH RESULT AND DISCUSSION	31
4.1. Response rate	31
4.2. Respondents Profile	31
4.3. Analysis and Interpretation of Data Collected for the Study	34
4.3.1. The Practice of Project Leadership	35
4.3.2. Project Leadership Styles	50
4.3.3 Interview analysis and interpretation	58
CHAPTER FIVE	59
SUMMARY, CONCLUSION AND RECOMMENDATIONS	59
5.1. Summary	59
5.2. Conclusion	60
5.3. Recommendations	60

5.4. Suggestions for Future Studies	61
References	62
Declaration	66
Endorsement	67
Appendixes	68

List of Tables

Table 1 .1 project characteristics	2
Table 2 leaders profile	31
Table 3 Subordinate profile	33
Table 4 Mean Score Interpretation	34
Table 5 :- Leaders responses regarding the practice of “Creating and Maintaining a Diversified Team”	35
Table 6 :- subordinates opinion regarding the practice of “Creating Maintaining a	36
Table 7 Leaders’ responses regarding the practice of “Inspiring others to Share the Leader’s/ Organizational Vision	37
Table 8 :- subordinates responses regarding the practice of “Inspiring others to Share the Leader’s/ Organizational Vision”	38
Table 9 Leaders’ responses regarding the practice of “Facilitating Open and Clear Communication among Coworkers”	40
Table 10 :- subordinates opinion regarding the practice of “Facilitating Open and Clear Communication among Coworkers”	41
Table 11 Leaders’ responses regarding the practice of “Empowering Incumbents to Take Action”	42
Table 12 :- subordinates opinion regarding to the practice of “Empowering Incumbents to Take Action”	44
Table 13 Leaders’ responses regarding the practice of “Providing Inspiration to Others”	45

Table 14 :- subordinate opinion regarding to the practice of “Providing Inspiration to Others”	46
Table 15 Leaders’ response regarding the practice of “Leading internal stakeholders and politics	48
Table 16 :- subordinates response regarding the practice of “Leading internal stakeholders and politics	49
Table 17 Leadership style questionnaires composition	50
Table 18 Autocratic leadership style	51
Table 19 Democratic leadership style	52
Table 20 Laissez-faire Leadership Style	53
Table 21 Transactional leadership style	55
Table 22 Transformational leadership style	56
Table 23 Interview questions and responses	58

List of Figures

<i>Figure 1 conceptual mapping</i>	25
--	----

LIST OF ABBREVIATION

NGO - Non Governmental Organization

CEO - chief executive officer

ABSTRACT

The study was conducted using a descriptive research design and a mixed-methods research approach, with both primary and secondary data were collected with a support of some qualitative data. Purposive sampling was utilized as the sample strategy, and the instrument used in this study was a structured questionnaire in order to assess the project effectiveness, challenges and differentiate different leadership style. A total of 69 leaders and 30 employees received surveys. The study's findings elaborate that Transactional and Transformational Leadership Styles is used in the organization at different times, according to the study's findings. As per finding all the leadership styles are used at different time. The survey also identified the primary leadership issues faced by CARE Ethiopia, including a lack of shared understanding, a lack of team spirit, lack of appreciation of the importance of tasks, and a disparity in worker knowledge. According to the findings of the study, it is suggested that performance be improved by instilling in followers a clear understanding of the organization's vision, mission, encouraging others to participate in goal-setting for their respective work units, and assisting others with their future plans and enhancements. The researcher also recommended broader and longitudinal studies with different research design to deal with the matter in more detail.

Key words: *Leadership, Leadership style, Leadership Practice, challenges of leadership.*

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Leadership is the process through which a person persuades others to achieve a goal and steers the organization in a more unified and clear direction. This description is comparable to Northouse's (2007) definition: which defines leadership as a process through which one person inspires a group of others to achieve a shared purpose. This process is carried out by leaders using their leadership expertise and abilities. This is referred to as process leadership. However, we are aware that we all have characteristics that impact our behavior. This is known as Trait Leadership (Jago, 1982), and it refers to the belief that leaders are born rather than manufactured. While leadership is taught, the skills and information that the leader processes can be impacted by his or her environment.

Leadership faces unique problems in today's global environment. According to Wadhwa et al (2013), to realize the most attractive goal, organizations require a passionate, trustworthy, devoted, emotionally and intellectually stimulating staff. Leaders should not just pay attention to high-fliers, but also to those who stick to the rules, make important sensible contributions, and follow the rules meticulously. To fully benefit from globalization, they must build bridges across many cultures and regions. Instead of focusing on local management, the focus should be on developing and fostering a value-creation mindset that encourages inter-disciplinary learning and blurs the lines between departments, enterprises, functions, and academic-industry groups. The other challenge is the global skill net, which is a response to multiculturalism.

1.11 Project leadership

According to (Krahn, 2015), Project leadership have its own features in different situation it is elaborated in the table below

Table 1.1 project characteristics

Project characteristics	Most important	Second important	Third important	Fourth important	Fifth important
Large scope project	leadership	Relevant prior experience	planning	People skill	Verbal communication and team building
Project with high uncertainty	Risk management	Expectation management	leadership	People skill	planning
A very novel project	leadership	People skills	Vision purpose goal	Self confidence	Expectation management

1.12 Current and Future development of leadership

According to Jhon 2019 ,he indicates that more people should aware of how successful coaching is at bringing leaders to maturity, it becomes increasingly important to build effective leadership coaching programs. Understanding changes in the business environment and in the composition of the workforce is necessary to know how to foster leadership capability and when to use coaching. Techniques that once worked may no longer work. As we enter the third decade of the twenty-first century, top leaders need to be aware of the following in order to ensure effective leadership.

I. Multiple Generations at the Top of the Leadership Chart

Understanding that every person is a person and not a statistic is key to maximizing generational diversity in leadership. But it also entails being aware of the fact that different people require various things in order to succeed in positions of leadership.

II. Focus on Accountability, Transparency

A dedication to responsibility and transparency in our actions will be necessary for leadership today, tomorrow, and always. Whether you like it or not, when people are aware that they will be held responsible for their conduct, they perform better.

III. AI, Big Data, and Technology in the Executive Suite

The majority of the time, big data analysis and artificial intelligence won't be implemented in enterprises by those in senior leadership. For that, they employ programmers and data scientists. But make no mistake, big data, artificial intelligence (AI), and other technical breakthroughs will have an impact on senior leadership, and leadership development programs need to take this into account.

IV. Change Management

A faster rate of change is a result of rapid technical development. Future leaders must possess the qualities of resilience, agility, and flexibility. It will become more crucial to be able to assist firms in managing change. The capacity to offer a methodical approach to people and teams going through a transition from one state to another is known as change management.

V. Innovation Departments and Teams

Future leaders will need to have a thorough understanding of the three key categories of innovation: business model innovation, process innovation, and product innovation

1.2. Statement of the problem

Kapur, Radhika. (2018). Ways to Carry out Leadership Practices it needs to concern in to the following points.

1. **Identify with the Purpose of the Organization** – It is vital for the leader to develop a vision for the organization and be deeply committed to it. One should develop devotion and respect for ones work and be sincere and loyal to the organization.

2. **Get the Best Person for the Job at Hand** – Effective recruitment and training is a must, having right people placed within the positions always leads to goodwill and profitability.

3. **Nurture Talent through Mentoring and Feedback** – A mentorship program within the organization focuses on both short and long term professional development goals. Mentor plays an important role in shaping the mentee's future, guides him towards self-development and career growth. This also creates a safe learning environment and provision for effective feedback.

4. **Be Adaptable** – The future of the business largely depends upon how effectively its leadership anticipates change and prepares for it. Being adaptable in nature makes the leaders to make the most of change in other words taking complete advantage of the changes that have occurred.

5. **Understand the Importance of Integrity, Transparency and Communication** – Leaders must clearly articulate the firm's vision, its strategy for achieving its vision and the values it will follow while pursuing its goals and keep people updated from time to time, and leaders need to embody these core values. Communicating effectively within the organization is as critical, communicating with the team does help in solving the difficulties and the challenges that the organization might undergo.

6. **Take on Transformational Goals and Make a Commitment to achieve them** – A business is established not just for profit but for other purposes as well. To be impactful over the longer term, a firm has to create and deliver value beyond the scope of its profit goals. A business may be known for innovations or best practices that deliver tremendous value to customers. Or it may share knowledge that contributes to the development of the industry. Or it may play a significant role in the

community. Transformational goals are of many types. A leader needs to understand how the firm can make a difference and make a compelling case for his/her vision

1.2.1 Types of Leadership Models

According to (Bruna Martinuzzi,2019) there is different leadership styles in the contemporary world those are they have their own leadership impact and organization success towards their goal and objective the first model is Transformational Integrity and vision are core qualities of transformational leaders. As a transformational leader, you will achieve your goals through open lines of communication with staff, demonstrating your integrity and the respect you hold for your staff's experience and knowledge. This mutual respect leads to gains in staff satisfaction and employee retention, both shown to improve overall patient care and safety and the other one transactional leadership is a straightforward rewards-based model. It works off the concept that an employee's personal interests (as opposed to company interests) are the principal factors motivating them to complete an assigned task or reach a performance level. If you're a transactional leader, you will set performance goals for staff, promise a reward, and provide that reward upon their successful completion of the goal—or impose a consequence if staff don't meet their goals. This method of leadership can be very effective for getting work done, but it fails to allow space for building relationships at work and inspiring staff to contribute new ideas.

In terms of autocratic leaders do not consult with or consider the opinions of others when making decisions. You determine a course of action and relay your ideas with full expectation that staff will complete your assigned actions without question. This method of leadership works well in situations requiring quick decision making.(Thaddeus & Fedynich, Lavonne. 2019) also clarifying some others models those are :-The opposite of autocratic leadership is democratic leadership, also known as “participate leadership.” As a democratic leader, you will seek out the input and perspectives of your staff, although the final decision belongs to you. Your use of collaboration and discussion can spark an increase in creativity and innovation.

Several personal and organizational problems face today's leaders of non-governmental humanitarian groups, and the need for competent leaders who grasp the intricacies of the fast-changing global environment is critical (Hailey, 1999). Humanitarian leaders have increasingly difficult leadership experience, since they

operate in chaotic, often physically demanding, and insecure circumstances. Leaders must be willing and able to handle opposing pressures from many stakeholders in order to protect both their personal identity and principles as well as their organizations (Hailey & James, 2004).

As per Yussuf, (2020), NGOs face a variety of leadership challenges. The first is the sector's highly individualized form of leadership. Leadership is concentrated in the hands of persons who are regarded to be the organizations' ambassadors or caretakers, who protect their interests. Authoritarianism is displayed, which irritates other employees who are the embodiment of fresh ideas, initiatives, and innovation that are not permitted to be voiced and applied.

The capacity of project participants to work as a team is referred to as teamwork. As a result, teamwork symbolizes a set of principles that fosters listening, constructively reacting to others' points of view, offering support, and appreciating others' accomplishments (Wang, et al., 2005). In addition, a review of the literature suggests that cooperation affects project success (Muller & Turner, 2012). Project managers may express project vision, integrate and organize project team members, establish team commitment, and improve team cohesiveness via leadership (Bucia, et al., 2010). However, for certain projects, forming a cohesive team is difficult since project team members may be active in many projects with diverse leadership and management styles at the same time. As a result, project managers should make an effort to understand their project teams and change their style of leadership accordingly for successful project execution. According to Hoegl and Gemuenden (2012), project team behavior may be described in terms of activities (observable behaviors), interactions (members' connectivity), and sentiments (members' feelings, motives, or attitudes). Leadership is also linked to teamwork in terms of communication, cooperation, and cohesion, according to existing research (Wang, et al., 2005).

The impact of culture on leadership styles is discussed in the literature on NGO leadership in developing nations. Surprisingly, there is conflicting information concerning the leadership of non-governmental organizations in developing nations. On the one hand, NGOs strive to embrace participatory and decentralized leadership and management approaches that reflect the collectivist structure of many developing nations' societies. Individual leaders, on the other hand, use more bureaucratic and mechanical ways as a result of the high vertical power dimensions found in these

cultures (Hailey 2006). Evidence shows that NGOs in underdeveloped countries experience unique cultural constraints connected to their subordinates' and staff's expectations, which leads to a paternalistic role for leaders. This makes it harder for leaders to fulfill their roles effectively. (James et al.2005) so, this study mainly focus on the one NGO organization with the specified developmental project leadership.

In care Ethiopia there is a gap between leaders and subordinate in the creating some common goods by implement different leadership styles and practices towards sustainability of a project and organization goal so, this initiates me to run this study .

1.3. Research question

The study intends to answer the following basic questions:

- Which leadership style is commonly used in care Ethiopia?
- How effective is the project leadership styles in care Ethiopia?
- What are the challenges of project leadership in care Ethiopia?

1.4. Research Objectives

1.4.1. General objectives

The general objective of this study is “to assess the practice and challenges of project leadership case study of care Ethiopia”

1.4.2. Specific objective of the study

The specific objective lays in the general objective is:-

- To identify commonly used leadership style in care Ethiopia.
- To evaluate the effectiveness of different leadership styles in care Ethiopia.
- To assess the challenges of leadership in care Ethiopia.

