



ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**THE EFFECT OF THE PRACTICES OF DEMOCRATIC LEADERSHIP
ON ORGANIZATIONAL PERFORMANCE: THE CASE OF SELECTED
PUBLIC SECTOR IN ADDIS ABABA SUB- CITY.**

BY: ABENEZER WOGAYEHU GETACHEWU

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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Asst. Professor Shoa Jemal. All sources of material used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institutions for the purpose of earning any degree.

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ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate studies for examination with my approval as a university advisor.

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LIST OF ABBREVIATIONS AND ACRONYMS

- ANOVA- Analysis of variance
- ICT – Information Communication Technology
- HR - Human Resource
- LPC - Leadership Practice and Challenge
- LS – Leadership Style
- MLQ – Multi-factor Leadership Questionnaires
- NPR – New Public Reform
- OH – Office Heads
- PSO – Public Sector Organizations
- PHRB – Public service & Human Resource Bureau
- SPSS - Statistical Package for Social Science
- TL – Team Leaders
- WPC – Work Process Coordinators

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ABSTRACT

The objective of this study is to assess the effect of Democratic Leadership practices on organizational performance in Lideta Sub-city in Addis Ababa. To achieve this objective, the researcher adopted explanatory type of research, by examining the primary data, with random sampling technique using Taro Yamane formula with this seven variables Decision making, Open communication, Distributions of Authority, Staff opinion, Empowering, Offering guiding and counseling and Organizational Performance. 135 questionnaires were distributed to different level of leaders which has direct involvement in composed of 39 office heads, 68 work process coordinators and 28 team leaders. All questionnaires were collected, the results recorded, transcribed and entered into the quantitative research software, SPSS version 20. The responses were expressed using descriptive statistics such as frequency, percentages, mean and standard deviation, ANOVA, regression Coefficient in terms of collinearity Statices and correlation. Structured interview was made and the secondary data that are already available. The finding revealed that democratic leadership style was dominant in the study area. the researcher recommended that public sector organizations leaders need to apply appropriate leadership style, prepare short, medium and long plan to training and public sector organizations leaders carefully implement leadership development strategies to be effective in leadership. Besides alternative methods need to be sought through rigorous research.

Key words: leadership style,

CHAPTER ONE

INTRODUCTION

This chapter includes background of the study, statement of the problem, research objectives, significance of the study, delimitation of the study, limitations of the study, organization of the study and definition of concepts and terms.

1.1 BACKGROUND OF THE STUDY

Democratic leadership is a leadership style that emphasizes the active participation of group members in decision-making processes within a public organization. It is based on the principles of inclusivity, transparency, and shared governance. The leader in a democratic leadership style seeks input, feedback, and ideas from team members, values their opinions, and encourages collaboration.

The effectiveness of a leader is a major determinant of success or failure of an organization, group or even a country (Fiedler, 1996), the concept of leadership has gained a lot of attention from managers to researchers worldwide. One of the most significant functions performed by Leaders is making and executing decisions. According to Polston-Murdoch (2013), leaders who use the democratic style attain better employee performance than those who don't. Negron (2008), persist that democratic leadership style points to an increase in employee performance characterized by high profits.

The same view is held by Dess & Robinson (2010). Malik (2013) showed that participative leader behavior is effective for attaining high employee performance because the leader consults with subordinates in setting, clarifying and achieving goals and also indicated that there is significant correlation between all the four path-goal leadership styles and employee performance. According to Mohammed, Olafemi, Sanni, Ifeyinwa, Bature and Kazeem (2014), there exists a significant relationship between participative leadership style and employee performance in an organization.

Leadership therefore, has effect on the performance of workers and organization growth in general; Dixon & Hart (2010) also emphasize this correlation. According to Menz (2010), employee performance is impacted by the leadership style applied and affects the ability of employees in achieving corporate goals and objectives. A leadership style that motivates employees is critical for achieving good performance as noted by Northouse (2014). Sougui, Bon, & Hassan, (2016) established that the four path-goal theory leadership styles namely directive, supportive, participative and achievement had a positive impact on employees' performance in organizations. Otieno (2015) found out that the democratic leadership styles led to employee engagement which in turn led to superior employee performance in the organization.

According to Cavico and Mujtaba (2008), the problem of poor employee performance has been perceived during the last decades as an important element in leading. These problems were mainly identified in the area of policy formulation and implementation. However, there is growing evidence to demonstrate that democratic leadership styles engender positive employee work attitudes in the public sector (Kim, 2002; Wright and Kim, 2004).

Democratic leadership involves efforts by a leader to encourage and facilitate participation by others in making important decisions (Yukl, 2010). In organizations, it is often necessary to involve others in the process of decision making in order to get decisions approved and implemented.

Democratic leaders not only guide group members but also participate actively in the group and acknowledge inputs from group members when making decisions and solving problems. Given that no leader can be a specialist in all fields, decisions reached in this way are more effective and precise. The issue of how much authority others are given to depends on the manager's preferences and attitudes, as well as on the nature of decision being made.

1.2 STATEMENT OF THE PROBLEM

Democratic leadership is characterized by participative decision-making, shared governance, and employee involvement. While it promotes inclusivity and collaboration, its impact on organizational performance in public organizations remains a topic of interest and investigation. This statement of problem aims to examine the relationship between democratic leadership and organizational performance within public organizations, identifying potential challenges, and exploring strategies to optimize performance under democratic leadership.

Most organizational theorists agree that effective leadership is one of the most important contributors to overall organizational performance success. However, the common problem in most public service organizations is to identify what leadership is and what leaders do to ensure team and organizational success is less well understood (Kouzes and Barry 2002, Niven,2008). The effectiveness of organizational performance of public sector, which can be highly affected by effective leadership, in Ethiopia, has been a major concern to the government to achieve the goal of growth and transformation in all aspects as lack of effectiveness in the areas of leadership is a common problem in most public service organizations of Ethiopia (2006).

This statement of problem highlights the need to investigate the relationship between democratic leadership and organizational performance in public organizations. By addressing the questions and concerns raised, the study aims to provide valuable insights and recommendations that can contribute to the improvement of organizational performance under democratic leadership.

1.3 RESEARCH QUESTIONS

Based on the research problem developed in the previous section, the following research questions were designed.

1. How does the perception of democratic leadership among employees affect organizational performance in public organizations?
2. What are the potential challenges associated with democratic leadership that may affect organizational performance in public organizations?
3. What are practices can be implemented to optimize organizational performance under democratic leadership in public organizations?
4. What is the effect of democratic leadership on decision-making processes and the effect on Organizational Performance?

1.4 OBJECTIVE OF THE RESEARCH

1.4.1 GENERAL OBJECTIVE

The general objective of this the study was to assess the effect of the practices of democratic leadership and on organizational performance: the case of selected public sector in Addis Ababa sub- city.

1.4.2 SPECIFIC OBJECTIVES

The specific objectives of this study are:

1. To evaluate the effect of democratic leadership on organizational communication and collaboration among team members in public organizations.
2. To investigate how democratic leadership creativity within public organizations and its contribution to overall performance.
3. To examine the impact of democratic leadership on employee motivation and job satisfaction within public organizations.
4. Assess how leaders are preform improving organizational performance.

1.5 SIGNIFICANCE OF THE STUDY

In the study sub city, a significant proportion of leaders did not effectively apply leadership style and theory as per leadership theories. As a result, many government initiatives for change, goal attainment, and the deployment of leadership development strategies were ineffectual. Determining the main issues with leadership practices and difficulties is therefore essential to addressing these issues with a descriptive cross-sectional research approach.

In general, the findings of this study provide the following contributions:

- Provide valuable information about how leadership styles practiced in public sector organizations in lideta sub city;

- Enhance understanding of office heads, work process coordinators, team leaders, employees and customers about the contribution of leadership practices and its outcome in the study area;
- Provide insights as to the challenges in practicing effective leadership in lideta sub city;
- Provide some suggestion on how to improve the existing leadership practices related problems and offer strategies to minimize the leadership challenges to lideta sub city;
- Provide valuable data for those who want to conduct further study in the area.

1.6 DELIMITATION OF THE STUDY

The scope of this study was mainly focuses on three terms: the first was assessing the effect democratic leadership on organizational Performance in public sector organizations, in lideta sub city 4 selected public sector organizations in Lideta sub-city Kebel 01 Administration office (LSCK01), Lideta Health Center (LHC), Ministry of revenue District (MRLD), Lideta sub-city Land Development Administration (LSCLDA). In this research the involvement of all leaders of public sector organizations were very important. However, to make the study more manageable and accomplishable as well as to know the attitudes of the leaders, it focuses only on sampled leaders of public sector organizations.

1.7 ORGANIZATION OF THE STUDY

This study was deal with the leadership practices in lideta sub city public sector organizations. This research report is organized into five chapters. The first chapter deal with the introductory parts including - background of the study, statement of the problem, general and specific objectives, research questions, significanceof the study, scope of the study, limitation of the study, definition of terms and organization of the study ; chapter two contains review of related literatures; chapter three contains research design and methods; chapter four deal with research results anddiscussions and chapter five contains conclusions, recommendations and limitations of the study and suggestions for further research is presented. Reference and appendix parts were also included at last session.

1.8 LIMITATION OF THE STUDY

In conducting this study, the work would have been more thorough if the Addis Abeba sub cities. Though, this study was focused on lideta sub city public sector organizations alone. Also, there is no sufficient data on the historical data of leadership style practices and challenges in the study area.

1.9 DEFINITION OF CONCEPTS AND TERMS

Leadership - Leadership is the process of sharing & coordinating the organization visionto the followers to overcome problems and to achieve the goals and objectives of the organization.

Leadership Practice – Leadership practice is the process by which lideta sub city OH, WPC and TL is responsible for directing/influencing public sector organizations employees towards the organizations’ goals.

Leadership Challenge – leadership challenges are the difficulties or a new thing which needs an individual leader’s required skills and ability to accomplish a desired goal.

Public sector Organization - Public sector organization is one that is operated by the government often provide services for citizens of the country.

Democratic Leadership: A style of participant leadership, is a leadership style in which group member take more participative role in decision making process.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 CONCEPT AND NATURE OF LEADERSHIP

2.1.1 DEFINITION OF LEADERSHIP

Leadership is the process by which one individual influence other followers or group members' perceptions, thoughts, feelings, opinions, beliefs and actions towards the accomplishment of defined groups or organization goals (Rao, 2010). The other researcher said that the followers' willingness to follow is a social influence process in which the leader looks for the subordinates' willing participation in order to accomplish organizational goals. These resources should be effectively led (directed) & deployed in a right manner to use their effort in achieving the organization's goals. In this regard, followers/employees are assets for a specific organization (Omolyo, 2007).

