

The Effects of Leadership Style in Accelerating Service Delivery in Municipalities in Selected Cities of Ethiopia *Tibebu Getiyie*¹ & *Hasen Shafe*²

Abstract

The ever-changing complex service sector environment has created a need for leaders who can meet the demands and challenges of civil service sector with a real need for improved service delivery. Hence, the purpose of this study was to determine the effect of leadership style in accelerating service delivery in municipalities in selected cities of Ethiopia. Structured questionnaire in the form of the Multifactor Leadership Questionnaire (MLQ) to measure leadership style and the perceived service delivery was employed. The study analyzed the responses from 769 sampled employees of four city administrations (Hawassa, Bahir Dar, Adama, Dire Dawa) and the collected data was analyzed using descriptive statistics, correlation and multiple regression analysis. The finding of this study shows that from transformational leadership dimensions the idealized influence attributes have the lowest mean 3.33 (Std. Dev. = 0.03) and individual consideration is the highest mean 4.46 (Std. Dev. = 0.04). With regard to transitional leadership, the highest mean score is for management by exception (passive) with a mean score of 4.10 (Std. Dev. = 0.05); and the lowest mean score is for contingent reward (mean = 3.41, Std. Dev. = 0.06). The regression analysis result shows that there is a significant (p -value < 0.01) but weak relationship between perceived service delivery, leader transformational, transactional and laissez-faire leadership style. Overall, these three leadership styles have a significant effect on the service delivery ($P < 0.05$). According to the results, suggestions are proposed.

Keywords: Transformational, transactional, laissez-faire, Leadership style, MLQ

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Introduction

Leadership is a challenge of our time and it has been a topic of interest to scholars. Scholars (such as Robbins and Judge, 2013; Moorhead, G., Griffin, R.W., 2012; Yukl, 2010; Hitt, Black & Porter, 2009) define leadership as the ability to influence a group in order to achieve a specific vision or set of goals. Leadership effectiveness is often operationalized via the degree to which leaders can encourage followers to engage in organizational strategies (Hur, Van den Berg, & Wilderom, 2011; Hogg et al. 2005; Bruno & Lay, 2006). Leader effectiveness is considered to be a critical element to an organization's success and it relies on the result of the leaders' activities for followers and organization (Carter, 2009; Sadeghi & Pihie, 2012; Yukl, 2006). To be an effective leader requires a strong relationship with followers and should improve followers' well-being and work performance (Bottomley, Burgess & Fox, 2014; Hogg et al., 2005; Zhang, Li & van Dick, 2013).

Transformational leaders will be more effective than other type of leaders because of their ability to create relationships with followers (Dionne et al., 2004; MacKenzie, Podsakoff & Rich, 2001; Sadeghi & Pihie, 2012).

Accordingly, this study is based its premises on the transformation leadership theory since it influences major changes in the attitudes of organizational members and building commitment for the organization's mission, objectives, and strategies (Laguerre, 2010; Avolio and Yammarino, 2013).

It is therefore necessary for organization that leaders should think strategically when executing their roles for better service delivery. According to argument by Masungu and Marangu (2015), the advantage and success of an organization in service delivery depends

on strategic leaders who are involved in directing and mobilization of employees to achieving both present and future desires of that particular organization as far as service delivery is concerned. Mathibane (2010) further stated that “service delivery is theorized as the implementation of exact policy objectives in the public sector with numerous grades of success and that public service is related with government and it is expected that government should be the provider of the public services.”

This is so because, service delivery is an imperative aspect of making sure that the lives of the people are improved. 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, 2003; Palestini 2008; Barbara 2002). It is evident from the above that a leader influences the behavior and performance of employees, ultimately impacting on the goals and objectives of the organization.

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 (Getachew and Richard 2006).

Statement of the Problem

During the past few decades, improving efficiency in the public sector has been a challenge. This is due to bureaucratic procedures flawed with inefficiency, lack of accountability thus high level of corruption and wastage of resources which translate into poor economic performance and lack of effective leaders (National Planning Commission, 2018; Plummer and Janelle, 2012). Much of the current literature and

researches on service and leadership deals with outcomes rather than focusing on improving the process of service delivery (Chenet, Tynan; Money, 1999). Although a limited number of studies have attempted to identify means of improving the delivery of service through such activities as employee management (e.g., Hartline and Ferrell, 1996), internal marketing (e.g., Lings, 1999), and total quality management (Lukas and Maignan, 1996).