1.5. Significance of the study

Non-governmental organization (NGO) programs are regarded as one of the most significant activities for delivering aid to developing countries, yet most of them are believed to have high failure rates and their performance is frequently deemed insufficient. As a result of their poor results, NGO should consider using effective leadership techniques as a tool for project execution. As a consequence, this study will assist the organization in comprehending the role of leadership knowledge areas and how integrating the knowledge areas, particularly in developmental project leaders, may improve the company's performance and outcomes. It will also reveal that the cause of leadership failure in projects, which will aid them in the future. The study is also expected to help NGO understand which project leadership styles and practices have an impact on the organization's performance, as well as to assist projects in demonstrating the value of excellent project leadership knowledge and approaches specially for development projects.

1.6. Scope of the study

This study has tried to manage in geographically, content and methodological scope in the geographically the study limit its data sources only in care Ethiopia developmental projects located in Addis abeba in order to be more specific and tangible and in the concept or content delimitation the study looked into how the project leadership knowledge areas are implemented in the organization. This study also assessed which leadership styles are applicable and the challenges of project leadership practices and the effectiveness of leadership styles in order to examine the effectiveness of the organization further more there is also methodological scope of the study, the researcher selected a descriptive survey study design and a non-probability sampling method to gather all the relevant data and applied both quantitative and qualitative approaches. The research is conducted using structured questionnaires as a means of primary data collection.

1.7. Limitation of the Study

It is self-evident that study cannot be completely free of boundaries. To that end, there were a few challenges in this study. One constraint is the study only covered one element of the project inside the designated company and also it is better to run longitudinal research and the researcher will do more study in various areas of the project development division in order to maximize the response rate and better result.

1.8. Organization of the Study

This research looked on project leadership practices and challenges in CARE Ethiopia. There are five chapters in this research project report. The first chapter covered the background of the study, statement of the problem, general and specific objectives, research questions, significance of the study, scope of the study, limitation of the study, and organization of the study; the second chapter covered the review of related literature; the third chapter covered research design and methods; the fourth chapter covered research results and discussions; and the fifth chapter covered conclusions and recommendations. At the last session, reference and appendix elements were also included.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Theoretical literature review

2.1.1. Leadership Qualities:

Kanagawa (2002) identifies five leadership characteristics: judgment, foresight, decision, implementation, and character. To understand the circumstance and reality, judgment is required. Forecasting the future ahead of the competition requires foresight. Making decisions is necessary for changing reality, but it requires someone with the abilities and competence to put them into action. The bulk of these characteristics, notably judgment and foresight, are considered inborn by Kanagawa. Even if a person possesses these traits, he or she will fail as a CEO if they lack sincerity and warmth for others.

2.1.2. Management and Leadership:

Many writers have claimed that in order to manage individuals within a team, good managers must possess both leadership and management abilities (Kwantes and Boglarsky, 2007). Leadership has been defined as the practice of influencing people in order to achieve long-term organizational goals (Bartol et al., 2003). The effective support of both leaders and managers is required for an organization's goals to be realized successfully. The assumption is that organizational leaders are those in top-level management positions, and that in order for them to be effective, they must possess both leadership and management skills. It is evident, then, that the distinctions and similarities between management and leadership must be discussed and defined. It's important to distinguish between management and leadership because managers are more concerned with short-term organizational challenges, whereas leaders are more concerned with the organization's context and environment, both externally and internally (Nel et al., 2004).

Managers organize employees, handle problems, and prepare budgets, whereas leaders define organizational directions, align people toward goals, and inspire and encourage them, according to Kotter (1990). At its most basic level, managers want to

bring stability and order to an organization, but leaders seek to bring about movement and change, therefore the leader may be seen of as a complement to managers rather than a substitute (Kotter, 1990). While Kotter (1990) defined management and leadership as conceptually distinct, he did not rule out the possibility that they are the same person. Management abilities are concerned with the facilitation of organizational activity, as well as the oversight of work to be done and ensuring that it is completed in a timely and efficient manner. Culture is both a dynamic process that is developed via interaction with people and a stabilizing effect on the social order that is based on specified behavior guidelines. Culture is described as an abstract notion manifested in behavior; it encompasses the fundamental common values, beliefs, and assumptions that shape how people think, feels, and act. Language and customs; group norms, values, principles, and unwritten regulations; feeling/climate and shared meanings via interactions; common group skills and thinking; symbols, rituals, and celebrations are some of the characteristics that may be seen. (vito et.al (2016)

Schein (2010) goes on to say that culture has underlying characteristics: it gives organizational processes structure, stability, and purpose, which ensures their existence, but it also causes change It is difficult; it has depth and is frequently intangible; it has the breadth and is ubiquitous, affecting all aspects of organizational functioning; and it seeks to integrate the above-mentioned visible parts. The duration of an organization's culture, the stability of its members, and the emotional intensity of shared history all contribute to its strength. Major changes in leadership, purpose and vision, technology, or groups, for example, will have an influence on cultural coherence. Even Nevertheless, once a culture is established, it serves to socialize new members by teaching them about common underlying values and beliefs. Schein also underlines the importance of corporate culture in terms of learning and adapting to both the external and internal environment.

There is a close relationship between good organizational functioning, leadership practice, and organizational culture. Organizational culture is seen to be crucial to its success and functioning, and executives play a significant role in building it inside their organizations (Lewis et al., 2012). For businesses to function effectively, there must be alignment between leadership practice and organizational culture (O'Connor & Netting, 2009). According to Schein (2010), leadership and culture are

"fundamentally interwoven", three important ideas that he presents underline this reciprocal interaction. First, leaders shape culture via their beliefs and actions, establishing the tone and incorporating it into the company. This includes: what they pay attention to consistently, reward, and respond to emotionally; how they react to crises and critical incidents; how they allocate resources role-modeling, educating, and mentoring, as well as how they promote and punish others. Second, company culture shapes leaders by providing structure and meaning to participants while also constraining leadership practice. Leaders also have many responsibilities, according to Schein (2010), such as managing subcultures, assisting the company in learning and adapting to the external environment, and encouraging internal integration. Within the same organization, several subcultures might exist. The staff subculture prioritizes task completion, thrives on excellent communication, trust, and collaboration, and is hampered by regulations and hierarchy. The senior management subculture, on the other hand, is increasingly focused on financial survival and reacting to stakeholders. Role modeling of conduct, responsiveness to change, reaction to mistakes, promotion and punishment of others, sharing knowledge, and reacting to feedback were all examples of leadership effect on culture on a personal level.

2.1.3. Leadership Theories

Due to its pertinence and urgency in addressing complex management phenomena, leadership has become a key subject of interest in literature, as seen by the growth of works in this field (Bass and Bass, 2013) Over time, leadership philosophies have developed. Some of the most popular leadership theories may be divided into two categories. Early leadership theories emphasized the characteristics and characteristics of the individual leader. These theories' central thesis is that outstanding leaders are born, not produced. They possess the qualities required to lead others. Later theories of leadership switched their focus to situational and contingency leadership. The primary point of these theories is that a leader's leadership style must be adaptive and tailored to the unique scenario or mindsets of his or her personnel.

i) The Great Man theory

In the nineteenth century and prior to the Second World War, there was a great deal of attention in leadership theory to the notion of the 'Great Man' (Zaccaro, Kemp, and

Bader, 2004). Such theorizing had the assumption that leadership capacities were an inherent quality, and so great leaders were considered to be people who were not nurtured but born that way. It was considered that a 'great man' naturally held the skills that were essential to help him in performing a leadership role. For Iszatt-White and Saunders (2014), an assumption that evident characteristics or qualities that had been inherited underlay the notion of the 'Great Man', that potential leaders were born that way; furthermore, they considered that there were assumptions that leaders were born a certain gender and into certain societal classes. Such theories give the portrayal of a great leader as someone with mythical, heroic qualities and destined to rise up to a leadership role when the time calls for it. Wider societal factors were not up for discussion as they would be nowadays and the term 'Great Man' itself was used as leadership qualities were being considered to be, primarily, male (Outcalt, et al. 2001).

ii) Trait theory

This central focus upon traits eventually became a distinct discipline known as 'Trait Theory', with the premise being that it ought to be possible to identify certain qualities that were superior and that differentiated a leader from followers (Ledlow and Coppola, 2011). As such, an assumption underlies 'Trait Theories,' that people may potentially become great leaders if they were found to have such leadership traits. It was suggested by Iszatt-White and Saunders (2014) that 'Trait Theories' were seeking to provide an examination of the biological, behavioral, and psychological characteristics that differentiated a leader from a non-leader or follower. Several early twentieth century researchers undertook research that sought to explain the notion of leadership in terms of characteristics, personality, and traits

iii) Situational theories of leadership

Bass and Stogdill (1990) consider that the situational leadership theories are in direct opposition to the trait theories and suggest that questions of leadership are all a case of the demands of each situation, i.e. the emergence of a leader is determined by situational factors.

iv) Contingency theories of leadership

Contingency leadership theories emphasize the idea that leaders are not effective in every situation. There will be a success if the style of leadership of a leader matches a

work situation well; however, there is likely to be a failure if the style does not match the situation well (Landy and Conte, 2010). There is the suggestion with contingency theories that there can be three categorisations for situations, i.e. position power, task structure, and the relations between leader and member(s). Position power refers to the degree of authority held by a leader to punish followers or reward them and includes power that is legitimately acquired by individuals because of their position within an organization. There is strong position power if someone has the authority to award rises in pay or rank, or to employ or sack someone; conversely, there is weak position power when someone does not have such authority (Borkowski, 2011).

2.1.4. Leadership Styles

Following are the styles of leadership one adopts.

People as a leader adopt different styles for different kind of jobs according to the circumstances. The styles are briefly described below(Kaleem, Yusra,2016).

i) Autocratic Leadership (The Boss)

Unequivocal initiative is the place choices are taken rapidly and halfway by one individual. Choices seem to be directions for others to accomplish a general point. Basic in the military, dictatorial initiative conveys commands and the group believing the pioneer without inquiry. This leading style is more averse with a chance to be compelling on. The new generation is more independent and easygoing, not tolerating to be in control. People search for sense of self satisfactions starting with their occupations.

ii) Democratic Leadership (All-Inclusive)

This style of authority depends on the group been counseled and their feelings being esteemed. The pioneer might ask for information from colleagues as he/she regards their specialized ability, and obliges it to settle on the most ideal choice. Fair administration can be a test when there are solid identities in the gathering. Here the pioneer needs to make it clear they will take a definitive choice. All things considered, this authority style is comprehensive in its inclination and in that capacity, destined to bring the group through testing times, as the greater part will have concurred the game-plan. (Kaleem, Yusra,2016).

iii) Laissez-faire or Free rein Leadership (Chilled-out)

This initiative style is frequently connected when the group is extremely fit, very much inspired and composed. Less impedance and decreased direct guideline is ordinary with this initiative style. However this ought not to be confused for the pioneer showing an absence of hobby. Depending on great collaboration, exceptionally motivational and helpful inventive thoughts are produced. Free-rein leadership avoids energy and obligation, also takes a least activity for organization. The leader provides for no bearing and permits the group should build its own objectives and resolve its own issues.

The leader plays the least role. His idea may be that every part of the assembly when left to them will set onward as much best exert and the most extreme outcomes can be achieved in this way. Law based authority will be less averse to win the devotion of the one assembly . (Bruna Martinuzzi,2019)

iv) Transactional Leadership

This style begins with the thought that colleagues consent to comply with their pioneer when they acknowledge an occupation. The exchange as a rule includes the association paying team consequently for their exertion and consistence on a transient undertaking. The pioneer has a privilege to punish colleagues if their work doesn't meet a standard. Value-based administration is available in numerous business authority circumstances, and it offers a few advantages. For instance, it clears up everybody's parts and obligations. The drawback of this style is that, all alone, it can be chilling and flippant, and it can prompt high staff turnover. It likewise has genuine confinements for learning based or inventive work. Thus, colleagues can frequently do little to enhance their employment satisfaction. (Bruna Martinuzzi,2019)

V) Transformational Leadership

The transformational leadership style is one of the most implemented styles. It has integrity, defines clear goals, encourages clear steps to communication and expressive. This style of leadership encourages, motivates and supports employees, often involves recognizing and rewarding people for their good work. This type of leader inspires their team to work together towards a common target. Transformational leaders combine the best practices and are leaders who are trusted and can motivate others. In practice they are supported by transactional leaders who work as managers, making

sure tasks are completed and achieved. “Nothing so needs reforming as other people’s habits” — Mark Twain The transformational style requires a number of different skills. And its primary focus is to make change happen in our self, others, groups, and organizations. (Bruna Martinuzzi,2019)

2.1.5 Challenges of Leadership

In globalization, the world class leaders face great challenges in their day to day activities. These challenges emerged from external, internal and the leaders itself. Researchers identified six the main challenges which faces leaders Gentry et al., (2016); these challenges classified in the following manner:

Developing Managerial Effectiveness - The challenge of developing the relevant skills—such as time management, prioritization, strategic thinking, decision-making, and getting up to speed with the job to be more effective at work,

Inspiring Others- The challenge of inspiring or motivating others to ensure they are satisfied with their jobs; how to motivate a workforce to work smarter,

Developing Employees - The challenge of developing others, including topics around mentoring and coaching,

Leading a Team - The challenge of team-building, team development, and team management; how to instill pride in a team or support the team, how to lead a big team, and what to do when taking over a new team,

Guiding Change - The challenge of managing, mobilizing, understanding, and leading change. How to mitigate change consequences, overcome resistance to change, and deal with employees’ reaction to change and

Managing Internal Stakeholders and Politics - The challenge of managing relationships, politics and image. Gaining managerial support and managing up; getting buy-in from other departments, groups, or individuals” (Gentry et al, 2016). In addition to this, Schofield (2008) point out Key challenges facing public sector leaders:

Increasing pace of change. Is one of the public sector organizations leadership challenge which facing public leaders. In order to survive and succeed an organization must be knowledgeable about how to implement appropriate

organizational changes that will be accepted by its employees. The question of survival is rely on leaders implementation of appropriate change for a given sectors.