Others also discussed that leadership is the person who perceives a leader's behavior in a way that is consistent with the belief that leadership should be based on structural initiation, distinctive roles, distinctive powers, encouragement, support, and the expectation that behavior will contribute to the achievement of goals or objectives (Bass, 1990).

As a result, leaders assist both themselves and others in carrying out the proper tasks. They establish direction, develop a compelling vision, and invent something fresh. This activity could involve mapping the goal for a group or individual to do well by being inspired, motivated, encouraged, and modeling. According to Edoka (2012) stated that as a result, effective performance achievement is the manifestation of effective leadership in organization.

Many researchers and scholars, however, concurred that there no a single meaning for the term "leadership" and that this definition will continue to evolve as more researchers, scholars, and working leaders obtain a deeper understanding of the idea. This indicates that different people's definitions of leadership will depend on the variety or complexity of their followers' behaviors.

Public leadership is working for collective achievement to satisfy the public sector organizations (PSO) customers by influencing the follower(s) for public value enhancement considering social, environmental and economic well-being of the citizen with in volatile business world. As a result, there is also no one common definition or understanding regarding public leadership.

With respect to this some authors defined the wordpublic leadership in respective meaning, According to Schofield (2008) stated that a form of collective leadership in which public bodies and agencies collaborate in achieving a shared vision based on shared aims and values and distribute this through each organization in a collective way which seeks to promote, influence and deliver improved public value as evidenced through sustained social, environmental and economic well- being within a complex and changing context. Therefore, public sector

leadership also depends on how and to what degree public leaders are exposed to different management styles, experiences, and management cultures next to their character traits and their educational backgrounds.

Kettle (2000) also identified leadership in to two streams in public sectors: the first stream is administrative leadership which is expected to implement policies of the government on bureaucratic structures within given public sectors. Leadership is therefore, their acceptances in social affairs being them as elected officials. The second stream is political stream which is not like as administrative stream but a higher strong and responsible connection with public institutions. To make public sector organizations manageable and time-based service offering systems, responsible government organization arranged public sector organizations in to streams for effective and efficient public sector organizations performance.

Leader(s) is one or group of individuals who effectively using the dynamic and diverse skills and abilities of followers(s) by daily shaping, selecting, training, equipping, developing & influencing them to show their integrated embraces of the organizations vision, mission and objectives to be effective and efficient in accomplishing the organizational goals, strategies and policies (Winston & Patterson, 2006).

2.1.2 IMPORTANT OF LEADERSHIP

Understanding the value of leadership and using the finest one is the keys to modern corporate success because leadership is a crucial component of every organization, whether it be publicly successful or not. Leadership has a huge impact on our lives since it determines the outcome of a group endeavor in areas like business, projects, the military, and hospitals. Somebody who motivates and convinces others to achieve group objectives is a leader. They compel people to take action, concentrate minds, and mold choices for the greater good (Mc Shane, 246).

It has been widely accepted that effective organizations require effective leadership hence an organizational performance will suffer in direct proportion to the neglect of this (Fiedler and House, 1998). Furthermore, it is generally accepted that the effectiveness of any set of people is largely dependent on the quality of its leadership; Effective leader behavior facilitates the attainment of the follower's desire which then results in effective performance (Fiedler and House, 1998). According to Bass (1997) in the modern business environment, much research has proved that leaders make a difference in their subordinates' performances and also as to whether their organizations succeed or fail. The followings are major summit that justifies the importance of leadership in a concern;

Initiates action - Leader is a person who starts the work by communicating the policies and plans to the subordinates from where the work actually starts.

Motivation - A leader proves to be playing an incentive role in the concern's working; he/she motivates the employees with economic and non-economic rewards and thereby gets the work from the subordinates.

Providing guidance - A leader has to not only supervise besides play guiding role for the

subordinates. Guidance here means instructing the subordinates the way they have to perform the work effectively and efficiency.

Creating confidence - Confidence is an important factor, which can be achieved through expressing the work efforts to the subordinates, explaining the role clearly to them and giving them guidelines to achieve the goals effectively.

Building Morale denotes willing cooperation of the employees toward their work and boosting their confidence and winning their trust. A leader can be a morale booster by achieving full cooperation so that they perform with best of their abilities as they work to achieve goals.

Co-ordination Coordination can be achieved through reconciling personal interests with organizational goals, this synchronization can be achieved through proper and effective coordination which should be the primary motivation of a leader.

As per the above evidence in literature review, the leadership theorists represent bold attempts by researches to explain the nature and effect of leadership style. All theorist has their various strengths and weakness within the context of the styles, however, the influence of leadership style on project budget utilization should not be ignored.

2.1.3 LEADERSHIP VERSUS MANAGEMENT

The terms leadership and management are used in a variety of ways by researchers and academics. Several leadership and management ideologies are expressed as follows: A leader is someone who encourages their own resources or workers to give it their all and who is able to establish the right pace and speed for the rest of the group. In contrast, managers' jobs need them to take charge of their workforce early on, develop them into assets, and manage them as effectively as possible within the firm.

While leadership is a process of getting involved in activities by creating vision and introducing organizational change acting as facilitators, coaches, and servants in taking risks to complete a given task, management is a structurally obtained position to plan, organize, staff, and control activities and implementing the vision and change that is created by leaders, focusing on short term views and avoiding risks, whereas leadership is a focus on long term view and interpersonal relationships (Kotter, 1990).

According to Owens (2004) This point of view stems from the notion that one leads people, not things, and that one controls things, not people. By stating that "whereas managers may and frequently do involve other people in various ways in decision-making, leaders go beyond that: leaders are able to build and express a vision that inspires followers," he highlights the distinction between management and leadership. The researcher does think that in addition to having leadership skills, leaders also need to have management skills. This is due to the fact that, although while extraordinary goal attainment is a result of transformational leadership, if it is implemented correctly, it has greater results until it has negative results.

2.1.4 LEADERSHIP THEORIES

Leadership theories are a huge area of study, and they come in many different forms. Consequently, the investigator's primary goal is not to provide a thorough analysis of every trend and every leadership theory. Instead, the purpose of this study is to provide a brief review of the subject and evaluate several hypotheses in light of leadership practices. The theories presented in this research include the earlier leadership theories and contemporary leadership theories which is appropriate for the study of this investigation.

According to Bolden et al. (2013) great man and trait theory tends to focus the behaviors and characteristics of effective leaders, other later theories begin to consider the followers role and the behavioral nature of leadership. All leadership theories describe the term leadership in a dispersed way of increasing recognition. Leadership was founded in sociology, psychology and political science rather than management science, leadership as a process which is widely used through the organization rather than leaving things to only leaders. For the time being the organization is institutionalized to perform for collective responsibility of developing leadership. Some leadership theories are listed below.

Great-man Theory

The explorations toward set a standard of traits that describe leadership was extended over many years and cultures in identifying heroes to set a standard of achievement or failure.

The advocator and pioneer of the Great man theory Thomas Carlyle (1847) argued in the favor of the heroes and said the history of what man has accomplished in this world, is at the bottom of the history of the great men who have worked here.

He claimed that being a leader is natural selection or innate and that those men who became a leader in there innate have heroic potential to being a leader. He preached that the great men were only nurtured not learnt. Sidney Hook, further expanded Carlyle perspective highlighting the impact which could be made by the eventful man vs. the event-making man (Dobbins and Platz, 1986).

As Sidney attempt to explain his propositions that the event-full man engages in complex in historic situation, however he could no really set the course of historic events. On the other side, the decision making or action of the event-making influenced the course of events, the man could not be involved in the process but can make a great deal in his course of action. The event-making man course of action is not grounded on the result of extreme capacities of intelligence, will and character rather than the actions or decisions of their distinct action.

As one can notice from the history such concepts leadership was not ethically accepted as was the with many dictators (Hitler, Napoleon and the like) of the world. As a result, the credibility of the great man theory became questioned. Such kind of great man become dictator and unnecessary and following the growth and expansion of the organization take the place but, in the process, under develop the democratization (MacGregor, 2003).

Leadership theory then progressed from dogma that leaders are born or are destined by nature to

be in their role at a particular time to a reflection of certain traits that envisage potential for leadership.

Trait Theory

The aforementioned theorists preached that whatever the case the leader is born and gifted with certain kind of physical appearance and personality character and could shine as a leader from those of non-leader. The failure in identifying such illusion traits that all leader had in mutual, be the reason to the emergence of trait theory. After falling into unpopularity of the theory. In the late 1940s, scholars attempted to examine the traits of military and non-military leaders respectively and the research result found out that there were significance of certain traits developing at certain times. However, trait theory proponents don't match worried about that such leadership trait were hereditary or learnt. One of the well-known contributors of the trait theory come up with identifying two kind of traits that could be possessed by a leader: that is emerging traits those traits are heavily rest up on heredity examples of such traits are height, intelligence, attractiveness, and self-confidence. The second kind of trait is called effectiveness traits this trait is championed through experience and learning such trait comprises mainly charisma as main component of leadership (Ekvall and Arvonen, 1991).

As Max Weber coined the meaning and definition of charisma as followed the a power of all the time that can generate totally new approach by subordinates and completely has been personal commitment to leaders, the followers accept the charisma as blessed with almost supernatural or superhuman intelligence, quality and power.

After many studies conducted emphasized on intellectual, physical and personality traits that distinguished non-leaders from leaders, scholars came up with a findings of research that show only insignificant variance exist amongst subordinates and leaders (Burns, 2003).

Contingency (situational) Theories

The advocator of this situation theory preached that there is no single and best fit to all leadership style. This leadership style highly rest upon many factors for examples the setting, the environment, the background of subordinates and other variables. Furthermore, there is no one single best way direct, because there some many dimensions of the environment that need to adjust to specific leadership style. The birth of the situational leadership approach was 1969, pronounced that there is no single and best fit to all leadership style to lead and the leader must be able to adapt to the situation and transform their leadership style between task-oriented and relationship oriented.

Many leaders attempt to change employees within the organization, they not only change the dynamics of settings of the organization indeed the employees also. (Greenleaf, 1977).

Many pioneers of the situation theorists pronounced that the leader only emphasized on the interaction of leader-subordinate and preached that the subordinate engaged in significant role explaining the interaction. Even though, this leadership mostly emphasized on the leader, it also makes subordinates to signify the focus into group dynamics this theory scholar and advocator

mostly pronounced that the style of leadership highly vested on the hands of the maturity of the followers of the leader (Bass, 1997).

Style and Behavior Theory

Proponents of the style and behavior theory pronounce the significance of certain essential leadership capacity that facilitate and serve as enabler for the leader in order to help the leader to act in accordance with the previous capacity of a leader. Consequently, before specific acting announce that every single leader has different style of leadership that give most pleasant for most leaders. This leadership style highly rest upon many factors for examples the setting, the environment, the background of subordinates and other variables. Furthermore, there is no one single best way direct, because there some many dimensions of the environment that need to adjust to specific leadership style.

In the late 1990s Yukl came up with completely different kind of leadership three. The first one is that democratic leadership under such leadership employees practiced and possess high degree of fulfilment, visionary, creativeness; work in with high degree of encouragement despite leaders' close supervision; practically show high degree of association between leaders and subordinates.

The second of type of leader is oppressive leaders mostly motivated on higher amount of yield. The third one is Laissez faire leadership and was in the contemporary world merely it considered as most valuable while leading a team of comprising most experts and interested employees who has outstanding track record in the past (Yukl, 1989).

Process Leadership Theory

As literature and study focused on the theory of process leadership theory pronounced that here the focus area the servant, the leading organization, principal focused and charismatic leadership with others emerging every year.

Greenleaf presented servant leadership in the early 1970s. A renaissance of the conversation of servant leadership was renowned in the early 1990s. Servant leaders were exhilarated to be absorbed to the disquiets of the supporters and the leader ought to empathize with them take-care of and encourage them. The leadership was communicated on a person who was by nature a servant. The servant leader emphasizes on the requirements of the follower and assist them to turn into more independent at liberty and well-informed. The servant leader is also very worried with the disadvantaged and distinguishes them as equal (Greenleaf, 1996).

They act to be a clear development in the study of leadership. Leadership concept has moved from biological qualities and rights, to learnt personalities and styles, to situational and relationship types of leadership, to the function of groups and group processes and, currently, to the communication of the team members with a stress on particular and organizational purpose of teams and group processes and, currently, to the collaboration of the team associates with a stress on individual and managerial ethical developments (Yammarino, 1999).

2.2 DEMOCRATIC LEADERSHIP

Leadership styles are the way or system leaders used to motivate their followers to achieve the objectives of the organization. Different scholars have been undertaking numerous researches in the area of leadership that the more emphasis was given to the influence of selected behavior on their leadership style. A style of participant leadership, is a leadership style in which group member take more participative role in decision making process.

participative leadership is a democratic leadership that involves subordinates in organizational decision-making and management, with the aim of effectively enhancing employees' sense of ownership and actively integrating their personal goals into organizational goals. Therefore, in the daily leadership process, leaders actively implement "participation management" for their subordinates, such as conveying meaningful values, actively organizing reporting and other flexible promotion strategies (Oladipo et al., 2017).

Kahai et al. (1997) redefined it as participative leadership, which refers to a leadership style in which leaders ask employees for their opinions before making decisions, delegate decision-making authority to subordinates in practice, and encourage active participation by employees to make decisions together. The literature also reflects two core characteristics of participative leadership: first, employees are consulted before decisions are made in order to solve problems together; second, employees are given resources to support them in the work process.

Participative leadership is also characterized in practice by the following features: first, in the process of employee participation in decision-making, leaders and subordinates are on an equal footing and trust each other completely, and organizational issues are resolved through democratic consultation. Second, in general, although participative management involves a wide range of employees in decision-making, the final decision is still made by the leaders. (Huang et al. 2010) also explored participative leadership in-depth and argued that participative leadership requires more encouragement and support for employees in the decision-making process and sharing of information and ideas, which has been recognized by many scholars.

It is easy to see that the core of participative leadership is to encourage employees to participate in organizational decision-making, and the key to the leadership process is to make a series of management tasks such as consulting employees before making decisions. Thus, based on many previous studies and practical experience, we consider participative leadership as a set of leadership behaviors that promote subordinates to participate in decision-making by giving them a certain degree of discretionary powers, effective information and other resources, as well as care and encouragement, so that they can be consulted enough before making decisions to solve work problems together.

The core issue about democracy is the importance it attaches to human personality. It assumes civic capacity on the part of individuals. This capacity involves intelligence, self-control and conscience. Its essence is the right of every man bound by the decision of a government (organization) to contribute (whatever is in him to contribute) to the making and remaking of those

decisions. This right is integral to democracy because it makes possible free discussion and the continuous participation of the people (individuals) in the government (organization).

This implies the obligation to respect the other man, to listen to his arguments and to take into account his point of view. It is through participation that individuals (subordinates) contribute ideas towards the solution of problems affecting their organization and jobs. Participation can create an asset in morale so that, when necessary, orders are given, people will respond more co-operatively because they are participating in the affairs of the organization (Appadorai, 2005). When leaders establish means for obtaining help from subordinates in the making of plans and decisions, they are making them to know that their contributions are sought and appreciated and this creates great benefits and harmony in the organization.

Tannenbaum and Schmidt (1958) describe democratic leadership as one where decision making is decentralized and shared by subordinates. The likelihood for poor decision making and weak execution is, however, significant. The biggest problem with democratic leadership is its underlying assumption that everyone has an equal stake in an outcome as well as shared levels of expertise with regard to decisions, which is rarely the case. On the other hand, while democratic leadership sounds good in theory, it is seldom bogged down in its own slow process, and workable results usually require an enormous amount of effort (Michael, 2010).

Mullins (1999) is of the view that democratic leadership style focuses more on people and there is greater interaction within the group. The leadership functions are shared with members of the group and the leader is more part of the team (Mullins, 1999). Similarly, Luthar (1996) and Wilson et al. (1994) concurred that the principles of democratic leadership is friendliness, helpfulness, and the encouragement of participation. In the same vein, McGregor (1960) described this leadership style as benevolent, participative, and believing in people. He equated democratic leader to the Theory Y manager which is associated with increased follower productivity, satisfaction, involvement, and commitment (Hackman, Johnson, & Choi, 2007).

2.2.1 CHARACTERISTICS OF DEMOCRATIC LEADERS

Democratic leadership styles involve taking all opinions and ideas into consideration, making a decision based on group members inputs, and delegating out the tasks equally. Democratic leaders' definition states that they will put great emphasis on involving everyone during the decision-making process. According to Goel (2019). explained about the characteristics of Democratic leaders from different perspective: Here are top characteristics of democratic leaders:

1. Encourages Collaborations

Democratic leadership encourages the group members to take a more participatory role during the decision-making process. The inputs from team members are highly valued and taken into consideration while making new decisions. Democratic companies create an environment of honesty, fairness, equality, and competence for their employees.

2. Values and Creativity

Under the participatory leadership style, leaders highly value and encourage the creativity of the group members. The team members feel important and heard under such leadership. Such an environment is great for the team during the problem-solving process and for finding the best alternatives for making decisions.

3. Trusting followers

Participating style of leadership or democratic leadership provides leaders the ability to gain trust of their followers. Democratic leaders are generally admired and respected by their group members. They feel valued and important, trust their leaders to make the right decisions, and listen to them.

4. Offers help and guidance

Participating leadership styles in business often have leaders who are ready to offer guidance to their team members. The leader is often friendly, approachable, and trustworthy. A democratic leader works towards the betterment of its team and helps team members realize their own potential.

5. Seeks ideas and opinions

Democratic leadership is considered to be one of the best leadership styles in management. A democratic leader often encourages employees to communicate and share their ideas and opinions. Any decision taken by the democratic leader takes the inputs of its employees into consideration.

2.2.2 LEADERSHIP EFFECTIVENESS IN ORGANIZATIONS

Nowadays, the performance of an organization must be effective and efficient in every area due to the multinational nature of business. Its efficacy and efficiency are the outcome of organizations receiving the proper leadership in order to accomplish quality results. In this regard, exercising effective leadership is a crucial task for achieving an organization's goals (Edoka, 2012).

Moreover, Siti (2012) stated that compared to developed nations, developing countries may have less developed infrastructure, less advanced technology, infrequent leadership training programs, and ineffective leadership systems, all of which may be reflected in the activities of leadership (that is leadership effectiveness) in public sector organizations.

Regarding the effectiveness of leadership in organization, O'Neil (2007) conducted study on the connection between personality attribute and leadership performance. The results showed that openness, conscientiousness, extraversion, neuroticism, and agreeableness are personality traits that significantly affect a leader's effectiveness. The study also suggests that training and self-awareness may speed up or strengthen this gain in effectiveness, and that these people may need a special leader development program in order to go from having average to above average leadership effectiveness.

According to Chuang (2013) companies all over the world are looking for effective leaderships for managing a diverse work force in order to thrive in a world of globalization, technological innovation, and demographic changes. In this sense, leaders must grow their own leadership qualities, knowledge, and skills in order to improve the performance of their organizations.

Siti (2012) claimed that while countries on other continents had varying degrees of successful leadership, most of the Australian and North American countries had very effective leadership techniques.

Organizational performance refers to ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at pre-determined time using relevant strategy for action (Koontz and Donnell, 1993). Organizational performance can also be used to view how an enterprise is doing in terms of level of profit, market share and product quality in relation to other enterprises in the same industry. Consequently, it is a reflection of productivity of members of an enterprise measured in terms of revenue, profit, growth, development and expansion of the organization.

Performance is therefore the outcome of actions on the job and it's also the product that (outcome) in another way, performance is the effect that people get on the job, and it's also the things they do that cause those effects. Performance involves input (the action people put into the job) and output (the consequences of those actions). Good performance therefore, is a function of motivation.

2.2.2.1 FACTORS THAT ENHANCE PERFORMANCE

The factors that enhance workers performance are as follows: -

1. The challenging nature of the job.
2. Adequate interaction with co-workers.
3. Recognition of one's performance in the organization.
4. Desires for achievement at work
5. Possibilities of personal growth and development.
6. The free flow of communication between superior and subordinate employees
7. Worker's participation in managerial decision.
8. Re-designing jobs to allow workers for greater challenges and broader range of participation in the organizational activities.
9. Conducive atmosphere for work
10. Better welfare packages for the workers.