Technological developments. Technological development goes through timely base in order to fit current internal and external requirement of the organization. Technological advancement requires highly skilled man power to accurately implement the program. Technological advances extend the possibility of global economy which has changed the way people do business and communicate. Technological advancement has not only save time and money for a greater organizational profit and a better quality of life but has also created a global village with shared regulation, language, and values.

Changing perceptions. Different people perceive in different way because of their personality differences. Hence, leading this diverse interest group is a challenging task for global leaders. It needs daily framing or shaping of followers opinions that might be requires effective leadership.

Citizen Empowerment. Globalization makes people very equipped to undertake the challenges of the activities. Therefore, this equipped society expects sophisticated and quality service from their respective leaders. Currently, the public in general search relevant information with the help of modern technology & this makes them empowered citizen. The other empowerment may be from the law of the country give the right to do.

Changing workforce and changing environment. Working with different work force is important to acquire different skills and knowledge but bringing them in a common understanding is a challenging activity for global leaders. Making comprehensive analysis of environment is very important to overcome the leadership challenges (Schofield, 2008).

2.1.6 Leadership Practices

Leadership styles are the methods or systems used by leaders to encourage their followers to accomplish the organization's goals. Various researchers have conducted various studies in the field of leadership, with a greater emphasis on the impact of certain behaviors on their leadership style. The findings of the field leadership studies are centered on three concerns. The first focus is on the impact of a leader's perspective on an individual leadership style, the second focus is on followers'

perceptions of leaders' leadership styles and their influence characteristics, and the third focus is on both leaders and followers' perceptions of leadership styles (Karthikeyan, 2015).

Moreover, leadership has the biggest impact on the functioning of organizations, with the success or failure of proper organizations, nations, and other social entities generally attributed to the type of their leadership style (Qladipo et al., 2013). As a result, leadership styles are the most important indications of a leader's ability to influence followers in a company. To accept leadership challenges, the most essential thing is for leaders to follow the excellent leadership practices that can be discovered and employed by anybody in any business.

Five exceptional leadership practices were recognized by Kouzes and Posner (2004): Modeling the Way begins with the definition of personal principles and progresses to the creation and affirmation of work cultures that are inclusive to all. Inspiring a common vision means that executives are motivated by a clear picture of what their company may become. Those that inspire others to greatness seek out and welcome challenges, as well as accept the creativity and ingenuity of others. Allows people to take action through encouraging collaboration and strengthening others, or simply empowering and encouraging employees by recognizing their efforts and celebrating principles and accomplishments (Kouzes and Posner, 2004).

In addition, the leader established goals for all activities in the company to be addressed with the help of team development and community coalition building partners. In this regard, leaders must be masters of the most up-to-date management and leadership skills, validating the best practices or tactics that help the corporation run one step ahead of the competition (Robbins & Couter, 2005). As a result, leaders must be methodical thinkers who approach environmental restrictions rationally. This methodical thinking aids leaders in acting as a constraint reactor. Other leadership skills include having the entrepreneurial aptitude to be inventive and creative while making judicious use of the organization's resources (Osborne & Gaeble, 1992). This implies that executives treat everyone in the organization as a colleague, a friend, and a humanitarian.

There is different leadership practice that gives a big role in the implementation of effective human capital and other resources some of them are:- Different leadership styles play an important role in implementing successful human capital and other resources. Among them are: - The Process of Great Leadership: Successful leaders share the following characteristics on their path to great leadership (Kouzes & Posner, 1987):

- Test the process - Start by identifying a process that you feel might be improved the greatest.
- Inspire a common vision - After that, convey your vision in a language that your followers can understand.
- Empower others to take action by providing them with the tools and procedures they need to tackle the problem.
- Lead by example - Get your hands filthy when the going gets rough. A boss tells people what they should do; a leader demonstrates that it is possible.

To some extent of describing different scholars recognize leadership is not an objective entity separate from the social world but influenced by social interaction and discourses (Grint, 2010).

2.1.7 Cultural differences

When dealing with an international team, individuals may come from a variety of nationalities and cultures, some of which may be quite dissimilar. Relative cultural distance refers to the degree to which individuals differ culturally from the rest of the community. When culturally varied people become aware of the problem, they begin to compare themselves to other team members, evaluate the propriety of their behavior, and appraise their place in the group. Individuals' views of the degree of group conflict and preparedness to voice opinions are impacted by their distance, according to studies. People with varied cultural origins may seek company from others who are culturally closer to their own background, which may lead to grouping and another cultural problem. Individuals with diverse cultural backgrounds differ in their attitude about time. The value of time and how people react to it differs between cultures, and it's one of the most significant differences between civilizations (Kocak, Marek,2014).

2.1.8 Challenges of Leadership

In globalization, the world class leaders face great challenges in their day to day activities. These challenges emerged from external, internal and the leaders itself. Researchers identified six the main challenges which faces leaders Gentry et al., (2016); these challenges classified in the following manner:

Developing Managerial Effectiveness - The challenge of developing the relevant skills—such as time management, prioritization, strategic thinking, decision-making, and getting up to speed with the job to be more effective at work,

Inspiring Others- The challenge of inspiring or motivating others to ensure they are satisfied with their jobs; how to motivate a workforce to work smarter,

Developing Employees - The challenge of developing others, including topics around mentoring and coaching,

Leading a Team - The challenge of team-building, team development, and team management; how to instill pride in a team or support the team, how to lead a big team, and what to do when taking over a new team,

Guiding Change - The challenge of managing, mobilizing, understanding, and leading change. How to mitigate change consequences, overcome resistance to change, and deal with employees' reaction to change and

Managing Internal Stakeholders and Politics - The challenge of managing relationships, politics and image. Gaining managerial support and managing up; getting buy-in from other departments, groups, or individuals” (Gentry et al, 2016).

In addition to this, Schofield (2008) point out Key challenges facing public sector leaders:

Increasing pace of change. Is one of the public sector organizations leadership challenge which facing public leaders. In order to survive and succeed an organization must be knowledgeable about how to implement appropriate organizational changes that will be accepted by its employees. The question of survival is rely on leaders implementation of appropriate change for a given sectors.Schofield (2008)

Technological developments. Technological development goes through timely base in order to fit current internal and external requirement of the organization. Technological advancement requires highly skilled man power to accurately

implement the program. Technological advances extend the possibility of global economy which has changed the way people do business and communicate. Technological advancement has not only save time and money for a greater organizational profit and a better quality of life but has also created a global village with shared regulation, language, and values.Schofield (2008)

Changing perceptions. Different people perceive in different way because of their personality differences. Hence, leading this diverse interest group is a challenging task for global leaders. It needs daily framing or shaping of followers opinions that might be requires effective leadership.Schofield (2008)

Citizen Empowerment. Globalization makes people very equipped to undertake the challenges of the activities. Therefore, this equipped society expects sophisticated and quality service from their respective leaders. Currently, the public in general search relevant information with the help of modern technology & this makes them empowered citizen. The other empowerment may be from the law of the country give the right to do.Schofield (2008)

Changing workforce and changing environment. Working with different work force is important to acquire different skills and knowledge but bringing them in a common understanding is a challenging activity for global leaders. Making comprehensive analysis of environment is very important to overcome the leadership challenges (Schofield, 2008).

2.2. Empirical Reviews of the Study

Various research on field leadership have been undertaken, with the goal of determining the efficacy of leadership and the impact of individual behaviors on the leadership styles used. Some studies focus on leaders' perceptions of leadership styles practiced in relation to their own behavior, while others focus on followers' perceptions of leadership styles practiced, and still others focus on both leaders' and followers' perceptions of leadership styles practiced as ways to assess leadership effectiveness in organizations.

Similarly, Moore and Rudd (2006) the study conducted by describing the demographic variables and leadership styles of current extension leaders in Florida State, USA. They expressed that women leaders tend to use a more participative and inclusive leadership styles while men leaders tend to use a more directive and

controlling leadership styles. This finding showed that women leaders use more transformational leadership style while men leaders use more transactional leadership style.

The first problem of leadership, according to (Daud, Yussuf,2020), is the highly individualized character of leadership in the industry. Leadership is concentrated in the hands of persons who are regarded to be the organizations' ambassadors or caretakers, who protect their interests. Authoritarianism is displayed, which irritates other employees who are the embodiment of fresh ideas, initiatives, and innovation that are not permitted to be voiced and applied.

The absence of competent, devoted, ethical leadership was shown to be the second leadership difficulty. The quality of programs and services given by NGOs to their target populations is determined by their leadership qualities. Dealing with heterogeneous teams, diversity, and dynamics is the third difficulty that NGO executives face.

The study conducted by Iqbal et al (2015) on the effects of leadership style on employee performance revealed that democratic leadership style used in all situations while autocratic leadership style used when new employees are unfamiliar and don't have sufficient know how about their jobs, if employees constantly misusing their authority, when company rules are violated by employees and when the sole person responsibility for a decision making and implementing.

Peter Obang (2015) conducted the study on leadership style and job satisfaction in teachers' education and health Science College in Gambella regional state of Ethiopia. 93 respondents of all 95.7% (89) were male and 4.3% (4) were female participated in the study. The finding of the study revealed that transformational leadership style had positive effect on employee job satisfaction whereas transactional leadership style had positive insignificant effect and laissez-faire leadership style had negative effect on employee job satisfaction. Both transactional and laissez-faire leadership styles lowers employee job satisfaction and organizations performance.

William et al, (2013) the study conducted on understanding the leadership challenges of first time managers. The study identified three challenges which faces leaders in organizations are adjustment to people management/displaying authority shares

59.3%; developing managerial and personal effectiveness shares 46.1% and leading team achievement shares 43.4% of all challenges.

BahailuMengistu (2012) conducted the study on leadership development strategy in some selected government bureau of Oromia regional State with 153 valid participants of which 75.8% (116) were male and 24.2% (37) were females. The study employed purposive and simple random sampling techniques. The findings revealed that most bureaus were didn't effectively utilize need assessment in identifying the leadership gaps and development needs of their leaders. The study disclosed that organized follow up system/coaching of the organizations were very poor.

2.3. Summary of Empirical Studies and Research Gaps

An analysis of empirical literature on the relationship between leadership style, teamwork, project characteristics and project performance was undertaken and a number of research gaps were identified. These gaps include lack of consensus on which leadership style would enhance the likelihood of a project being successful especially in specific project leadership. Secondly, the intervening role of teamwork on the relationship between project manager's leadership style and project performance is not clear. Thirdly, there is lack of consensus on the effect of project characteristics such as size and complexity on the relationship between project manager's leadership style and project performance and does not clearly define the effectiveness of project leadership practices.

2.4. Conceptual Mapping of Leadership

The study was conduct based on the conceptual framework drawn from the theoretical and empirical literature reviews, which are explain in above reviews. The research focused on studying the major challenges of leadership leadership. As we can perceive from the literature review, leaders face a lot of challenges on their execution, based on above mention review the researcher develop the following schematic representation of the conceptual framework and models, which can help to find the challenges on project leadership practice in Care Ethiopia.

Challenge 1 – Creating and Maintaining a Diversified Team One of the greatest challenges of leadership in modern society is finding ways to create a unified front among team members. This is often difficult when members of a team may remain at

remote areas. The best way to create and uphold a diversified yet efficient team is to make sure each member of the team receives routine communications.

Challenge 2 – Inspiring Others to Share the Leader’s/Organizational Vision A mission and vision are essential to any successful business. It is not enough however, for a leader to promote a vision or mission. Rather, it is the role of a leader to ensure that every member of their team and the organization share a common mission and vision. A leader can take on the challenge of inspiring others by clearly communicating how a organization’s mission and vision will benefit not just the organization, but also the people working for it. By explaining how each serving will benefit from the mission, a leader will inspire others to share the same organizational vision.

Challenge 3 – Facilitating Open and Clear Communication among Coworkers Clear and concise communication is essential for success. A leader has a duty to communicate well with others, but also teach others how to communicate clearly and better when working in groups or alone in the workplace.

Challenge 4 – Empowering Incumbents to Take Action The days of micromanagement are over. Nowadays, employees want to feel inspired. The best way to inspire employees is by empowering them to excel and achieve. A leader’s role includes providing employees the ability to make proactive choices. That means including employees in the decision making process so they become part of the organizational team. A leader can also empower employees by encouraging them to write down an action plan for each problem that needs solving in the organization. This process should include setting up goals and the exact steps necessary to take action to resolve problems.

Challenge 5 – Providing Inspiration to Others A leader must provide inspiration to others. Some of the world’s best leaders are define by their “charisma” or ability to inspire and motivate others. Leaders must remain committed to the cause, but also recognize the potential in employees to achieve great things.

Challenge 6 – Leading internal stakeholders and politics Last, but certainly not least, the challenge of leading relationships, politics, and image, such as gaining managerial support and managing up and getting buy-in from other departments, groups, or individuals

Figure 1 conceptual mapping



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The processes or strategies used to find, select, process, and analyze information on a topic are referred to as research methodology. This portion of the study seeks to outline the strategies used to address the study's objectives. As a result, it details the study methodology, target population, and sample processes, as well as data collection techniques and tools and data analysis.

3.2 Research Approach and Design

According to Kothari (1990), the primary goal of descriptive research is to provide a description of the current condition of events and to report on what has happened or is happening. As a result, the study utilized a descriptive research methodology to examine project leadership practice and problems in the target non-governmental organization in terms of project leadership knowledge and the researcher find crucial that it is significant to reflect the objective of the research Because this research approach describes the features and state of affairs of the population or phenomena being examined, it was employed in this study.

The study used mixed (both quantitative and qualitative) research approaches in order to answer objectives and specific objectives.

3.3 Data Type

The primary data was was used for the sake of analysis by the organizational level used as the unit of analysis it means main concern is the leaders of Care Ethiopia, and the questions in the questionnaire were written to be simple enough for the intended respondents to answer.

3.4 Data Source

The primary source of data of the questionnaire employed in this study was adapted from a previous study (Tesfaye, 2018; Marufa, 2017), and the measuring scale is interval in general, with nominal and ordinal scales, and the researcher performed structured interviews to obtain further replies.

3.5 Data collection tools

With the intention of collecting evidence or data for the study, the researcher own adopted questionnaire and interview for project leadership challenges and practices and adopted leadership style practice questionnaire used as a data gathering tools. These the primary data collection tools collected through the following

3.6 Questionnaire

The question adopted to answer leadership challenge which consists Gender, age, educational level, and duration of service were among the socio-demographic questions in the first portion of the questionnaire. General leadership practices were discussed in Section II, which covered six primary leadership practices: (1) Developing and maintaining a diverse team, (2) inspiring others to share the Leaders'/Organizational vision, (3) facilitating open and clear communication among coworkers, (4) empowering incumbents to take action, (5) providing inspiration to others, and (6) leading internal stakeholders and politics The measure consisted of 26 statements, each with a five-point Likert scale and the researcher also conduct open ended interview to get additional information leadership styles measurement instruments adopted to evaluate the basic leadership styles such as: autocratic, democratic & laissez-faire.

3.7 Interview

To collect the primary data, the researcher conducted face to face interview with six purposely selected leaders based on carefully designed open ended interview questions which were related to research questions . The processes undertaken in this study was the researcher purposely selected the interviewees , who are responsibility and who are experienced and expected to answer leadership area questions deeply to obtain relevant data from them. The researcher take suitable appointment time to contact with interviewees to maintain the data.

3.1. Population and Sampling

This study focused on projects that were being undertaken by CARE Ethiopia and particularly development projects (non-humanitarian) were the subject of the study. To determine the sample size of the study, the total target population was defined. According to Hair, et al. (2010), the target population is said to be a specified group of people or objects for which questions can be asked or observed made to develop required data structures and information. The total target population of the study was the staff of CARE Ethiopia working under development projects which are one type of projects run by the organization because it implement different projects within. Therefore, based on the time frame of the study, accessibility, and organizations' willingness to participate in the study, the development projects were selected. After discussing with the human resource staff in the organizations, the researcher realized that CARE Ethiopia had 150 members working on development project and we select 80 leaders and 30 subordinates because the staffing system have proportional nature in the organization and the number of proportion varies due to turn over employees .

3.2. Sampling method and sample size

Te researcher use Judgment /Deliberate or Purposive Sampling in order to make proportional sampling this make the research effective in order to get better result and better advantage of time and money .The sample size for the study was calculated based on the sampling formula developed by Yamane (2002) formula and the total number of personnel working under whole population, i.e. 150 was the whole population of the study. Thus, the simplified formula for the sample come to be:

$n = \frac{N}{1+N(e^2)}$, where; Where; n= sample size N=population e = level of precision (5%)

$$N = \frac{150}{1+150(0.05)^2} = 110$$

For the sake of the study, leaders were considered those who have managerial responsibilities and have at least one subordinate under them. Whereas, subordinates are those who have primarily technical or advisory role in the target projects. In line with this, respondents were drawn from the list of these leaders and subordinates through simple random sampling.

3.3. Data Analysis technique

Data collected through questionnaires was analyzed using quantitative descriptive statistics with the help of IBM SPSS Statistics version 20 statistical computer software. From sample respondents, quantitative and qualitative data collected through interview and closed ended questionnaires. Then, the respondent data was interpreted with the help of frequency and percentage. In addition, it was analyzed using descriptive types of analysis to discuss closed ended questions. Throughout the analysis process, frequency, percentages, mean and standard deviation were employed. Moreover, tables were used to present the findings on their own topic for assessment. The interpretation established on the findings from the data. In addition, discussion was made on the points focusing on what they indicated based on the answers given by majority of the population using the five options/ rating scales for each question. Furthermore, qualitative data also gathered through interview and analyzed qualitatively thorough narration and was triangulated with quantitative data.

3.4. Reliability and Validity

In an effort to avoid/ minimize problems related to reliability and validity, previously designed questionnaires and successively will be used in surveys that directly and indirectly relate to leadership, and leadership challenges are carefully be examined and adopted. Apart from using a non-probability sampling method to avoid biases, the survey was administered in such a way that respondents could not be pressured in any way to select specific choices among the answer sets, contributing to the reliability and validity of the research.

The researcher applied 10 pilot testing before the instrument was distributed to entire sampled respondents. The pilot test was offered to fifteen selected leaders using simple random sampling method from all streams to check the internal consistency (reliability) .This pilot test was prepared for the purpose of eliminating an ambiguous words that decreases and not clearly measures the attitude of the respondents and the researcher attempts to make a modification.

3.5. Ethical Consideration

Ethical clearance were obtained from St.Mary's University department of project management. Formal letters of cooperation was written to the care Ethiopia . Informed consents was obtained from each leaders and subordinates of the organization. Any involvement in the study was carried out with the full consent of leaders to be interviewed and the participants of the study were fully informed that the study was only for academic purpose. Finally, after collection of the necessary data, identified problems during assessment was disc used with care Ethiopia leaders and subordinates .

CHAPTER FOUR

RESEARCH RESULT AND DISCUSSION

4.1. Response rate

This section presents the main findings and results of the study. Relevant issues and collected data was analyzed quantitatively. In particular, this section asses the project leadership practice and challenges at CARE ETHIOPIA. To this effect, 110 copies of the questionnaires were distributed to respondents 80 leaders and 30 subordinates by proportional purposive sampling method based on proportional nature of the organization.

4.2. Respondents Profile

Table 2 leaders profile

No	Description	Respondents	
		Frequency	Percent
gender			
1	Male	49	71
	female	20	29
	total	69	100
age			
2	Below 26 years	-	-
	26-35	2	2.9
	36-45	54	78.3
	46-55	13	18.8
	Above 55	--	-
	total	69	100
Educational background			
3	Certificate	-	
	diploma		
	BA/BSC degree	5	7.2
	MA/MBA/MSC	64	92.8
	PHD		
	total	69	92.8
Work experience (In years)			
4	1-5	3	4.3
	6-10	11	15.9
	11-15	46	66.7
	16-20	9	13.0
	Above 20	-	-
	total	69	100

Gender, age, educational background, and year of experience at CARE ETHIOPIA were all inquired of the sample respondents. As seen in the table, 20 (29%) of respondents were female, while 49 (71%) were male. In terms of age groups, 2 (2.9%) were between the ages of 26 and 35, 54 (78.3%) were between the ages of 36 and 45, and 13 (18.8%) were between the ages of 46 and 55. In terms of service years, the data revealed that 3 (4.3 percent) had one to five years of experience, 11 (15.9%) had six to ten years of experience, 46 (66.7%) had eleven to fifteen years of experience, and 9 (13%) had sixteen to twenty years of experience. There were six kinds of qualification, as shown in the table: certificate, collage diploma, first degree, master's degree, and PHD. In the first item, 5 (7.2 percent) of the respondents were first-degree holders, whereas 64 (92.8 percent) were second-degree holders. In general, the demographic data on credentials and work experience revealed that the majority of the Organization's personnel had the expertise and qualifications to change and deal with many of the difficulties encountered on a regular basis.

Based on the findings there is more male leaders than female in care Ethiopia and based on the age limit most of the organization leaders is in the range of 36-45, the other most available age limit is 46-55 this implies that the organization employees have mature to cope up in some extent this is shows in bigger emphasis because most of the leaders have good working experience 11-15 years of experience.

In terms of educational background most of the leaders have MA holder this gives them them better understanding ability to solve on the implementation of different leadership concepts and challenges.

Generally ,based on the leaders profile it is consider that there is a competent capacity in the organization to resolve different leadership challenges and practices.

Table 3 Subordinate profile

No	Description	Respondents	
		frequency	Percent
	gender		
1	Male	13	43.3
	female	17	56.7
	total	30	100
	age		
2	Below 26 years	1	3.3
	26-35	10	33.3
	36-45	16	53.3
	46-55	3	10
	above 55	-	
	total	30	100
	Educational background		
3	Certificate	-	
	diploma	-	
	BA/BSC degree	12	40
	MA/MBA/MSC	18	60
	PHD	-	
	total	30	100
	Work experience		
4	1-5	5	16.7
	6-10	7	23.3
	11-15	10	33.3
	16-20	5	16.7
	Above 20	3	10
	total	30	100

Gender, age, educational background, and year of experience at CARE ETHIOPIA were all inquired of the sample respondents. According to the table, 13 (43.3%) of respondents were female, while 17 (56.7%) were male. In terms of age groups, 1 (3.3 percent) are under the age of 26, 10 (33.3 percent) are between the ages of 26 and 35, 16 (53.3 percent) are between the ages of 36 and 45, and 3 (ten percent) are between the ages of 46 and 55. In terms of service years, the data revealed that 5(16.7 percent) had 1-5 years of experience, 7(23.3 percent) had 6-10 years of experience, 10(33.3

percent) had 11-15 years of experience, 5(16.7 percent) had 16-20 years of experience, and 3(10 percent) had more than 20 years of experience. According to their educational backgrounds, 12 percent of respondents have a bachelor's degree and 18 percent have a master's degree. In general, the demographic data on credentials and work experience suggested that the majority of the organization's personnel had acceptable experience and level of education.

Based on the finding of the subordinates most of the respondents about 17 is female and the rest is male and most of the respondents age is between 36 -45 this implies most of the respondents are mature it consider they cope up different situation, in terms of experience most of the respondents have good experience between 11-15 and most of the respondents most of the respondents have mater degree holder.

Generally,the matrix between leaders and subordinates is good in terms of the above parameters and it gives an organization have better staff members to succeeded its objectives mission and vision.

4.3. Analysis and Interpretation of Data Collected for the Study

This section discusses the study's findings in relation to the research questions and objectives. Furthermore, the study's findings were examined using data acquired through a questionnaire. In this study, mean scores are used to assess leaders' preferences for various leadership styles and challenges, as well as the obstacles and efficacy of project leadership techniques in the given firm (CARE Ethiopia). Al-sayaad et al. (2006) found that rating mean scores on Likert scale questions were indicative of one's opinions in their book statistics for economics and administration studies. As a result, the researcher draws conclusions based on Al-sayaad et al.

Table 4 Mean Score Interpretation

<i>No</i>	<i>Mean score</i>	<i>Mean score interpretation</i>
<i>1</i>	<i>1-1.8</i>	<i>Very low</i>
<i>2</i>	<i>1.9-2.6</i>	<i>Low</i>
<i>3</i>	<i>2.7-3.4</i>	<i>Medium</i>
<i>4</i>	<i>3.5-4.20</i>	<i>High</i>
<i>5</i>	<i>4.20-5</i>	<i>Very high</i>

4.3.1. The Practice of Project Leadership

Table 5:- Leaders responses regarding the practice of “Creating and Maintaining a Diversified Team”

no	item		Level of agreement					total	mean	Average mean
			SD	D	NDA	A	SA			
1	You are spending a lot of time on team building and coaching	Frq.	-	3	4	38	24	69	4.2	4.19
		%		4.3	5.8	55.1	34.8			
2	You are spending a lot of time to enhancing team work spirit among members and department	Frq.	-	4	-	39	26	69	4.26	
		%		5.8		56.5	37.7			
3	You are facilitating collaboration and trust among each other	Frq.	-	3	5	39	22	69	4.16	
		%		4.3	7.2	56.5	31.9			
4	You are exerting effort and pressure to improve performance	Frq.		1	4	48	16	69	4.14	
		%		1.4	5.8	69.6	23.2			

Respondent leaders' self-ratings of their effectiveness in terms of "Creating and Maintaining a Diversified Team" are depicted in table 5 as the table indicates that in the first item majority of the leaders about 90% claimed that they were spending their time on building and coaching their subordinates. In the same table the second item revealed that most of the leaders about 94% agreed that they are spending time to enhancing team work spirit among members in the third item of the above table respondents have 88% are agreed on facilitating collaboration and trust among each other. In the final item of the table the leaders have 93% confidence on exerting effort and pressure to improve performance. The average of this four item is 4.19. As a result, it suggests that the leaders have a high level of confidence in their ability to build and manage a diverse team. This means that the leaders have good in creating and maintaining a diversified team. Different scholars says that by offering training programs to the team members, effective managers may better manage diversity. Such initiatives ought to offer formally structured methods for comprehending diversity-related issues. They should also stress the significance of accepting cultural differences and offer guidelines for how participants might react to them (Yukl, 2001).