2.2.2.2 DEMOCRATIC LEADERSHIP STYLE AND ORGANIZATIONAL PERFORMANCE

A powerful source of management development is effective democratic leadership style as studies have shown. This sustained competitive advantage for organizational performance improvement. Researchers suggest that effective democratic leadership style can facilitate the improvement of performance when organizations face new challenges.

Researchers view the effects of democratic leadership on performance so it is necessary that they are understandable, e.g. (Zhu, Chew, & Spangler, 2005) as one of the heavy key forces for improving an organization's performance. According to (Mehra, 2006), when some organizations seek efficient ways to enable them to outperform others, a longstanding approach is to focus on the effects of democratic leadership.

Some scholars believe that democratic leadership facilitates organizational performance enhancement, while others contradict this idea. However, democratic leadership style results in high employee performance, satisfaction, cooperation, and commitment. It reduces the need for controls and formal rules and procedures which result in low employee absenteeism and turnover.

This is to say that democratic leadership style develops competent and committed employees who are willing to give their best, think for themselves, communicate openly, and seek responsibility (Bass, 1990; Stogdill, 1974). Also, with all the positive attributes associated with democratic leadership style, decision-making becomes over-stretched since opinions and lengthy debates play a key part in the process which enhances successful implementation (Denhardt & Denhardt, 2003).

To buttress the above argument, Moshal (2009) emphasis on the benefits associated with democratic leadership style which includes increased trust in the leaders by their followers which positively affect organizational performance.

Leaders that make decisions while keeping employees in the dark may lose the trust of their subordinates (Jones, 2013). Some employees may believe that the organization is keeping decisions about its future plans secret because those plans include adverse outcomes for employees.

This may in turn have a negative impact on employee performance (Gupta, 2012). Based on the theoretical explanation of democratic leadership style, the researchers and that planning within a democratic leadership system is accomplished with heavy employee involvement with objectives that are transparently and clearly established with its accompanying performance targets. Decision-making in a democratic system is decentralized and flexible with clearly defined responsibilities and an open participative work environment. Punishments as a form of reprimand are the last option and high performance is recognized and rewarded (Albert et al, 2014).

2.3 EMPIRICAL REVIEWS OF THE STUDY

In 2019 Grima, conducted research to study the democratic leadership style effect on organizational performance. The research concludes effective leadership style has a constructive connection with performance of the organization and which indications performance is forecasted by the type of leadership styles which is Democratic leadership style. The considered research approach was descriptive with explanatory; and employed qualitative and quantitative research approach. Stratified simple random sampling was a method followed to select sample of 392 and both primary and secondary sources was conducted. Which concluded that the leadership style has a significant effect on performance of the organizational; the researcher suggested to the

management to prepare packages of leadership training for the leaders which increase organizational performance.

According to Melees (2017) conducted study to describe the Effect of Leadership style on Deposit target performance of private banks Ethiopia. The research cited Leadership style effect on deposit target performance of banks and has both positive and negative correlation. Quantitative type of research approach with explanatory research design was deployed. The researcher purposely selected sample from total population through multistage mixed sampling technique. The research adapts questionnaires of leadership behaviour and deposit target performance from preceding studies. Finally, the study finds out Democratic leadership style positively affects to improve the organizational performance in the competitive business industry.

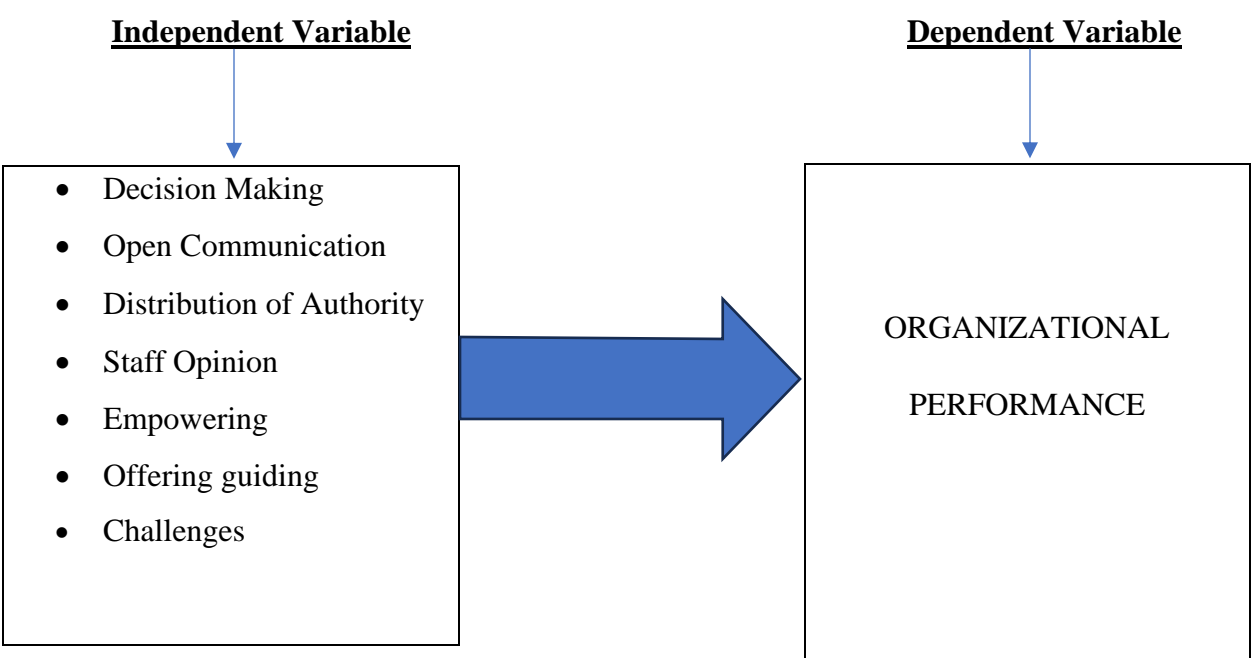
According to Ojo kuku et al., (2012), conduct study to assessing the effect of leadership on performance of Nigeria selected Banks. The research use Purposive sampling technique adapted to selecting a total of sixty participants, to participate through a structured standard questionnaire. To examine the relationship between leadership and performance of the organizational Pearson product moment correlation was used. The research establishes positive and negative correlation between leadership style dimensions and organizational performance. The study shows 23% change in organizational performance predicted by leadership style. It concluded that in order to be competitor a global environment strongly, transformational and democratic leadership style should be practiced by the Banks' management.

Hariswaran, Nishad and Vijayakumar (2020) discuss on study the impact of leadership on organizational performance of service organizations finds that a significant correlation of Leadership on Organizational Performance. The research proves that Organizational Performance of Service Sectors significantly influenced by the Democratic leadership style. Primary and secondary data was the resources for the study. The Primary data collected from the leader positioned employees through questionnaire. To distribute questionnaires for the banking and insurance division, stratified Random Sampling technique was used out of which 281(the study sample size) questionnaires appropriately filled and returned utilized for the analysis.

2.4 CONCEPTUAL FRAMEWORK

In order to summarize aim of the paper was describe leadership style effect on performance of lideta sub city the subsequent conceptual model prepared. Based on most of the related literature review parts, organizational performance is affected by Decision making, Open Communication, Distribution of Authority, Staff Opinion, Empowering, Offering Guiding and counseling's, Challenges independent variable, on dependent variable organizational performance.

Figure 2.1 Conceptual Framework



2.5 RESEARCH HYPOTHTSIS

- H1: Organizations that promote participatory decision-making processes will experience higher levels of employee job satisfaction compared to organizations with centralized decision-making structures.
- H2: Open communication channels within an organization will positively influence employee engagement, leading to improved organizational performance.
- H3: Organizations that distribute authority across various levels and teams will demonstrate higher levels of innovation and creativity among employees compared to organizations with a centralized authority structure.
- H4: The extent to which staff opinions are valued and integrated on organizational performance Significantly.
- H5: Empowering employees within an organization negatively influences their job satisfaction, resulting by lowering organizational performance.
- H6: Challenges has negative impact on organizational performance.

CHAPTER THREE

REASERCH DESIGN AND METHODOLOGY

This chapter discusses the research settings and how the research objective had been met. In this regard, this chapter contains the description of the study area, research design, research method, sampling method, data type and data collection instruments, and data analysis method employed in this research. Furthermore, in this chapter, the population characteristics, the sample size determination, sample size, time horizon, ethical considerations, and data collection procedures have presented.

3.1 THE STUDY AREA DESCRIPTION

This study was undertaken in Lideta sub city in Addis Abeba administration. Lideta sub city was selected purposively to undertake this research because when the researcher was in the study area observed leadership practice problems.

3.2 RESEARCH DESIGN

This study was employed explanatory survey design that describes the effect of leadership practices and challenges on organizational performance in public sector organizations in LIDETA SUB CITY. Explanatory studies are providing a functional explanation as why a solution has certain components in terms of requirement state design. Explanatory study offer individuals can predict the cause, or make hypothesis behind the phenomenon and predict future occurrences (Kothari, 1990).

3.3RESEARCH APPROCH

The study was followed a mixed method that encompasses both qualitative & quantitative research approach in order to answer the research questions. The mixed method to research is used when the integration of qualitative & quantitative approach provides a better understanding of the research problem than either of each method alone.

According to Creswell (2009) a mixed method research approach is a procedure for collecting, analyzing and mixing both qualitative and quantitative methods in a single study to understand clearly the objectives and research questions.

The study used quantitative research approach to measure and analyses the effect of Democratic leadership styles on organizational performance. While the quantitative approaches were used for descriptive statistics, in order to deep thoughtful and gain facts in the work quantitative approach was used, the research questions deal with issues that require (Saunders, 2009).

3.4 DATA SOURCES

In this study both primary and secondary data sources were deployed to analyze and interpret the survey data.

3.4.1 PRIMARY SOURCES

The researcher obtained the primary sources of data from all sampled leaders of public sector organizations. Those sources are helping the researcher to obtain first-hand information and helps to draw conclusions. The primary data sources are survey questionnaires and face-to-face interviews.

3.4.2 SECONDARY SOURCES OF DATA

Secondary sources of data were obtained through leadership related books, journals, articles, and yearly reports of public sector organizations to obtain reliable data on leadership practices, challenges and empowering leaders for further interpretation.