Additionally, managers should always aim to capitalize on team disparities. This could be achieved by first determining the distinctions between the team members. Managers should also assist the team in accepting and comprehending these individual variations. A Leaders could use the diversity in teams as a strength by taking the previously outlined steps. Aya Shaban (2016)

Table 6:- subordinates opinion regarding the practice of “Creating Maintaining a diversified team”

no	item		Level of agreement					total	mean	Average mean
			SD	D	ND A	A	SA			
1	leaders spending a lot of time on team building and coaching	Frq.	1	5	1	5	1	30	3.57	3.59
		%	3.3	16.7	3.3	73.3	3.3	100%		
2	Leaders work enhancing team work spirit among members and department	Frq.	2	3	2	20	3	30	3.63	
		%	6.7	10	6.7	66.7	10	100%		
3	Leaders facilitating collaboration and trust among each other	Frq.	-	4	1	25	-	30	3.7	
		%	-	13.3	3.3	83.3	-	100%		
4	Leaders exerting effort and pressure to improve performance	Frq.	-	7	4	17	-	30	3.47	
		%	-	23.3	13.3	56.7	-	100%		

The table 6 above depicts respondent subordinates opinion rating about the extent to which leaders were effective in terms of “Creating and Maintaining a Diversified Team”. Four items meant to address this theme. In the first item has got 77% of subordinates agree on that leaders spend lots of time on team building and coaching in the second item about 77% of subordinates a positive view that leaders work enhancing team spirit in the third item about 83% of subordinates says that leaders facilitating collaboration and trust among each members and in the fourth item subordinates tends to about 63% says that leaders have respectively less in exerting

effort and pressure to improve performance because the mean value is 3.47 which is in the range of medium impact and relatively minimize the average mean.

As a result, it suggests that leaders have high degree of confidence in their ability of creating and mainlining a diversified team as the average mean is 3.59. As a result, leaders, should keep there performance regarding with creating and maintaining a diversified team.

Table 7 Leaders’ responses regarding the practice of “Inspiring others to Share the Leader’s/ Organizational Vision

no	item		Level of agreement				total	mean		Average mean
			SD	D	NDA	A		SA		
1	You are working to create clear understanding for followers about the organization vision,mission,objectives.	Frq.	2	10	2	19	36	69	4.12	3.76
		%	2.9	14.5	2.9	27.5	52.2	100%		
2	You are working to initiate others to engage in goal setting of the unit	Frq.	2	4	2	35	26	69	4.14	
		%	2.9	5.8	2.9	50.7	37.7	100%		
3	You are leading others with their plan	Frq.	8	21	3	34	3	69	3.04	
		%	11.6	30.4	4.3	49.3	4.3	100%		

The table 7 above depicts respondent leaders’ self-rating about the extent to which they were effective in terms of “Inspiring others to Share the Leader’s/ Organizational Vision”. Three items were meant to address this theme. In the first item it has been found that 19(27.5%) and 36(52.2%) tends to agree and strongly agree respectively which is about a grand total of (80%). The mean was4.12.This implies that the respondents have a strong sense of confidence about their effectiveness in terms of create clear understand about organization vision, mission, objectives. The pattern of

response in the case of the second item (about initiate others to engage in goal setting of the unit) is 35(50.7%)and 26(37.7%) has got agree and strongly agree respectively with a total of 81% and the mean score is 4.14.In the cases of the third item, (about leading others with their plan for the future). It has been found that 34(49.3%) tended to agree and 3 (4.3%) tended to strongly agree. The mean score was 3.04. This implies that respondents have modest sense of confidence and its have an impact on the overall mean value and needs to improve in this item.

The aggregate mean score is close to 3.76. Therefore, it implies that the confidence level of the leaders about their effectiveness in Inspiring others to Share the Leader's/ Organizational Vision is high . Therefore, as leaders self-assessment they perform good on this theme, that means it was not challenging.

Table 8:- subordinates responses regarding the practice of “Inspiring others to Share the Leader’s/ Organizational Vision”

no	item		Level of agreement					total	mean	Average mean
			SD	D	NDA	A	SA			
1	You have understood about the agency vision, mission, objectives	Frq.	5	23	-	1	1	30	2	1.97
		%	16.7	76.7	-	3.3	3.3			
2	You are triggered to accomplish the agency vision	Frq.	3	25	1	1	-	30	2	
		%	10	83.3	3.3	3.3	-			
3	You are motivated for engagement and success of agency goal.	Frq.	2	28	-	-	-	30	1.93	
		%	6.7	93.3	-	-	-			

The judgment of respondent subordinates on the extent to which leaders were not effective in terms of "Inspiring others to Share the Leader's/ Organizational Vision" is depicted in table 8. This subject was addressed in three ways. As a result, 23 (76.7 %) and 5 (16.7 %) tended to disagree and strongly disagree with the first item, respectively. Similarly, the average score was 2. This indicates that respondents have

a poor level of confidence in their understanding of the organization's vision and goals. The pattern of responses in the second and third (regarding "triggered to achieve the organization vision" and "motivated for involvement and success of organization objective") is nearly identical, with mean scores of 2(93%) and 1.93(100%) and the average mean is 1.97. Therefore, it implies that the response rate is low. In this theme, the subordinates response rate is not compatible with leaders response. This implies that subordinates perception and leaders self assessment is not the same, as per table 7 information the aggregate mean score was 3.76 which indicates that leaders believed about themselves they perform this theme strongly but In the case of subordinates perceptions on table 8 information the aggregated mean score was 1.97, which indicates that subordinates perception leaders have low practicing.

However, we also know that a leader may inspire individuals to be more engaged and driven by taking steps like these, Begin by understanding how to empower individuals, which will create an environment in which others will be able to inspire themselves, Assist people in developing their own particular plans for achieving their objectives as they relate to the organization's, and check in with them on a frequent basis to see how they're doing and what you can do to assist them, Demonstrate trust in people and passion for the organization's aims by discussing why the goals are vital.(David r.2014)

Therefore regarding to “crating the organization vision, mission, objectives”, “initiate others to engage in goal setting”, “leading others with their plan” leaders have got low rate so they need to improve themselves.

Table 9 Leaders’ responses regarding the practice of “Facilitating Open and Clear Communication among Coworkers”

no	item		Level of agreement					total	mean	Average mean
			SD	D	ND A	A	SA			
1	You are working to communicating the organization’s mission, vision, goal, and strategy to the subordinates	Frq .	1	11	3	32	22	69	3.91	3.89
		%	1.4	15.9	4.3	46.4	31.9	100%		
2	You are working to create clear understanding on rules, regulations and policy of the organization	Frq .	-	11	5	32	21	69	3.91	
		%	-	15.9	7.7	46.4	30.4	100%		
3	You are communicating effectively and with dignity all units in the organization	Frq .	1	14	2	21	31	69	3.97	
		%	1.4	20.3	2.9	30.4	44.9	100%		
4	You are giving freedom to the subordinates to express their opinion.	Frq .	6	6	5	32	20	69	3.78	
		%	8.7	8.7	7.2	46.4	29.0	100%		

The table 9 above depicts respondent leaders’ self-rating about the extent to which they were effective in terms of “Facilitating Open and Clear Communication among Coworkers”. Four items were meant to address this theme. Accordingly, it has been found that 32 (46.4%) and 22(31.9%) tended to agree and strongly agree with and a total of (78%) the first item this means that leaders are good in working to communicating the organization mission and vision with a total of 78% of acceptance and the mean score was also 3.91. This implies that the respondents have high sense of confidence about their effectiveness in terms of communicating the organization’s mission, vision, goal, and strategy to the subordinates. The pattern of response in the case of the second item (about create clear understanding on rules, regulations and policy of the organization) is also similar and the mean score is 3.91 have (77%). Even the cases of third and fourth items (communicating effectively with dignity all units in the organization” and “giving freedom to the subordinates to express their opinion) were similar. The means scores were 3.97 and 3.78 respectively (in the range of high mean interpretation)

The aggregate mean score also is close to 3.89. as a result it implies that the confidence level of the leaders about their effectiveness in creating and maintaining a diversified team is strong. Therefore, as leaders self-assessment they perform good on this theme, that means it was not challenging.it is well said that establishing and maintaining effective working relationships in organizations depends on communication at work. Effective communication in the workplace is crucial because it facilitates the transfer of knowledge and understanding between individuals. This is because every administrative task and activity involves some sort of direct or indirect communication. As a result, administrators must practice active listening techniques and become aware of the significance of sender and receiver roles in order to improve the effectiveness of communications. An administrator's capacity to lead effectively will be enhanced by effective communication skills in the workplace. Therefore, administrators should foster a culture where issues, plans, plans, opinions, thoughts, and ideas related to work are discussed and managed in a skilled and professional manner through effective and constructive communication. Akua Adu-Oppong(2014)

Table 10:- subordinates opinion regarding the practice of“Facilitating Open and Clear Communication among Coworkers”

no	item		Level of agreement					total	mean	Average mean
			SD	D	ND A	A	SA			
1	You are communicated by leaders about the organization's mission, vision goal, and strategy	Frq.	4	3	5	16	2	30	3.3	3.58
		%	13.3	10	16.7	53.3	6.7			
2	You have clearly understood about the organization rules, regulations and policy.	Frq.	3	8	3	13	3	30	3.17	
		%	10	26.7	10	43.3	10			
3	You have effective communication with your leader with dignity	Frq.	3	4	2	10	11	30	3.73	
		%	10	13.3	6.7	33.3	36.7			
4	You have freedom to express your opinion.	Frq.	4	1	1	5	19	30	4.13	
		%	13.3	3.3	3.3	16.7	63.3			

The assessment of responding employees on the extent to which leaders were effective in terms of "Facilitating Open and Clear Communication among Coworkers" is depicted in table 10 above. This subject was addressed in four ways. In the first item's subordinates have got communication by leaders about the organization's mission, vision goal, and strategy by a total agreed percent 60% of mean score is 3.3, indicating that respondents had medium opinion of leaders' efficacy in terms of "communicated by leaders regarding the organization's purpose, vision, goal, and strategy" and the answer pattern on the second item (about creating a clear awareness of the organization's rules, laws, and policies) is nearly identical with a total agreed percent of 53% with a mean score of 3.17 both are medium mean score interpretation. In the cases of the 3rd and 4th items ("communicating effectively with dignity all units in the organization" and "giving freedom to the subordinates to express their opinion") the respondents have highest sense. The means scores were 3.73 and 4.13 respectively. The aggregate mean score also is close to 3.58. therefore leaders have no challenge with respect to Facilitating Open and Clear Communication among Coworkers.

Table 11 Leaders' responses regarding the practice of "Empowering Incumbents to Take Action"

no	item		Level of agreement					total	mean	Average mean
			SD	D	NDA	A	SA			
1	You are working to delegate supervisors with authority for subordinates	Frq.	3	-	10	48	8	69	3.84	3.63
		%	4.3	-	14.5	69.6	11.6			
2	You are working to identify employee arrogance or grievance properly and take action timely	Frq.	2	9	10	35	13	69	3.7	
		%	2.9	13.0	14.5	50.7	18.8			
3	You are working to delegate the right person at the right place in the organization	Frq.	3	5	6	25	30	69	4.07	
		%	4.3	7.2	8.7	36.2	43.5			
4	You are influenced by others party on decision making.	Frq.	1	38	6	20	4	69	2.83	
		%	1.4	55.1	8.7	29.0	5.8			
5	You are working to distribute power for others as per their accountability	Frq.	-	-	11	39	19	69	4.12	
		%	-	-	15.9	56.5	27.5			

The table 11 above depicts respondent leaders' self-rating about the extent to which they were effective in terms of "Empowering Incumbents to Take Action". Five items were meant to address. Accordingly, it has been found that 48 (69.9%) and 8 (11.6%) tended to agree and strongly agree with the first item. The mean score was also 3.84. This implies that the respondents have a highest sense of confidence about their effectiveness in terms of delegate supervisors with authority for subordinates. The pattern of response in the case of the 2nd and 3rd item (about "Identify employee arrogance or grievance properly and take action timely" and "Delegate the right person at the right place"). The mean score were 3.7 and 4.07 respectively. It implies that the respondents have highest sense. Similarly, in the case of the 4th item and 5th item (about Influenced by others party on decision making" and "distribute power for others as per their accountability"). The mean score was 2.83 and 4.12 and this also implies that respondents have tended to modest and highest sense of confidence respectively. The aggregate mean score is close to 3.63. Therefore, the confidence level of the leaders about their effectiveness in Empowering Incumbents to Take Action is highest .

Table 12:- subordinates opinion regarding to the practice of “Empowering Incumbents to Take Action”

no	item		Level of agreement					total	mean	Average mean
			SD	D	ND A	A	SA			
1	Leaders are working to delegate supervisors with authority for subordinates	Frq.	4	14	3	5	4	30	2.7	3.56
		%	13.3	46.7	10	16.7	13.3	100%		
2	Leaders take action properly and timely	Frq.	4	5	-	8	13	30	3.7	
		%	13.3	16.7	-	26.7	43.3	100%		
3	Leaders delegate the right person at the right place in the organization	Frq.	3	7	4	4	12	30	3.5	
		%	10	23.3	13.3	13.3	40	100%		
4	Leaders give decision without others party influence	Frq.	-	5	-	5	20	30	4.33	
		%	-	16.7	-	16.7	66.7	100%		
5	Leaders distribute power for others as per their accountability	Frq.	2	6	2	12	8	30	3.6	
		%	6.7	20	6.7	40	26.7	100%		

The table 12 above depicts respondent employees’ opinion rating about the extent to which leaders were effective in terms of “Empowering Incumbents to Take Action”. Five items were meant to address. Accordingly, it has been found that 5 (16.7%) and 4(13.3%) tended to agree and strongly agree with the first item. The mean score was also 2.7. This implies that the respondents have a modest sense of confidence about leader effectiveness in terms of delegate supervisors with authority for subordinates so they should improve in this context .The pattern of response in the case of the 2nd and 3rd item (about “take action properly and timely” and “Delegate the right person at the right place”) in this case respondents have highest sense and the mean score is 3.7(70%) and 3.5(53%) respectively. The pattern of response in the case of the 4Th and 5 Th item (abut Influenced by others party on decision making” and “distribute power for others as per their accountability”). The mean score were 4.33 and 3.6 respectively. This implies that the respondents’ rate tended highest sense. The

aggregate mean score also is close to 3.56. Therefore, this implies that the effectiveness of Empowering Incumbents to Take Action is moderate. The outcome is similar or compatible with leaders self-rating response. This implies that employees' perception and leaders' self-assessment the same, as per the table 11 information the aggregated mean score was 3.63 which indicates that leaders believed about themselves they perform this theme highest. Whereas subordinate perception on table 12 the aggregated mean was 3.56, which indicates that as employee perception leaders perform highest. So regarding to "delegation of supervisors and their authority", "take action properly and timely for employee arrogance or grievance", "delegation of the right person at the right place" and "distribution of power for others" leaders should work to enhance their performance.