3.5 STUDY POPULATION

The target population for this study was Office Head, Work Processors Coordinates and Team Leaders of LIDETA SUB CITY publicsector organizations. The researcher purposely selects these leaders because practical consideration of leadership practices in public sector organizations in the study area are related with leaders each day of their activity.

3.6 SAMPLING DESIGN AND SAMPLE SIZE DETERMINATION

The study aims to conduct the survey on Four public sector organizations to assess the Democratic leadership practices and challenges. In the study area these Four public sector organizations were grouped in to four streams namely: Lideta Sub City Kebele 01/18 Wereda 01 Administrative Office, Lideta Sub City Kebele 01 Health Center, Ministry of Revenues Lideta District, and Lideta Sub-city Land Development Administration Office were selected for the study using stratified random sampling method, because of the heterogeneity of population between groups (streams) and homogeneity within the streams where sampling frame is grouped in different streams to take the desired data required by the researcher based on their job characteristics. These study areas are selected because the researchers experienced in in study area and observed poor organizational performance.

This was done through stratifying the streams and then the random selection of the target population of each stream was drawn from all public sector organizations to assess the Democratic leadership practices and challenges in study area.

The randomization was used to maximize the probability that groups receiving the different intervention was under consideration. The method for randomization was random number tables to make more clarity of the research process as well as the reliability and the validity of the study.

Public sector organizations leaders to be questioned were obtained by using scientifically standardized formula to determine the size of the sample. This scientific formula is used to maximize the proportional representativeness of randomly selected samples, eliminates sample bias and gives equal chance to every individual and also it maximizes the reliability of the evidences or data collected (Yamane, 1967).

Yamane formula were used in this study to calculate with a 95% confidence level and 5% of alpha level. The sample size for the study will be determined using the formula developed by Taro Yamane (1967).

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

The symbol n: represents sample size
N: is the population size
e - is the level of precision or sampling error = 0.05
N= 203 of population size
e= 0.05 sampling error
n=?

$$n = \frac{203}{1+(203*0.05^2)} =135$$

Table 3.1: Population, Sample size and response rate

| No | Item | Numbers |
|----|------------------|---------|
| 1 | Total population | 203 |
| 2 | Sample size | 135 |
| 3 | Response | 135 |

Source (own, 2023)

Therefore n= 135 were the minimum sample size of leaders for reliable results for this study.

To determine the number of each public sector organizations leaders, the researcher used the proportional allocation method to each sample size. This process done by listing public sector organizations in each stream as well as listing population in each stream & then calculating the proportion and sample size for each stream by using simple random sampling method from each alphabetically arranged sample unit were the main process undertaken in this study. In this regard stratification of proportional allocation method is calculated by using different proportional allocation method (Kothari, 1990). This stratified proportional method was presented in the following table below.

Table 3.2: Sample Size Determination

| | SECTOR | Total No. of leaders | | | Proportion | Sample | % |
|--|---------|----------------------|------|-------|------------|--------|-----|
| | | Female | Male | Total | | | |
| 1 | LSCK 01 | 11 | 39 | 50 | 0.246 | 33 | 25 |
| 2 | LHC | 22 | 25 | 47 | 0.232 | 31 | 23 |
| 3 | MRLD | 13 | 36 | 49 | 0.241 | 35 | 24 |
| 4 | LSCLDA | 13 | 44 | 57 | 0.281 | 36 | 28 |
| TOTAL | | | | 203 | 1 | 135 | 100 |
| LSCK01: Lideta Sub City Kebele 01/18 Wereda 01 Administrative Office, Lideta Sub City Kebele 01 LHC: Health Center, MRLD: Ministry of Revenues Lideta District, LSCDS: Lideta Sub-city Land Development Administration Office | | | | | | | |

Source: Own survey, 2023

3.7 DATA COLLECTION TECHNIQUES

The research tool used for data collection was questionnaires and interview method. The researcher prepared the questionnaires to be filled by the respondents. The interview questions were designed to make the purposive of the study successful after the results have been ascertained. Accordingly, participants on this research through this method are given adequate time to respond to the provided questions and hence the possibility of providing accurate answers is relatively high.

The interview methods used to supplement information provided through questionnaire method, the questionnaire check lists are adopted from other research works and the questionnaire were administered to Wereda office heads, work process coordinators and team leaders. It has four part consisting demographic data of respondents which includes sex, age, education, position and work experience; the second part showed that the basic leadership styles survey questionnaires developed by Peter (2015) used by (Leul Wondemeneh, 2015) and many others.

The interview questions were developed by the researcher, specifically for this study to gather general information on the respondents and the practice in managing emergency projects in the organization.

3.8 RELIABILITY AND VALIDITY TEST

As cited by Samuel, Stanger (2010, p100) ‘pilot testing involves trying out a questionnaire on a small group of individuals to get an idea of how they react to it before the final version is created.’

A pilot study was conducted to test the clarity and sustainability before the instruments for the data collection were distributed to the respondents. The researcher begins by pilot testing research instruments on small sample of respondent on the target population.

3.8.1 VALIDITY

Validity refers to the extent of accuracy of the research of the study, according to R. Kothari (2004), validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure. Validity is the extent to which differences found by the measuring instrument reflect true differences among those being tested. As tested on the methodology, questionnaires are used to collect the primary data. Meanwhile, the questionnaire is adopted from different accredited sources. Therefore, to assure validity of the instrument, the researcher has given a chance for professionals on the area to review the questionnaire and the advisor has validated it.

3.8.2 RELIABILITY

Reliability refers to the stability of the measure used to study the relationship between the variables (Ghauri and Gronhaug 2005,81). A measurement instrument is reliable if it provides consistent results, (R. Kothari,2004). Hence, to prove reliability of the instrument, the researcher has distributed 20 questionnaires for 20 respondents and later theses respondent are not includes, as a pilot test reliability of the questionnaire has been tested by using Cronbach’s Alpha, most common way to assess the reliability of self-report items as presented below.

Table 3.3 Cronbach’s Alpha reliability test

| Survey of respondent | Cronbach’s alpha | No of items total |
|--------------------------------------|------------------|-------------------|
| Shared Decision Making | 0.87 | 20 |
| Open Communication | 0.84 | |
| Distribution of Authority | 0.85 | |
| The effectiveness of empowerment | 0.80 | |
| Consideration of staff opinion | 0.83 | |
| The level of guidance and counseling | 0.84 | |
| How to overcome challenges | 0.81 | |
| Organizational performance | 0.86 | |

Source: pilot test survey (2023)

As presented in Table 3.3 above, the alpha coefficient for the averages of seven items is **0.835** suggesting that the items have relatively high internal consistency, therefore the reliability coefficient of 0.7 or higher is considered “acceptable’ in most social science research institutions.

3.9 DATA PROCESSING AND ANALYSIS

After the data was collected, the descriptive data analysis method was employed to examine the finding of the study. It refers to produces for organizing, summarizing, and describing quantitative data, which is more descriptive of words. The relevant data was collected, processed, and analyzed by computing percentage to show proportion, and graphs by using Statistical Package for Social Scientists (SPSS software version 2000). This method used because, it is the best instrument to identify, compare, describe and reach a conclusion.

3.10 ETHICAL CONSIDERATION

Ethical clearance was obtained from St. Mary Formal letters of cooperation was written to the Lideta Sub-city administrative offices from St. Mary University Post Graduate School. Consent of the Lideta Sub City administration was obtained as well. Informed consents were obtained from each public sector organizations. 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 discussed with public sector organizations leaders in order to apply appropriate leadership styles, techniques of solving leadership challenges and improve the gaps of leadership development strategy implementation. Ethical issues refer to conduct that guides the researcher’s behavior while undertaking research (Mugenda and Mugenda, 2009). Since the information both in the secondary and the primary data are so confidential, the respondents are informed that the data filled by them in the questionnaire remained confidential and used only for academic purposes to avoid humiliating situation for the employees and the researcher. No names and designations were taken in the questionnaire.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 DATA ANALYSIS

This chapter presents the research findings which were originated from the presentations, analysis and interpretation of the entire survey data. The analysis was conducted in the sequence involving descriptions of the characteristics of the respondents, the effect of leadership practices on performance, the extent of leadership challenges and leadership challenges of public sector organizations based on the data collected through questionnaires and interviews of different level of leaders. With respect to the quantitative data, 135 questionnaires were distributed to 39 Office Head, 68 Work Processor Coordinators and 28 Team Leaders all of the questionnaires were 100% successfully collected. With respect to the qualitative data, interview was conducted with public sector organizations leaders based on coaching characteristics of organizations and the responses were used to crosscheck and supplement the quantitative data obtained from the sample respondents. The quantitative data were presented in tables whereby percentages, mean scores, standard deviation, independent samples t-test and ANOVA were conducted through SPSS version 20. The qualitative data presented through narration.

4.2 SOCIO-DEMOGRAPHIC VARIABLES OF RESPONDENTS

The socio-demographic variables of the respondents were presented in the following respective paragraph in order to process the research analysis and interpretation. Thus, 135 sample leaders were actually involved by providing valuable information depending on the data tools which was prepared by researcher. Table...indicates the sociodemographic variables composed of background information of the participants' sex, age, education, work experience and position in detail.

Regarding table 4.1 of the respondent's gender, 14.1(19) percent of the respondents were female and 85.9 (116) percent of the respondents were males. Thus, majority of the participants included were male which indicated that there was low female participation in the leadership roles in the study area. With respect to the respondents' age, 33(44) percent of the overall respondents fell within the age range of 20 to 29 years, 50(68) percent of the respondents were fell in to the age range between 30-39 years, 17(23) percent of the respondents were found between the age group 40-49 years and none of the respondents revealed above fifty years. Hence, the age distribution of the respondents indicated that most of the leaders were at the productive age range.

Besides to this, the respondent's educational status revealed that 4.4(6), 33.3(45), 60(81) and 2.2(3) percent of the respondents were certificate, diploma, first degree and second-degree holders respectively. Low level educational status (certificate to diploma) holders were not well trained about leadership in public sector organizations.

This indicated that above 37 percent of the leaders lack leadership skills or training required to undertake their task and are unqualified as they were certificate to diploma holders. As per the

table 4 below with regard to the respondents work experiences, 69.6(94) percent of the respondents were found below 10 years, 24.4(33) percent of respondents were ranged between 11-20 years, 6(8) percent of the respondents were found between 21-30 year and none of the respondents were indicated above 30-year work experiences. The work experience of the respondents were revealed that majority (70%) of the respondents were below the service year of 10. From this one can understand that the majority of the respondents had low work experience (see Appendix 1).