Table 13 Leaders' responses regarding the practice of "Providing Inspiration to Others"

no	item		Level of agreement					total	mean	Average mean
			SD	D	NDA	A	SA			
1	You are treating followers with respect	Frq.		1	2	13	53	69	4.71	4.13
		%		1.4	2.9	18.8	76.8	100%		
2	You believe followers are satisfactory on existing policy	Frq.	7	5	2	52	3	69	3.57	
		%	10.1	7.2	2.9	75.4	4.3	100%		
3	You are leading by "doing" rather than by "telling"	Frq.	2	8	6	11	42	69	4.2	
		%	2.9	11.6	8.7	15.9	60.9	100%		
4	You are working to update your leadership skill and consider as a model yourself for others	Frq.	-	1	6	44	18	69	4.14	
		%	-	1.4	8.7	63.8	26.1	100%		
5	You have good experience to give credit and reward for other performance	Frq.	1	7	2	37	22	69	4.04	
		%	1.4	10.1	2.9	53.6	31.9	100%		

The table 13 above depicts respondent leaders' self-rating about the extent to which they were effective in terms of "Providing Inspiration to Others". Five items were

meant to address this theme. Accordingly, it has been found that 13 (18.8%) and 53(76.8%) tended to agree and strongly agree with the first item. The mean score was also 4.71. This implies that the respondents have high sense of confidence about their effectiveness in terms of treating followers with respect. The pattern of response in the case of 2nd (“followers are satisfactory on existing policy”) .the mean score is 3.57 with a total of 80% agreement.This implies the respondent have highest sense in existing situation. The pattern of response in the case of 3rd ,4th and 5th item (about leadership skill and consider as a model for others, leading by “doing and ” rather than by “telling” and experience to give credit and reward for other performance”) is also the mean score is 4.2,4.14 and 4.04 respectively.This implies that the respondents have high sense of confidence. The aggregate mean score also is close to 4.13.

Therefore, this implies that the confidence level of the leaders about their effectiveness in Providing Inspiration to Others is strong. Therefore, as leaders self-assessment they perform good on this theme, that means it was not challenging.

Table 14:- subordinate opinion regarding to the practice of “Providing Inspiration to Others”

no	item		Level of agreement					total	mean	Average mean
			SD	D	ND A	A	SA			
1	Leaders treat followers with respect	Frq.	4	1	2	13	10	30	3.8	4.03
		%	13.3	3.3	6.7	43.3	33.3	100%		
2	You are satisfied on existing policy	Frq.	3	2	1	4	20	30	4.2	
		%	10	6.7	3.3	13.3	66.7	100%		
3	Leaders, lead by “doing” rather than by “telling”	Frq.	3	1	2	-	24	30	4.37	
		%	10	3.3	6.7	-	80	100%		
4	Leaders update their leadership skill and take as a model for you	Frq.	4	1	2	12	11	30	3.83	
		%	13.3	3.3	6.7	40	36.7	100%		
5	Leaders give credit and reward for other performance	Frq.	2	2	1	15	10	69	3.97	
		%	6.7	6.7	3.3	50	33.3	100%		

The table 14 above depicts respondent employees' opinion rating about the extent to which leaders were effective in terms of "Providing Inspiration to Others". Five items were meant to address this theme. Accordingly, it has been found that the percentage of agreement 77% mean score for the first item was 3.8. This implies that the respondents have a highest sense of confidence about their leader effectiveness in terms of Leaders treat followers with respect. The pattern of response in the case of the 2nd item (about satisfied on existing policy) and 3rd item (lead by doing rather than by telling) have mean score of 4.2 and 4.37 respectively and the percentage is approximately 80% for both item and this means the respondents have high level sense of confidence and it is also true for the last item means fourth and fifth item the mean score was 3.83 and 3.97 with high percentage rate.

In general perception on table 14 the aggregated mean score was 4.03, which indicates that as employee perception leaders perform is high. So regarding to "treating followers with respect", "creation of followers satisfaction on existing policy" update leadership skill" and "give credit and reward for other performance" leaders should work to keep their performance.

Table 15 Leaders' response regarding the practice of "Leading internal stakeholders and politics

no	item		Level of agreement					total	mean	Average mean
			SD	D	ND A	A	SA			
1	You have good experience to manage conflict timely with fire arbitration	Frq.	-	15	8	29	17	30	3.7	3.82
		%		21.7	11.6	42	24.6			
2	You are leading by giving freedom for others to express their opinion	Frq.	-	9	2	46	12	30	3.88	
		%		13	2.9	66.7	17.4			
3	You are working to developing good human relations with stakeholders	Frq.		6	6	21	36	30	4.26	
		%		8.7	8.7	30.4	52.2			
4	You are working to fulfilling social and all other responsibilities	Frq.	3	6	8	35	17	30	3.83	
		%	4.3	8.7	11.6	50.7	24.6			
5	You think followers are satisfied on existing leadership style	Frq.	5	9	11	39	5	69	3.43	
		%	7.2	13	15.9	56.5	7.2			

The assessment of respondent leaders on the extent to which they were effective in terms of "leading internal stakeholders and politics" is depicted in table 15 This subject was addressed in five ways. As a result, 29(42%) inclined to agree with the first statement, while 17 (24.6%) tended to strongly agree. The mean score was 3.7 as well. This indicates that the respondents had the greatest opinion of their own leadership ability to "handle conflict timely with firing arbitration." The response pattern for the 2nd item 3rd (regarding "leadership by allowing others to voice their opinions" and "building excellent human interactions with stakeholders") 3.88 and 4.26, respectively, are the mean scores. Similarly, in the case of the 4th item 5th item (about "fulfilling social and all other responsibilities" and "followers are satisfied on existing leadership style"). The mean score is 3.83 and 3.43 respectively. The aggregate mean score also is close to 3.82. Therefore, it implies that the confidence level of the leaders about their effectiveness in Leading internal stakeholders and politics is strong. Therefore, as leaders they perform good on this theme, that means it was not challenging.

Table 16:- subordinates response regarding the practice of “Leading internal stakeholders and politics

no	item		Level of agreement					total	mean	Average mean
			SD	D	ND A	A	SA			
1	Leaders manage conflict timely with fire arbitration	Frq.	-	5	5	13	7	30	3.73	4.07
		%	-	16.7	16.7	43.3	23.3	100%		
2	Leaders, lead by giving freedom for others to express their opinion	Frq.	2	3	-	7	18	30	4.2	
		%	6.7	10	-	23.3	60	100%		
3	Leaders work developing good human relations with stakeholders	Frq.	4	2	-	8	16	30	4.00	
		%	13.3	6.7	-	26.7	53.3	100%		
4	You believe all social and other responsibilities are fulfill for you in	Frq.	3	1	2	8	16	30	4.10	
		%	10	3.3	6.7	26.7	53.3	100%		
5	You are satisfied on the existing leadership style	Frq.	3	2	-	2	23	30	4.33	
		%	10	6.7	-	6.7	76.7	100%		

The table 16 above depicts respondent subordinates“ opinion rating about the extent to which leaders were effective in terms of “Leading internal stakeholders and politics”. Five items were meant to address this theme. In the first item the respondents have a total 67% and the mean score of the has been found 3.73 this implies that the respondents have a highest sense about their leader effectiveness in terms of “manage conflict timely with fire arbitration”.

The pattern of response in the case of the second and third item (about “leading by giving freedom for others to express their opinion” and “developing good human relations with stakeholders”). The total percentage and mean score is also 90%,79% and 4.2,4 respectively. This implies that the respondents have a highest sense confidence about their leader effectiveness. In the cases of the, fourth and fifth (about “fulfilling social and all other responsibilities” and “followers are satisfied on existing leadership style) is also similar. The mean score is 4.10 and 4.33 respectively. The

aggregate mean score also is close to 4.07. Therefore, the response of subordinates about leaders' effectiveness in Leading internal stakeholders and politics is highest.

So regarding to the theme five items "manage conflict timely with fire arbitration", "giving freedom for others", "developing good human relations with stakeholders", "fulfilling social and all other responsibilities" and "implementation of proper leadership style" leaders should work to keep their performance.

4.3.2. Project Leadership Styles

Table 17 Leadership style questionnaires composition

Types of questionnaire	description
Total response of question 1, 4, 7, 10, 13, &16	Autocratic Leadership Style
Total response of question 2, 5, 8, 11, 14, & 17	Democratic Leadership Style
Total response of question 3, 6, 9, 12, 15, & 18	Laissez-faire Leadership Style
Total response of question 19, 21,23, 25 , 27&29	Transactional leadership style
Total Response of question 20 ,22,24,26,28,30&31	Transformational Leadership Style

Table 18 Autocratic leadership style

no	item		Level of agreement					total	mean	Average mean	SD	Average SD
			SD	D	N D A	A	SA					
1	Employees are not likely to do their work because of this close supervision is essential.	Frq.	14	35	6	14	-	69	2.29	3.05	1.016	1.015
		%	20.3	50.7	8.7	20.3	-	100%				
2	Really to say that in opinion most of the employees in organization are lazy.	Frq.	45	19	3	2	-	69	1.45		.718	
		%	65.2	27.5	4.3	2.9	-	100%				
3	Giving rewards to motivate employees or punishments to achieve organizational objectives is being taken as a rule for the organization.	Frq.	1	24	4	25	15	69	3.42		1.28	
		%	1.4	34.8	5.8	36.2	21.7	100%				
4	In my sector employees feel confident about their work and need direction.	Frq.	4	4	9	43	9	69	3.71		.972	
		%	5.8	5.8	13	62.3	13	100%				
5	As a leader I am a chief judge of the achievements of group members	Frq.	7	11	7	31	13	69	3.46		1.255	
		%	10.1	15.9	10.1	44.9	10.8	100%				
6	As a leader effectively give orders and clarify procedures is important.	Frq.	-	6	6	38	19	69	4.01		.849	
		%	-	8.7	8.7	55.1	27.5	100%				

The majority of respondents agreed with the individual decision control system in the international NGO (care Ethiopia) based on the amount of autocratic leadership style used in the research region. However, more than 40% of respondents believed that individual leaders have a decision-making control structure and that leaders want little or no input from employees in order to make choices. The overall autocratic

leadership style has a mean score of 3.05 and a standard deviation of 1.015, respectively. Because the standard deviation is more than one, the responses of the respondents differ more from one another. As a result of this number, the researchers deduce that the level of overall autocratic leadership style in care Ethiopia was medium practiced leadership style as the mean indicates 3.05.

Table 19 Democratic leadership style

no	item		Level of agreement					total	mean	Average mean	S D	Average SD
			S D	D	N D A	A	SA					
1	In my organization employees participate in decision making process.	Frq.	11	19	8	28	3	69	2.90	3.411	1.1226	1.001
		%	15.9	27.5	11.6	40.6	4.3	100%				
2	Being as a good leader is showing direction without any pressure.	Frq.	1	14	8	31	5	69	3.36	3.411	.939	1.001
		%	1.4	20.3	26.1	44.9	7.2	100%				
3	In my sector employees want frequent and supportive communication from their leaders.	Frq.	1	25	4	30	9	69	3.30	3.411	1.142	1.001
		%	1.4	36.2	5.8	43.5	13	100%				
4	I help my employees/subordinates accept responsibility to completing their work.	Frq.	-	4	-	32	33	69	4.36	3.411	.766	1.001
		%	-	5.8	-	46.4	47.8	100%				
5	It is my job to help subordinates find their "desire."	Frq.	8	28	9	18	6	69	2.80	3.411	1.208	1.001
		%	11.6	40.6	13	26.1	8.7	100%				
6	People are basically competent and if a task is given to them they do a good job.	Frq.	2	7	1	55	4	69	3.75	3.411	.830	1.001
		%	2.9	10.1	1.4	79.7	5.8	100%				

The majority of the respondents agreed with the respondents were asked to allow for the effective engagement of employees in decision-making processes and leaders assisting their subordinates in care Ethiopia. However, more than half of the respondents felt that leaders should collaborate with their subordinates in order to make choices in their businesses. The overall autocratic leadership style has a mean score of 3.411 and a standard deviation of 1.011, respectively. Because the standard deviation is more than one, the responses of the respondents differ more from one another. As a result of this number, the researchers deduce that the overall authoritarian leadership style is high. As the mean demonstrates, there was a high level of practiced leadership style in Ethiopian care.