4.3 DESCRIPTIVE ANALYSIS

Table 4.1: Descriptive Statistics

| Descriptive Statistics | | | |
|----------------------------------|------|----------------|-----|
| | Mean | Std. Deviation | N |
| Organization Performance | 3.24 | .842 | 135 |
| decision making | 3.46 | .853 | 135 |
| open communication | 3.42 | .824 | 135 |
| Distributions of Authority | 3.25 | .798 | 135 |
| Empowering subordinates | 2.83 | .725 | 135 |
| offering guidance and counseling | 3.29 | .764 | 135 |
| Staff opinion | 3.20 | .768 | 135 |
| Challenges of Leadership | 2.86 | .711 | 135 |

Source (own Survey)

These descriptive statistics provide information about the central tendency (mean) and variability (standard deviation) of each variable based on the 135 observations.

According to Ebtesam Rababah (2021) in University of Yarmouk explain for the criteria for judgment on the statical mean(M) of respondent are in the range of $M > 3.67$ high, $2.34 - 3.66$ moderate and $M < 2.34$ low, by this criterion the descriptive analysis is interpreted below. Organization Performance Mean was 3.24 with Standard Deviation with the ratings are spread out on average by approximately 0.84 its moderate. Decision Making Mean The average rating for decision making is 3.46 in moderate range with Standard Deviations ratings by approximately 0.853 units on average.

Open Communication Mean average rating for open communication is 3.42, Standard Deviation ratings have an average spread of approximately 0.824 units in range of moderate. Distributions of Authority Mean is moderate average rating for distributions of authority is 3.25, Standard Deviation ratings exhibit an average variability of around 0.798 units.

Empowering Subordinates Mean average rating for empowering subordinates is 2.8341 and Standard Deviation ratings have an average spread of approximately 0.72587 units Offering Guidance and Counseling Mean The average rating for offering guidance and counseling is 3.24 Standard Deviation ratings exhibit an average variability of around 0.76484 units. Staff Opinion: Mean average rating for staff opinion is 3.20. Standard Deviation The ratings have an average spread of approximately 0.76812 units. Above three variables are in moderate range. Challenges

of Leadership: Mean The average rating for challenges of leadership is 2.86. in moderate range with value of Standard Deviation ratings exhibit an average variability of around 0.71130 units.

4.4 DATA GATHERED FROM CONDUCTED INTERVIEW

In addition to opinion survey made on questionnaire, the researcher conducted an interview with some of management bodies by contacting a total of seven senior managers. Most of the respondents have more than 6 years of experience. Significant number of the respondent's responsibility is Manager Head expert. Based on the interview the practice and challenges of leadership style is discussed as below:

1. Leadership understanding?

Most managers understand leadership as the ability to guide, motivate and influence a team to achieve a common goal and understand leadership as key aspect of vision and goal setting, Decision making, communication, motivation, team building as their perspective.

2. How do you influence employee as a leader in the sector?

In Lideta sub-city public sector leaders influence their employee positively by trust and respect, effective communication, inspire and motivate and provide growth opportunity, somehow there is a gap that showed in creating suitable environment for employee to provide feedback in some sector.

3. what are leadership challenge in your sector?

From managers experience they try to explain what are the major challenges in their sector and challenges are vary time to time due implementation of public reform program, weak training and development program and change government structure, policies and budget in unexpected time. These challenges are common in most Lideta sub city public sectors organization.

4. How to resolve leadership challenges in your sector?

Since the sector are much related and connected with public it's important to use proactive approach to the challenges and its fact that the sectors are different in goals and the use different approach to resolve somehow there are some similarity of ways starting from identifying from the roots, developing a program, focus on communication, facilitating training to fulfill the skill gap and monitoring however the continuous effort and commitment are other challenges that the sector are faced.

5. what are the strategies used to develop leadership in your sector?

In general, the most sector that this study conduct used similar strategies to develop leadership in sector which applying training and development program that focus on developing specific skills and competencies necessary for effective leadership skills.

Sectors apply the strategies like cross functional collaboration which is leaders allow employee to collaborate with other different department to understand organization culture.

Widely used strategies in the sectors is leadership assessment that allow conducting leadership assessment helps identifying strength area for improvement among individuals.

6. what are the gaps for developing leadership strategy?

Lack of Clarity: Talent Development, Absence of Continuous Learning: Leadership development should be an ongoing process that encourages continuous learning and skill enhancement. Without a focus on learning and development opportunities.

4.5 EXPLANATORY CORRELATION ANALYSIS

4.5.1 CORRELATION ANALYSIS

Table 4.2: Correlation Analysis Matrix Analysis

| | Decision Making | Open communication | Distribution of Authority | Empowering | guiding and counseling | Staff opinion | challenge | organizational performance |
|---------------------------------|-----------------|--------------------|---------------------------|-----------------|------------------------|-----------------|-----------------|----------------------------|
| Decision Making | 1 | | | | | | | |
| Open communication | .819** 0 | 1 | | | | | | |
| Distribution of Authority | .502** 0 | .701** 0 | 1 | | | | | |
| Empowering | .423** 0 | .607** 0 | .684** 0 | 1 | . | | | |
| Offering guiding and counseling | .336** 0 | .444** 0 | .473** 0 | .554** 0 | 1 | | | |
| Staff opinion | .349** 0 | .556** 0 | .653** 0 | .690** 0 | .585** 0 | 1 | | |
| challenges | .394** 0 | .632** 0 | .384** 0 | .588** 0 | .457** 0 | .615** 0 | 1 | |
| organizational performance | .444* * 0 | .684** 0 | .556** 0 | .349* * 0 | .585* * 0 | .701* * 0 | .891* * 0 | 1 |

Source: Own survey (2023)

A correlation matrix is a table showing correlation coefficients between variables. Each cell in the table shows the correlation between two variables. A correlation matrix is used to summarize data, as an input into a more advanced analysis, and as a diagnostic for advanced analyses.

In summary, the provided correlation matrix suggests that decision making, open communication, distribution of authority, empowering, offering guiding and counseling, staff opinion, challenges, and organizational performance are all interrelated. Factors such as open communication, empowering employees, and staff opinion appear to have strong positive associations with multiple factors and organizational performance. Additionally, challenges seem to have a particularly strong positive correlation with organizational performance.

4.6 REGRESSION COEFFICIENT

Table 4.3 Regression coefficient summary

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|---------------------------------|-----------------------------|------------|---------------------------|--------|-------|-------------------------|-------|
| | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 (Constant) | 0.671 | 0.248 | | 2.7 | 0.002 | | |
| Decision making | 0.268 | 0.098 | 0.304 | 2.72 | 0.001 | 0.309 | 3.238 |
| Open communication | 0.888 | 0.146 | 0.843 | 6.077 | .000 | 0.2 | 2.998 |
| Distributions of Authority | 0.242 | 0.091 | 0.263 | 2.668 | 0.001 | 0.397 | 2.517 |
| Staff opinion | 0.464 | 0.094 | 0.5 | 4.909 | .000 | 0.372 | 2.69 |
| Offering guiding and counseling | 0.053 | 0.064 | 0.066 | 0.828 | .000 | 0.607 | 1.649 |
| Challenges | -0.375 | 0.102 | 0.358 | -3.688 | .000 | 0.408 | 2.451 |

From the table 4.3 Based on the regression coefficients provided, the model is predicting the organization's performance based on several independent variables. Here's the interpretation of the coefficients.

For each unit increase in decision making, the dependent variable (model) is expected to increase by 0.268 units. The standardized coefficient (beta) of 0.304 suggests that decision making has a moderately strong positive relationship with the model. in open communication, the dependent variable is expected to increase by 0.888 units. The standardized coefficient of 0.843 indicates that open communication has a strong positive relationship with the model.

For each unit increase in distributions of authority, the dependent variable is expected to increase by 0.242 units. The standardized coefficient of 0.263 suggests a weak positive relationship between distributions of authority and organizational performance. For each unit increase in staff opinion, the dependent variable is expected to increase by 0.464 units. The standardized coefficient of 0.5 implies a moderate positive relationship between staff opinion and the constant. Offering guiding and counseling: For each unit increase in offering guiding and counseling, the dependent

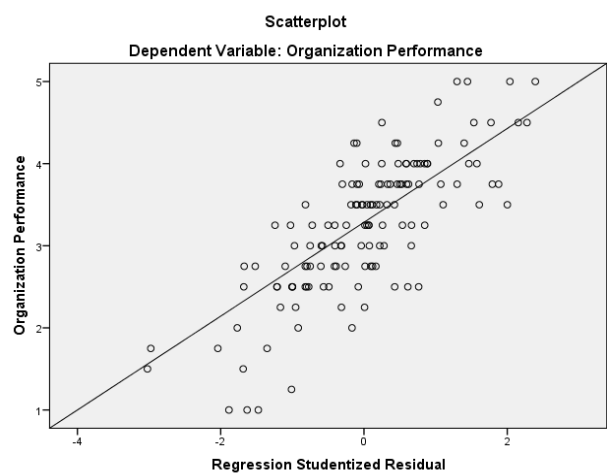
variable is expected to increase by 0.053 units. The standardized coefficient of 0.066 indicates a very weak positive relationship between offering guiding and counseling and the model.

The collinearity statistics (Tolerance and VIF) provide information about the multicollinearity between independent variables. Tolerance values close to 1 and VIF values close to 1 indicate low multicollinearity, which means the independent variables are not highly correlated with each other in this model. According to the Investopedia team VIF Equal to 1= Variables are not correlated, VIF between 1-5 = variables are moderately correlated VIF> 5 Variables are highly correlated (POTTER, 2023).

4.6.1 LINEARITY

The scatter plot allows us to observe the general trend or pattern in the data. If the dots cluster together in a particular pattern, it suggests a relationship or correlation between the variables. The scatter plot can indicate whether the relationship is positive (both variables increase together), negative (one variable increases while the other decreases), or there is no apparent relationship (the dots are randomly scattered).