Table 20 Laissez-faire Leadership Style

no	item		Level of agreement					total	mean	Average mean	SD	Average SD
			SD	D	ND A	A	SA					
1	As a leader should let employees in dynamic situations to solve problems on their own way.	Frq.	6	12	9	37	5	69	3.33	3.303	1.120	1.09
		%	8.7	17.4	13	53.6	7.2	100%				
2	Leadership requires making free of their subordinates to do their work	Frq.	5	19	12	27	6	69	3.14		1.141	
		%	7.2	27.5	17.4	39.1	8.7	100%				
3	As a leaders should allow subordinates to assess their own work is taken as a rule for the organization.	Frq.	2	6	6	25	30	69	4.09		1.067	
		%	2.9	8.7	8.7	36.2	43.5	100%				
4	In my sector I give for my employees/subordinates complete responsibility to solve problems on their own	Frq.	-	17	1	45	6	69	3.58		.961	
		%	-	24.6	1.4	65.2	8.7	100%				
5	In most situations, employees prefer little input from me.	Frq.	11	11	5	27	15	69	3.35		1.402	
		%	15.9	15.9	7.2	39.1	21.7	100%				
6	In general, it is best to leave subordinates alone	Frq.	8	41	10	9	1	69	2.33		.902	
		%	11.6	59.4	14.5	13	1.4	100%				

For the laissez-faire leadership style the researcher provided questions to the respondents to know about leaders making free of their employees in accepting the responsibility and delegate authority to solve problems on their own .The level of laissez-faire leadership style practiced in the study area disclosed that the majority of the respondents were agreed with the respondents were asked to making free of employees in decision making processes in care Ethiopia . However, above 30 percent of the respondents were agreed in the item listed above. The mean score and the standard deviation of the overall autocratic leadership style are 3.303 and 1.09 respectively. Since the value of the standard deviation is greater than one, the answers of the respondents have a higher variation to each other. Therefore, from this figure the researchers infer that the level of overall laissez-faire leadership style was medium practiced leadership style in care Ethiopia as the mean indicates 3.303.As a result of this figure, the researchers deduce that the general laissez-faire leadership style was moderately applied in Ethiopia, as the mean suggests 3.303.

Table 21 Transactional leadership style

no	Item		Level of agreement					total	mean	Avera ge mean	SD	Avera gSD
			SD	D	NDA	A	SA					
1	Employees feel very happy working to me by looking my acts.	Frq.	2	1	20	43	3	69	3.64	3.82	.727	0.9
		%	2.9	1.4	29.0	62.3	4.3	100%				
2	As a leader convey important feelings and worthy to my followers	Frq.	4	-	4	52	9	69	3.90		.843	
		%	5.8	-	5.8	75.8	13	100%				
3	As a leader I enable my employees innovative enough as per before.	Frq.	8	4	4	42	11	69	3.64		1.175	
		%	11.6	5.8	5.8	60.9	15.9	100%				
4	As a leader I give careful attention to working conditions for my employees.	Frq.	5	-	-	57	7	69	3.88		.867	
		%	7.2	-	-	82.6	10.1	100%				
5	I reveal & process continuous vision for the long period of time.	Frq.	5	7	6	30	21	69	3.80		1.195	
		%	7.2	10.1	8.7	43.5	30.4	100%				
6	As a leader I must enhance the thinking of my employees to solve previous problems in a suitable manner.	Frq.	-	2	4	50	13	69	4.07		.602	
		%	-	2.9	5.8	72.5	18.8	100%				

The majority of the respondents agreed with the respondents were asked about leaders decision-making processes in care Ethiopia in the case of transactional leadership style employed in the in care ETHIOPIA. However, more than 60% of respondents agreed on the above-mentioned point. The overall autocratic leadership style has a mean score of 3.82 and a standard deviation of 0.9, respectively. Because the standard deviation is smaller than one, the responses of the respondents are quite similar to one another. As a result of this figure, the researchers deduce that the degree of total transactional leadership style in care Ethiopia was highly practiced leadership style, as the mean indicated 3.82. Transactional leadership is a managerial style that relies on attaining goals through structure, supervision and a system of rewards and

punishments. This results-oriented approach works well with self-motivated employees and it also an advantage of motivation,goal achievement and effectiveness.(indeed,2020)

Table 22 Transformational leadership style

no	Item		Level of agreement					total	mean	Average mean	SD	Average SD
			SD	D	NDA	A	SA					
1	As a leader provide recognition/rewards when others rich their goals.	Frq .	-	-	3	57	9	69	4.09	3.44	.411	0.9
		%	-	-	4.3	82.6	13	100%				
2	As a leader I don't have any doubt about the work of my employees.	Frq .	13	29	8	18	1	69	2.49		1.120	
		%	18.8	42.0	11.6	26.1	1.4	100%				
3	The standards stated at the beginning of the fiscal year were well achieved is the greatest satisfaction for me.	Frq .	5	8	13	35	8	69	3.48		1.079	
		%	7.2	11.6	18.8	50.7	11.6	100%				
4	As a leader I give personal attention to my workers when they are doing or rejected.	Frq .	4	1	6	44	14	69	3.91		.935	
		%	5.8	1.4	8.7	63.8	20.3	100%				
5	As a leader jobs are performing well in organization when modifying anything is inappropriate.	Frq .	16	30	12	8	3	69	2.30		1.089	
		%	23.2	43.5	17.4	11.6	4.3	100%				
6	As a leader I encourage my employees by enabling them to use their own real skills & capacities in a practical way.	Frq .	-	2	7	52	8	69	3.96		.580	
		%	-	2.9	10.1	75.4	11.6	100%				
7	As a leader I want my employees to be free in working their job.	Frq .	4	6	4	36	19	69	3.87		1.097	
		%	5.8	8.7	5.8	52.8	27.5	100%				

In the instance of transformational leadership style used in CARE ETHIOPIA, it was revealed that the majority of respondents believed that employees should be allowed to participate in decision-making processes in care Ethiopia.

However, in the item indicated above, more than half of the respondents agreed. The overall autocratic leadership style has a mean score of 3.44 and a standard deviation of 0.9, respectively. Because the standard deviation is smaller than one, the responses of the respondents are quite similar to one another. As a result of this figure, the researchers deduce that the degree of total transformational leadership style in Ethiopia was highly practiced, as the mean suggests 3.44. Positive improvements in those who follow can result from a leader's use of transformational leadership. Leaders who are transformational tend to be energetic, enthusiastic, and passionate. These leaders care about and participate in the process, but they also prioritize ensuring that each team member succeeds. (kendera, 2022)

4.3.3 Interview analysis and interpretation

To support the findings obtained from the survey questionnaire the researcher interviewed nine leaders in the general leadership concept and challenges. Accordingly, the result of the interview data presented here under in the form of narrations.

Table 23 Interview questions and responses

questions	response
What does leadership mean to you?	Guiding followers (personal) to achieve common goals an organization and also leadership means managing people,resources and the like to achieve organizational goal.
How do you influence your subordinates as a leader in the project?and which leadership style appropriate to your organization ?why?	Leaders shows there action by doing rather than talking in order to create soft leadership and also being flexible to leaders by following democratic leadership style.
What are leadership challenges that you facing in your project?	Leadership challenges of care Ethiopia is mainly lack of common understanding,lack of skill,lack of team spirit,level of knowledge varies among workers,lack of honesty in understanding the urgency of activities and problems creating some common goods by crating different leadership styles and practices
How to resolve leadership challenges?	Discussion with a team,the challenges,the plans,achievements and remedial action address to each staff members. Running different capacity building,coaching and mentoring

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. Summary

This study's purpose is to assess the practices and challenges of project leadership in CARE Ethiopia. According to the mean score and standard deviation, the most relevant leadership styles are transactional and transformational, while the others have middle level mean scores. The effectiveness of this leadership style is acceptable, and it addresses the difficulties associated with project leadership. The quantitative study's general conclusions showed that the majority of the six leadership practices were substantially blended in the leadership practice. The least used leadership techniques, however, were inspiring people to share the leader's or organization's vision and creating and maintaining a diverse team, suggesting these are major organizational challenges.

In addition to these challenges, there is additional challenges find by the qualitative analysis that leaders face in CARE Ethiopia. These include among others

- Leading others with their plan for the future.
- Problems on the delegation of supervisors with authority for employees.
- Lack of honesty.
- Lack of common understanding
- Lack of team spirit
- Lack of understanding the urgency of activities
- Level of knowledge varies among workers

5.2. Conclusion

The following conclusions were drawn based on the findings of this research project.

The study discovered that transactional and transformational leadership styles were more commonly used in the Organization. I would say that transactional leadership is the most widely used, while transformational leadership is the second most widely used, indicating that leaders are open to organizational change despite the differences in speed. The project leadership practice was found to be effective based on the information obtained and the study's findings.

In regard to the effectiveness of the different leadership style it is good by improving the objectives and goals of the organization, because of this most of the organization practices are effective it is the reason of following effective leadership style.

I would say that the organization's leaders faced the following major challenges: a lack of common understanding, a lack of team spirit, a lack of understanding of the urgency of practices, a disparity in worker knowledge, leading others with their future plans, and so on. Problems with supervisory transfer of authority to subordinates, as well as a lack of honesty. As a result of these findings, it can be inferred that project leadership in CARE Ethiopia has several problems, ranging from knowledge and attitude gaps to practical issues such as delegating authority to subordinates.

5.3. Recommendations

The results, discussions and concluding remarks provided bases for setting recommendation to different leadership styles and their effectiveness in care Ethiopia. Based on the findings of the study the under stated major recommendation were forwarded.

It is recommended that blended different leadership styles is improving the capacity and capability of employees and rather have its own impact on the success of organization objectives.

The majority of leadership practices in the study were effective, but inspiring others to share the leaders / organizational vision was less effective, so it is critical to improve performance in terms of working to create clear understanding for followers about the organization's vision, mission, and goal, activate others to participate in unit goal setting, and you are leading others with their future plans.

Due to the challenges face it is recommended that the organization should improve in shared understanding ,a lack of team spirit, a failure to recognize the importance of activities and also following in their footsteps with their future plans As a result, leaders should improve their performance by leading, directing, coaching, and implementing performance-based goals, as well as creating shared goals, clear planning, and timely execution procedures.

5.4. Suggestions for Future Studies

The first is data collection, which was done using a descriptive survey study methodology to get responses from leaders, however this was only done at one moment in time (cross-sectional). Thus, future researchers might employ longitudinal design by combining other study designs (more than once) to examine leadership practices and issues in organizations, and it is suggested that various NGO's in different geographic locations be included. Second, because the research was not comprehensive, future studies should use a broader approach. As a result, future research in this field might be conducted with a bigger and wider scope to include additional non-governmental organizations and enhance the conclusiveness of the results.

REFERENCES

- Wadhwa et.al.(2013). Leadership and its Challenges in the Globalizing World. Journal of Management Sciences and Technology, 1(1): 30-37.
- Shaban, Aya. (2016). Managing and Leading a Diverse Workforce: One of the Main Challenges in Management. Procedia - Social and Behavioral Sciences. 230. 10.1016/j.sbspro.2016.09.010.
- Manoj Kumar Sharma et. al., (2013). Leadership Management: Principles, Models and Theories. Global Journal of Management and Business Studies, 3(3): 309-318.
- Bruna Martinuzzi, “The 7 Most Common Leadership Styles (and How to Find Your Own),” American Express, Oct. 16, 2019:
- Hunt, Thaddeus & Fedynich, Lavonne. (2019). Leadership: Past, Present, and Future: An Evolution of an Idea. 8. 22-26. 10.18533/journal.v8i2.1582.
- Jago, A.G. (1982). Leadership: Perspectives in theory and research. Journal of management science .
- Gratton,L.,Hope-Hailey, V,Truss, K., et al. (1999) Strategic Human Resource Management. Oxford University Press, New York.
- Hailey, John & James, Rick. (2004). “Trees Die From the Top”: International Perspectives on NGO Leadership Development: International Journal of Voluntary and Nonprofit Organizations.
- Wang, Danni & Waldman, David & Zhang, Zhen. (2013). A Meta-Analysis of Shared Leadership and Team Effectiveness. The Journal of applied psychology.
- Krahn, J. (2015). Project leadership: An empirical investigation. Unpublished doctoral dissertation, University of Calgary, Calgary, Alberta, Canada
- Yussuf M. Daud (2020) .examining Leadership Challenges in Non-Governmental Organizations: Evidence from NGOs Operating in East Africa.
- Müller, Ralf & Geraldi, Joana & Turner, Rodney. (2012). Relationships Between Leadership and Success in Different Types of Project Complexities. Engineering Management, IEEE .