Figure 4.1 Scatter plot



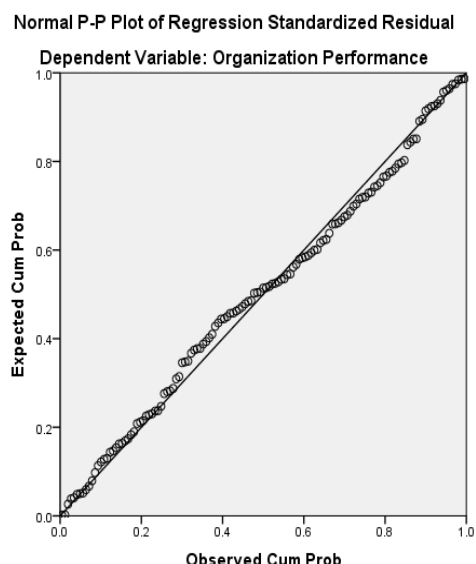
Source: own survey (2023)

In a scatter plot, the cumulative dot represents the cumulative sum or total variable of variable at a specific point or category. It's a way to visually represent the accumulation or aggregation of data points, therefore in figure 4.1 Stronger relationships produce a tighter clustering of data points.

Normality of Residuals

Normality of the residuals is an assumption of running a linear model. So, if your residuals are normal, it means that your assumption is valid and model inference (confidence intervals, model predictions) should also be valid.

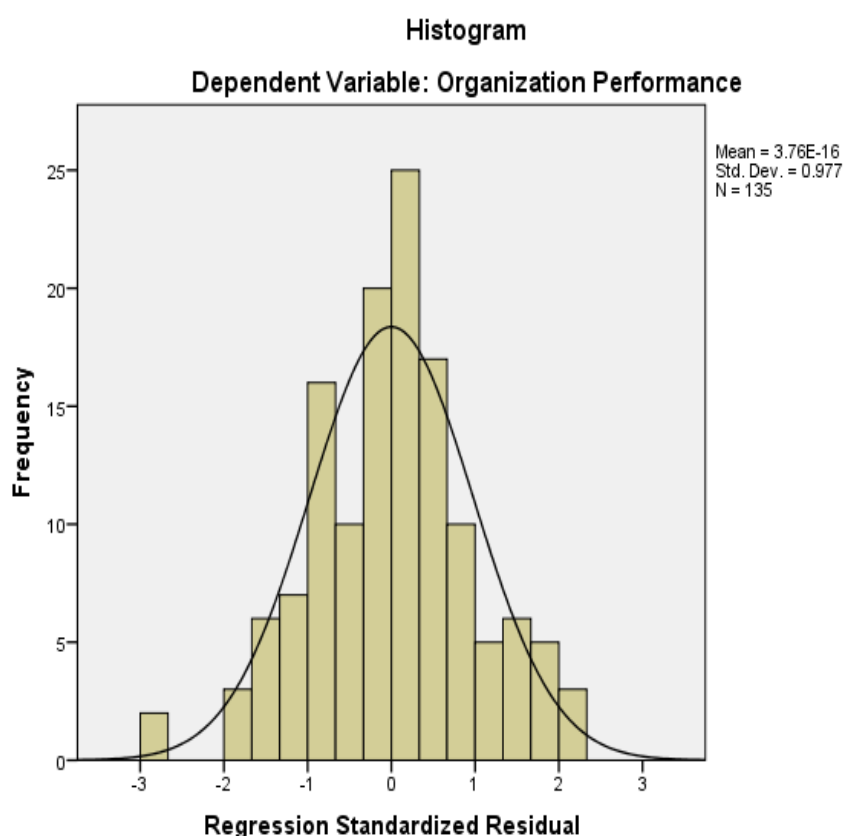
Figure 4.2 Normal P-P plot of Regression Standard Residuals



Source: own survey (2023)

The diagonal line (which passes through the lower and upper quartiles of the theoretical distribution) provides a visual aid to help assess whether the relationship between the theoretical and sample percentiles is linear. a normal probability plot looks like when the residuals are normally distributed, but there is just one outlier. The relationship is approximately linear with the exception of one data point. We could proceed. Therefore, in figure 4.2 residuals are normally distributed.

Figure 4.3 Histogram Diagram



Source: own survey (2023)

The following histogram of residuals suggests that the residuals are normally distributed.

4.7 REGRESSION ANALYSIS

4.7.1 MODEL SUMMARY

Table 4.4 Model Summary

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .791 ^a | .626 | .603 | .448 | 1.921 |

a. a. Predictors: (Constant) Decision Making, open communication, distributions of Authority, staff opinion, offering guiding and counselling, challenges.

b. Dependent Variable: organizational performance

R (Multiple Correlation Coefficient): This metric measures the strength and direction of the linear relationship between the dependent variable and the independent variables in the model. In this case, the R value is 0.791a, indicating a strong positive correlation.

R Square (Coefficient of Determination): The R-square value represents the proportion of the variance in the dependent variable that can be explained by the independent variables in the model. The R-square value of 0.626 suggests that approximately 62.6% of the variation in the dependent variable is accounted for by the independent variables.

Adjusted R Square: The adjusted R-square value is similar to R-square, but it takes into account the number of predictors in the model and adjusts for the sample size. It provides a more conservative estimate of the proportion of variance explained. In this case, the adjusted R-square is 0.603. Std. Error of the Estimate: This metric measures the average deviation of the observed values from the predicted values. It indicates the level of accuracy of the regression model's predictions. A lower value suggests that the model has a better fit to the data. Here, the standard error is 0.44817.

4.7.2 ANOVA

The ANOVA table summarizes the results of the analysis of variance for the given regression model. Here's what each component represents:

Table 4.4 ANOVA

Anova

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 33.089 | 33 | 5.515 | 29.081 | .000 ^b |
| | Residual | 19.050 | 102 | .196 | | |
| | Total | 52.139 | 135 | | | |

Source (own 2023)

a. Predictors: (Constant) Decision Making, open communication, distributions of Authority, empowerment, staff opinion, offering guiding and counselling, challenges.

b. Dependent Variable: organizational performance

Sum of Squares: The total sum of squares explained by the regression model is 33.089. Mean Square is calculated by dividing the sum of squares by the degrees of freedom. In this case, it is 5.515. F-value: The F-value is a measure of the variability explained by the model relative to the variability. In this case, the F-value is 29.081. Significance (Sig.) level, also known as the p-value, indicates the probability of obtaining the observed F-value by chance alone. In this case, the p-value is .000 (less than 0.001).

Residual Sum of Squares: The sum of squares for the residuals, or the unexplained variability, is 19.050 Mean Square: The mean square for the residuals is calculated by dividing the sum of squares by the degrees of freedom. In this case, it is .196.

The ANOVA table helps assess the overall significance of the regression model. In this case, the regression model is statistically significant as indicated by the extremely low p-value (less than 0.001). It suggests that the regression model, with its predictors, provides a significant improvement in explaining the variability in the data.

4.8 SUMMARY OF DISCUSSION

Finally, it is very important at the very outset of the project to carefully consider all factors. This is because each variables have its own feature and character that will have effect on the performance. In summary all the six independent variables of Democratic leadership procedures in the conceptual framework had a positive effect on the organizational performance and challenges of leadership has negative effect on the organizational performance. Democratic leadership can have a significant impact on organizational performance. This style of leadership emphasizes inclusiveness, collaboration, and the involvement of team members in decision-making processes. When implemented effectively, democratic leadership can lead to several positive outcomes for an organization.

4.9 SUMMARY OF HYPOTHESIS TESTING

Table 4.5 hypothesis testing

| NO | HYPOTHESIS | TOOLS | RESULT |
|-------------------|------------|------------|----------|
| 1 | H1 | Regression | Accepted |
| 2 | H2 | >> | >> |
| 3 | H3 | >> | >> |
| 4 | H4 | >> | >> |
| 5 | H5 | >> | >> |
| 6 | H6 | >> | >> |
| Source (own 2023) | | | |

CHAPTER FIVE

FIDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter aims to present the summary based on the research findings and also presents the findings with regard to the objectives of the study and illustrate the conclusions that have been reached. Recommendation that focuses on how the problem identified could be addressed is included in this chapter. Lastly, limitation faced while conducting the research project and suggestion for further researches were included.

5.1 SUMMARY

The major purpose of this study was to assess the current status democratic of leadership practices and challenges of lideta sub city public sector organizations. In effect, the basic questions raised involved:

- ❖ Effect of Democratic leadership practices and challenges on organizational?
- ❖ What are the leadership challenges faced by leaders in the study area?

The study was delimited to the public sector organizations because the desirable data for the leadership style practices and challenges were found to this level. The study employed explanatory survey design whereby sample survey type was used mainly to maintain its manageability. in Addis Abeba administration there were 11 sub cities including the latest addition of Lemi Kura among which lideta sub city was included in this study purposively.

This sample Wereda was selected by purposive sampling technique and public sector organizations were selected with stratified random sampling technique which include four sector organizations with four streams/strata. Data were obtained from 116 male respondents and 19 female respondents a total of 135 actual participants, subjects composed of 39 office heads, 28 team leaders and 68 work process coordinators. The primary data were collected through questionnaires from office heads, team leaders and work process coordinators as well as through open ended interview made with office heads, team leaders and work process coordinators. The interview was conducted based on coaching characteristics of the organizations.

The quantitative data were presented in tables whereby mean scores, standard deviation, independent samples t-test and ANOVA were used to determine the significance of the opinion difference regarding the variables considered in the study. The qualitative responses were analyzed in narration. On the basis of the analysis of the data, the study directed to the following results

1. The overall mean scores of the respondents' perceptions regarding variables related to leadership style practices were 3.67, 3.60, 3.11, 3.13, 3.14 and 3.14 for Decision making process, open communication, Distribution of Authority, Empowering Subordinates, Looking for Staff opinion and level of offering guiding

and counselling respectively. Hence, Decision making was the most dominant one which was practiced in the study area. Distribution of Authority less practiced style in the study area with the mean score value of 3.11.

2. According to the analysis made, the overall mean score value of the respondents' perception towards leadership challenges in the public sector organizations of lideta sub city were 3.10.
3. The Challenges Associated with The Leadership Style
 - Government policies and strategy changes with unexpected time
 - no appreciation for new idea and creativity
 - Less coaching and encouragement to project staff
 - There is no consistent
4. leadership development strategies
 - training and development program
 - cross functional collaboration
 - leadership assessment
5. leadership development strategies gap
 - Lack of Clarity
 - Talent Development: Developing effective
 - Insufficient Communication and Collaboration

5.2 CONCLUSION

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

- The highly practiced leadership style in lideta sub city was democratic leadership style. Democratic leadership style practiced in the study area might be important to boost the public sector organizations' performance.
- The findings disclosed that the public organizations in the study area were facing problem of poor implementation of public reform programs, weak level of leadership role, in - access to technological advancement and low customer satisfaction. Therefore, these challenges faced by the organizations inhibit the public sector organizations achievements.
- The study indicated that leadership development strategy implementation of lideta sub city was very poor. This low leadership development strategy existed because of low level of need assessment and provision of training, low level of developing human, conceptual and technical skills and low leadership follow up/coaching system in the study area.