- Hoegl, Martin & Hans, bullet & Gemuenden, Hans. (2001). Teamwork Quality and the Success of Innovative Projects: A Theoretical Concept and Empirical Evidence. INFORMS.
- Al-Sayaad, J. Rabea, A. and Samrah, A. (2006). Statics for Economics and Administration Studies. Jeddah, Kingdom of Saudi Arabia: DarHafez.
- James, Nic & Mellalieu, Stephen & Jones, Nicholas. (2005). The development of position-specific performance indicators in professional rugby union. Journal of sports sciences.
- Schofield, N., & Levinson, M. (2008). Modeling authoritarian regimes. Politics, Philosophy & Economics.
- R.P.Karthikeyan.(2015).Work-Life Balance Challenges and Solutions,International Journal of Research in Humanities and Social Studies Volume 2,sryahwa publishing.
- Osborne, D. and Gaebler, T. (1992). Reinventing Government. New York, NY, Journal of Leisure Research.
- Kouzes, J. M., & Posner, B. Z. (1987). The leadership challenge: How to get extraordinary things done in organizations. Jossey-Bass.
- Moore, Lori & Rudd, Rick. (2006). Leadership styles of current extension leaders. Journal of Agricultural Education.
- David R. Kolzow. (2014).Building Organizational Leadership Capacity.
- William A. Gentry, Regina H. Eckert, Sarah A. Stawiski, and Sophia Zhao.(2013).The Challenges Leaders Face Around the World.
- Vito, Rosemary E., “(2016).”Leadership Practice, Organizational Culture and New Managerialism: Organizational Culture and Connection to Leadership Strengths, Challenges, Variations and Contradictions in Three Children's Service Agencies
- Schein, E. H. (2010). Organizational Culture and Leadership (4th ed.). San Francisco, CA: Jossey-Bass.
- Binh Thi Le.(2012).critical insights into gender mainstreaming in non-governmental organizations based in Vietnam.

- Caroline Moser & Annalise Moser .(2005). Gender mainstreaming since Beijing: A review of success and limitations in international institutions, Gender & Development.
- Kaleem, Yusra. (2016). Leadership Styles & Using Appropriate Styles in Different Circumstances.
- Eagly, Alice H.,Johannesen-Schmidt, Mary C.,van Engen, Marloes L. Jul .(2003) Psychological Bulletin, Vol 129(4).
- Hardin Erin, Weigold Ingrid,Robitschek Christine,Nixon Ashley .(2007) Self-discrepancy and distress: The role of personal growth initiative.
- O'Connor, M. K., & Netting, F. E ,Organization Practice.(2009). A Guide to Understanding Human Service Organizations .
- Kouzes, J. M., & Posner, B. Z. (1987). The leadership challenge: How to get extraordinary things done in organizations.
- Kocak, Marek. (2014). Management of Culture Shock. CRIS - Bulletin of the Centre for Research and Interdisciplinary Study.
- Mccauley, Cynthia & Van Velsor, Ellen. (2010). The Center for Creative Leadership handbook of leadership development.
- Kouzes, J. M., Posner, B. Z., & Kouzes, J. M. (2004). Christian reflections on The leadership challenge. San Francisco, CA: Jossey-Bass.
- Iqbal and Haider.(2015).Effect of Leadership Style on Employe Performance,Arabian Journal of Business and A Management Review.
- Behailu Mengistu Bogale.(2012). An Investigation Of Leadership Development Strategy In Selected Governmental Bureaus In Oromia National Regional State ,Addis Abeba University.
- Kwantes, Catherine & Boglarsky, Cheryl. (2007). Perceptions of organizational culture, leadership effectiveness and personal effectiveness across six countries. Journal of International Management.
- Bartol, Kathryn & Martin, David & Kromkowski, Julie. (2003). Leadership and the Glass Ceiling: Gender and Ethnic Group Influences on Leader Behaviors at

Middle and Executive Managerial Levels. *Journal of Leadership & Organizational Studies*.

Kotter, J. P. *A Force for Change*.(1990). How Leadership Differs from Management. New York: Free Press.

Bennis, W., & Nanus, B. (1985). *Leaders: The strategies for taking charge*. New York: Harper & Row.

Gerald R Ledlow; M Nicholas Coppola.(2011) *Leadership for health professionals*
Gerald R Ledlow; M Nicholas Coppola.

Organizational Culture and Connection to Leadership .(2016).Vito, Rosemary E.,
"Leadership Practice, Organizational Culture and New Managerialism: Strengths, Challenges, Variations and Contradictions in Three Children's Service Agencies"

Daud, Yussuf. (2020). *Examining Leadership Challenges in Non-Governmental Organizations: Evidence from NGOs Operating in East Africa*. *The International Journal of Business & Management*.

DECLARATION

I, ermiyas birhanu declare that this study entitled “ASSESSMENT OF PROJECT LEADERSHIP PRACTICE AND CHALLENGES: THE CASE OF CARE ETHIOPIA” is my original work and has not been presented for a degree in any other university, and that all sources of materials used for the study have been duly acknowledged.

Declared By: ermiyas birhanu leyikun

Signature.....

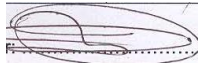
Date

ENDORSEMENT

This is to certify that the research project entitled “ASSESSMENT OF PROJECT LEADERSHIP PRACTICE AND CHALLENGES: THE CASE OF CARE ETHIOPIA” submitted in partial fulfillment of the requirements for the degree of Master of arts in project management, School of Post Graduate Studies, has been carried out by Ermiyas Birhanu , under my supervision. Therefore I recommend that the student has fulfilled the requirements and hence hereby can submit the Research Project to the department for defense.

Advisor: Dejene Mamo(PhD)

Signature



Date /may/ 31/2022

APPENDIXES

St. Mary's University

School of Graduate Studies

Master of Arts In Project Management

Leaders Self-Assessment

The purpose of this questionnaire is to assess the challenges and practice of project leadership in CARE Ethiopia which is one of international non-governmental organization in Ethiopia. The study is used solely for academic purpose, i.e. it is carried out as a partial requirement for the degree of Master of Arts at St. Mary's University. The information you give here shall not be identified by your name by any means; hence its confidentiality is kept with due care. The completion of this questionnaire is only on voluntarily basis, and the fact that you filled-in the form implies that you reflected your consent. To this end, you are kindly requested to give your genuine opinions. The questionnaire consists of two parts. Instructions to be followed are indicated in each part.

Part 1 :Background Information

The following questions concern your position and other personal information. Please give your response by filling your answer in the blank spaces or putting a tick mark (✓) in the boxes .

- 1.Gender Male Female
2. Age group in years
- Below 26 26-35 36-45 46-55
- above 55
- 3.What is your highest educational background?
- Certificate Diploma BA/BSC degree MA/MBA/MSC
- PHD
- 4.How many years of work experiences do you have in total.
- 1-5 6-10 11-15
- 16-20 above 20

Part 2: Challenges Of Leadership

no	items	Responses (put a “√” mark)				
		Strongly disagree	disagree	Neither agree or disagree	agree	Strongly agree
1	Creating, Maintaining a Diversified Team					
1.1	You are spending a lot of time on team building and coaching					
1.2	You are spending a lot of time to enhancing team work sprit among members and department					
1.3	You are facilitating collaboration and trust among each other					
1.4	You are exerting effort and pressure to improve performance					
2	Inspiring Others to Share the Leader's/ Organizational Vision					
2.1	You are working to create clear understanding for followers about organization the vision, mission, objectives					
2.2	You are working to initiate others to engage in goal setting of the unit					
2.3	You are leading others with their plan for the future					
3	Facilitating Open and Clear Communication among Coworkers					
3.1	You are working to communicating the organization's mission, vision, goal, and strategy to					

	the subordinates					
3.2	You are working to create clear understanding on rules, regulations and policy of the organization					
3.3	You are communicating effectively and with dignity all units in the organization					
3.4	You are giving freedom to the subordinates to express their opinion.					
4	Empowering Incumbents to Take Action					
4.1	You are working to delegate supervisors with authority for subordinates					
4.2	You are working to identify employee arrogance or grievance properly and take action timely					
4.3	You are working to delegate the right person at the right place in the organization					
4.4	You are influenced by others party on decision making.					
4.5	You are working to distribute power for others as per their accountability					
5	Providing Inspiration to Others					
5.1	You are treating followers with respect					
5.2	You believe followers are satisfactory on existing policy					
5.3	You are leading by “doing” rather than by “telling”					
5.4	You are working to update your leadership skill and consider as a model yourself for others					
5.5	You have good experience to give credit and					

	reward for other performance					
6	Leading internal stakeholders and politics					
6.1	You have good experience to manage conflict timely with fire arbitration					
6.2	You are leading by giving freedom for others to express their opinion					
6.3	You are working to developing good human relations with stakeholders					
6.4	You are working to fulfilling social and all other responsibilities					
6.5	You think followers are satisfied on existing leadership style					

Part 3: Leadership Style Questionnaires.

no	variables	Strongly disagree	disagree	Neither agree or disagree	agree	Strongly agree
1	Employees are not likely to do their work because of this close supervision is essential.					
2	In my organization employees participate in decision making process.					
3	As a leader should let employees in dynamic situations to solve problems on their own way.					
4	Really to say that in opinion most of the employees in organization are lazy.					

5	Being as a good leader is showing direction without any pressure.					
6	Leadership requires making free of their subordinates to do their work					
7	Giving rewards to motivate employees or punishments to achieve organizational objectives is being taken as a rule for the organization.					
8	In my sector employees want frequent and supportive communication from their leaders.					
9	As a leaders should allow subordinates to assess their own work is taken as a rule for the organization.					
10	In my sector employees feel confident about their work and need direction.					
11	I help my employees/subordinates accept responsibility to completing their work.					
12	In my sector I give for my employees/subordinates complete responsibility to solve problems on their own.				√	
13	As a leader I am a chief judge of the achievements of group members					
14	It is my job to help subordinates find their "desire."					
15	In most situations, employees prefer little input from me.					
16	As a leader effectively give orders and clarify procedures is important.					

17	People are basically competent and if a task is given to them they do a good job.					
18	In general, it is best to leave subordinates alone					
19	Employees feel very happy working to me by looking my acts.					
20	As a leader provide recognition/rewards when others rich their goals.					
21	As a leader convey important feelings and worthy to my followers					
22	As a leader I don't have any doubt about the work of my employees.					
23	I reveal & process continuous vision for the long period of time.					
24	The standards stated at the beginning of the fiscal year were well achieved is the greatest satisfaction for me.					
25	As a leader I enable my employees innovative enough as per before.					
26	As a leader jobs are performing well in organization when modifying anything is inappropriate.					
27	As a leader I give careful attention to working conditions for my employees.					
28	As a leader I want my employees to be free in working their job.					
29	As a leader I must enhance the thinking of my employees to solve previous problems in a suitable manner.					

30	As a leader I encourage my employees by enabling them to use their own real skills & capacities in a practical way.					
31	As a leader I give personal attention to my workers when they are doing or rejected.					

Interview Questions

Name ----- Position -----

1. What does leadership mean to you?
2. How do you influence your subordinates as a leader in the project or programme? And which leadership style appropriate to your organization? why?
3. What are the leadership challenges that you facing in your project or programme?
4. How to resolve leadership challenges?

St. Mary's University
Master of Arts In Project Management
Subordinates Self-Assessment

The purpose of this questionnaire is to assess the challenges and practice of project leadership in CARE Ethiopia which is one of international non-governmental organization in Ethiopia. The study is used solely for academic purpose, i.e. it is carried out as a partial requirement for the degree of Master of Arts at St. Mary's University. The information you give here shall not be identified by your name by any means; hence its confidentiality is kept with due care. The completion of this questionnaire is only on voluntarily basis, and the fact that you filled-in the form implies that you reflected your consent. To this end, you are kindly requested to give your genuine opinions. The questionnaire consists of two parts. Instructions to be followed are indicated in each part.

Part 1 :Background Information

The following questions concern your position and other personal information. Please give your response by filling your answer in the blank spaces or putting a tick mark (✓) in the boxes .

1. Gender male female
2. Age group in years
- Below 26 26-35 36-45
- 46-55
- above 55
3. What is your educational background?
- Certificate Diploma BA/BSC degree MA/MBA/MSC
- PHD
4. How many years of work experiences do you have in.

○ 1-5 ○ 6-10 ○ 11-15 ○ 16-20 ○
 above 20

PART II: subordinates opinion on leaders practice.

	items	Responses (put a “√” mark)				
		Strongly agree	Agree	Undecided	Disagree	Strongly disagree
1	Creating, Maintaining a Diversified Team					
1.1	Leaders spend a lot of time to team building and coaching					
1.2	Leaders work for enhancing team work spirit among members and department					
1.3	Leaders facilitate collaboration and trust among each other					
1.4	Leaders exerting pressure to improve performance					
2	Inspiring Others to Share the Leader’s/ Organizational Vision					
2.1	You have understood about the organization vision, mission, objectives					
2.2	You are triggered to accomplish the organization vision					
2.3	You are motivated for engagement and success of organization goal.					

3	Facilitating Open and Clear Communication among Coworkers					
3.1	You are communicated by leaders about the organization's mission, vision goal, and strategy					
3.2	You have clearly understood about the organization rules, regulations and policy.					
3.3	You have effective communication with your leader with dignity					
3.4	You have freedom to express your opinion.					
4	Empowering Incumbents to Take Action					
4.1	Leaders are working to delegate supervisors with authority for subordinates					
4.2	Leaders take action properly and timely					
4.3	Leaders delegate the right person at the right place in the organization					
4.4	Leaders give decision without others party influence					
4.5	Leaders distribute power for others as per their accountability					
5	Providing Inspiration to Others					
5.1	Leaders treat followers with respect					
5.2	You are satisfied on existing policy					
5.3	Leaders, lead by "doing" rather than by "telling"					

5.4	Leaders update their leadership skill and take as a model for you					
5.5	Leaders give credit and reward for other performance					
6	Leading internal stakeholders and politics					
6.1	Leaders manage conflict timely with fire arbitration					
6.2	Leaders, lead by giving freedom for others to express their opinion					
6.3	Leaders work developing good human relations with stakeholders					
6.4	You believe all social and other responsibilities are fulfill for you in					
6.5	You are satisfied on the existing leadership style					