5.3 RECOMMENDATION

Based on the findings obtained and the conclusion drawn, the researcher forwarded the following recommendations, despite the limitations of the study:

The findings disclosed that leaders of the public sector organizations in the study area were facing high challenges which impeded the achievement of the objectives of the organizations. Hence, leaders in the study area need to be aware of the identified causes of the problems in the public sector organizations. They are required to involve employees and customers in change initiative implementation programs, to offer short term training in ICT application and to build strong organizational culture which is conducive to every customer in public sector organizations.

1. As per to the findings, leadership development strategy implementation of public sector organizations in the study area was poor. Therefore, the study area public sector organization leaders need to implement leadership development strategies by identifying the skill gaps through training need assessment. This will help to enhance the effectiveness of leadership practice in the public sector organizations thereby enabling new entrants develop basic leadership skills and promoting leadership skills of the existing leaders. Besides, the respective departments are expected to build effective and consistent coach system to enhance the leadership effectiveness and the organizations' performance of the public sector organizations in the study area.
2. Finally, by implementing the above listed recommendation, the organization would be able to focus on appropriate leadership styles, well organized solution to leadership challenges and also it would be possible to have improvements in workplaces to help leaders to become more effective in their activities.

5.4 SUGGESTIONS FOR FUTURE STUDIES

In the following section the suggestions for future research are discussed.

The first one is data collection was used to gather response from leaders but this is limited to one point in time (cross-sectional). Thus, future researchers could use longitudinal design (more than once a time) to check leadership practices and challenges in public sector organizations.

Secondly the research was done which makes it indicative but not fully conclusive. Thus, future studies in this area could be done in a broader & wider scope to include other sub city public sector organizations and increase conclusiveness of the findings.

Thirdly, there is limitation with regard to sample in which the target population contains only leaders for practical considerations and further studies should include the perceptions of employees in investigating leadership practices and challenges in public sector organizations.

Finally, future researchers can investigate additional leadership style practices in the public sector organizations, new way of overcoming leadership challenges with additional variables and factors that influence organizational Performance.

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APPENDIXS

Table 4.1: Socio-Demographic Data of Respondent

| Variable | | Frequency | Percentage |
|---|--------------------------|-----------|------------|
| Gender | Female | 19 | 14.1 |
| | Male | 116 | 85.9 |
| | Total | 135 | 100 |
| Age | 20-29 | 44 | 33.6 |
| | 30-39 | 68 | 50.4 |
| | 40-49 | 23 | 17.0 |
| | >50 | - | - |
| | Total | 135 | 100 |
| Education | Certificate | 6 | 4.4 |
| | Diploma | 45 | 33.3 |
| | Degree (BA/BSC) | 81 | 60 |
| | MA/MSc | 3 | 2.2 |
| | Others | - | - |
| | Total | 135 | 100 |
| Work Experience | 0-10 | 94 | 69.6 |
| | 11-20 | 33 | 24.4 |
| | 21-30 | 8 | 5.9 |
| | >31 | - | - |
| | Total | 135 | 100 |
| Position | Office Head | 37 | 27.4 |
| | Work Process Coordinator | 68 | 50.4 |
| | Team leaders | 30 | 22.2 |
| | Total | 135 | 100 |
| Key: BA: Bachelor of Art BS: Bachelor of Science MA: Master of Art MSc: Master of Science | | | |

Source: Own survey, 2023

APPENDIX A: THE QUESTIONNAIRE

St Mary University

School of Graduate Studies

The purpose of this questionnaire is to collect primary data for conducting a study entitled “the effect of democratic leadership practices and challenges on organizational performance: the case of selected public sector in Addis Ababa sub- city.” For partial fulfilment of award of Master Degree in Project Management.

The information provided by you will be for academic purposes only and will be treated as private and confidential.

I would like to thank your voluntary participation for the success of my research study.

Please, put “ ×” mark for the correct answer inside the box.

Thank you in advance for sacrificing your precious time!

Abenezer Wogayehu

batuablell@yahoo.com

Part 1. Demographic profile of the Respondents

1.1 Gender:

1. Male ☐ 2. Female ☐

1.2. Age:

1. 18-25 ☐ 2. 26-35 ☐ 3. 36-45 ☐ 4. 46-55 ☐ 5. 56 and above ☐

1.3 Position:

1. Office head ☐
3. Work process coordinator ☐ 4. Team leader ☐

1.4 Educational status:

1.Certificate ☐ 2. Diploma ☐ 3. Degree ☐ 4. Masters ☐

1.5 Work experiences

1. 0-10 years ☐ 2.11-20 years ☐ 3. 21-30 years ☐ 4. above 30 years ☐

Part 2 Opinion Survey on the Practice and Challenges of Leadership style

Shared Decision-Making:

| No | | SDA | DA | N | A | SA |
|----|--|-----|----|---|---|----|
| 1 | The leaders involve employees in decision-making processes. | | | | | |
| 2 | The leaders consider the opinions and suggestions of employees when making important decisions. | | | | | |
| 3 | The leaders value and encourage diverse perspectives in the decision-making process. | | | | | |
| 4 | The leaders effectively communicate the rationale behind the decisions made in the organization. | | | | | |
| 5 | The leaders create opportunities for employees to contribute their ideas and suggestions. | | | | | |

Open communications

| No | | SDA | DA | N | A | SA |
|----|--|-----|----|---|---|----|
| 1 | The leader promotes open and transparent communication. | | | | | |
| 2 | The leaders actively listen to the concerns and feedback of employees. | | | | | |
| 3 | The leaders encourage employees to freely express their thoughts and opinions. | | | | | |
| 4 | The leaders provide timely and accurate information to employees regarding organizational matters. | | | | | |
| 5 | The leaders create an environment where employees feel comfortable when they reflect their concerns. | | | | | |

2.3 Delegation- Distribution of Responsibility

| # | Statement | Rating scale | | | | |
|----|--|--------------|---------|--------|--------|---------|
| | | 1 SDA | 2 DA | 3 N | 4 A | 5 SA |
| 1. | Leaders let subordinates work problem on their own | | | | | |
| 2. | staff are allowed to work in a way they consider to be the best | | | | | |
| 3. | staff perceive that job freedom and participation for an individual is applied with restraints | | | | | |
| 4. | staff reception to program and non-program responsibilities is mostly based on incentives | | | | | |
| 5. | Leaders know the strength and weakness of each project staff and are able to entrust full responsibility accordingly | | | | | |

2.4. Empowerment of subordinates

| # | Statement | Rating scale | | | | |
|----|---|--------------|---------|--------|--------|---------|
| | | 1 SDA | 2 DA | 3 N | 4 A | 5 SA |
| 1. | staff are always getting guidance without pressure from their leader to do their work | | | | | |
| 2. | Leaders encourages and listen to project staff suggestions for improvement at all operational level | | | | | |
| 3. | staff like having strict process and procedure to follow when they are working on staff project | | | | | |
| 4. | Leaders give complete freedom to staff to solve problems on their own | | | | | |
| 5. | Leaders increase sense of confidence to project team by letting them to do work freely | | | | | |

2.5 Looking for staff opinion

| # | Statement | rating scale | | | | |
|-----|--|--------------|---------|--------|--------|---------|
| | | 1 SDA | 2 DA | 3 N | 4 A | 5 SA |
| 1. | staff used to be invited ideas and opinion from | | | | | |
| | their leader to make decision. | | | | | |
| 2. | Leader’s influence and motivate project staff to initiate new ideas | | | | | |
| 3. | There is a well-structured system for rewarding creativity and new ideas | | | | | |
| 4.. | Leaders stimulates staff to seek differing prospective when solving problems | | | | | |

2.6 Offering guidance and counseling

| # | Statement | Rating scale | | | | |
|----|---|--------------|---------|--------|--------|---------|
| | | 1 SDA | 2 DA | 3 N | 4 A | 5 SA |
| 1. | The leader is approachable and trustworthy | | | | | |
| 2. | Leaders are to help others realize their potential and skills effectively | | | | | |
| 3. | Leaders encourages project staff to become a leader in their own sphere of work | | | | | |
| 4. | Leaders give employee complete freedom to solve problems by their own | | | | | |
| 5. | Leaders provides encouraging messages and celebrate victories and achievement | | | | | |

2.7 Challenges of leadership

| # | Statement | rating scale | | | | |
|----|---|--------------|---------|--------|--------|---------|
| | | 1 SDA | 2 DA | 3 N | 4 A | 5 SA |
| 1. | Lack of ability to truly delegate subordinates | | | | | |
| 2. | Staff opinion is less valued as an input for decision making process | | | | | |
| 3. | There is no appreciation for new idea and creativity | | | | | |
| 4. | Less coaching and encouragement to project staff to become a leader in their working area | | | | | |
| 5. | There is no consistent utilization of projects budget | | | | | |
| 6. | Leaders strive less on building Sense of confidence to project staff. | | | | | |
| 7. | There is no consistent utilization of project budget. | | | | | |
| 8. | There is indecency on keeping good donor relationship. | | | | | |

2.8 ORGANIZATION PERFORMANCE

| # | Statement | Rating scale | | | | |
|----|---|--------------|---------|--------|--------|---------|
| | | 1 SDA | 2 DA | 3 N | 4 A | 5 SA |
| 1. | Your sector is in good position to achieve customer service. | | | | | |
| 2. | Customers have positive feedback to your sector service. | | | | | |
| 3. | Democratic Leadership Assist to Achieve organizational goal and help to increase organizational performance | | | | | |
| 4. | The organization has clear and well-defined goals and objectives. | | | | | |

APPENDIX B: INTERVIEW QUESTION

St Mary University School of Graduate Studies

This semi structure interview guide is designed to assess the effect practices and challenges of leadership on organizational performance

1.Leadership understanding?

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2.How do you influence employee as a leader in the sector?

3.How to resolve leadership challenges in your sector?

4.what are the strategies used to develop leadership in your sector?

5.what are leadership challenge in your sector?

6.what are the gaps for developing leadership strategy?