In contexts of rapid urbanization and increasing decentralization, municipal leaders face challenges for which their structures, processes and capacities are sometimes inadequate. Rapid urbanization has generated growing demand for urban services. However, while many cities have undergone substantial social, economic and physical transformation, the leadership of municipal governments have failed to keep pace (UNESCAP, 2015; Yirgalem Mahiteme, 2008). The municipal leaders often have weak capacity in areas such as: planning and regulatory control, finance, human and administrative capacity and service delivery.

Poor leadership can lead to despair, which, if left unchecked for a long time, results in an organization becoming completely dysfunctional. Although most organizations claim to be more efficient and effective, this is almost impossible without effective leadership. Like many developing countries, public service delivery in Ethiopia suffers from weak capacity of public agencies and lack of effective transparency, responsiveness and accountability systems (Chilala, et. Al., 2014; Jemal, 2019; Avis, 2016).

The Ethiopian Government has introduced a series of public sector reforms over the past few decades to improve public service leadership. Public service leaders at different level advocate transformational agenda to improve the public service organizations’

performance, implementation efficiency in terms of effectiveness and efficiency. However, preliminary studies and observations show that such efforts have failed to achieve the goal and that leadership practices have not reached the required level (Tadesse, 2019; Jemal, 2019). The core of the criticism of public service organizations in a lot of literature is that all sorts of the public sectors tend to be over-managed and under-led. The government recognizes that its public service requires effective leadership.

Leadership is a complex, multifaceted process concerned with the art of influencing followers in a particular direction which involves casting a vision, goal setting and motivating people (Spendlove, 2007). Effective leadership will enable delivery of the reformed public service. Leaders have the ability to shape organizations and have influence on the culture of the organization. In contrary to this, the lack of proper leadership can affect the acceleration of service delivery. Service delivery of the cities consists of a complex set of relationships among leaders of all levels. Due to this fact, poor service delivery remains an important challenge of the Ethiopian cities’ administrations, and needs to be investigated thoroughly (Tadesse, 2019). There is a limited study on the effects of leadership styles on public service delivery in public sectors of Ethiopia. Moreover, little is known about the leadership styles of municipal managers working in a city administration of Ethiopia, which may affect the quality-of-service delivery.

The purpose of this study is to investigate the effect of leadership style in accelerating service delivery in some selected municipalities of Ethiopia.

Objectives of the study

The general objective of the study was to investigate the effectiveness of leadership in accelerating service delivery in some

selected Ethiopian cities. The specific objectives are

1. To assess and identify the prevailing leadership style and its key attributes in municipalities in Ethiopia.
2. To determine the effect of leadership styles on service delivery in municipalities in Ethiopia.

Review of Related Literature Service Delivery

According Lovelock & Wright (2002), Service delivery refers to the actual delivery of a service and products to the customer or clients. Service delivery is considered as a vital function in the relation between government bodies and citizens. One of the major tasks of state is to offer good services to its citizens (Abe and Monisola, 2014). The most widely used measure of city administration performance of municipalities is service delivery.

However, in many developing countries, delivery is constrained by challenges of coordination, governance, finance and capacity, which are exacerbated by the pace and scale of urbanization. Governments at all levels play important roles in service delivery, regulating, facilitating and collaborating with other stakeholders and institutions.

The effectiveness of service delivery is largely rests on the combination of various leadership styles depending on the circumstances of each organization. Empirical studies conducted by previous researchers found that there is a relationship between leadership style and effectiveness of service delivery and the strength of the relationship and direction may vary according to the leadership style. According to a study by Jones and Rudd (2008) on academic program leaders in colleges of agriculture at land-grant institutions, the academic program leaders utilize transformational leadership more often than transactional or laissez-faire leadership.

They used the standard MLQ questionnaire based on full range leadership model developed by (Bass and Avolio, 2000) and the participant of the study were 56 professional Academic Program Leader, Dean, or any leader with a similar title.

Similarly, a study by Eagly, et.al. (2003) showed that effective and successful leaders use transformational leadership behaviors more often than transactional or laissez-faire leadership. Bass (1990) stated that transformational leadership is the predominant leadership style that people have in mind when they describe their ideal leader. Bass also stated transformational leaders are more effective and successful.

A study by Aboshaiqah et al (2015) on nurses' Perception of managers' leadership styles and its associated outcomes, showed that nurses perceived that transformational leadership are utilized more often than transactional and laissez-faire leadership styles, again, further analysis showed that there was a positive correlation between outcome factor effectiveness and transformational and transactional leadership styles and negative correlation with laissez-faire leadership style. They concluded that the three-leadership styles are a significant factors of employee performance among hospital nurses.

According to a research result of Hasim and Mahmood, 2012 conducted in the education sector involving 387 employees' public and private universities. The result is showing that transactional leadership has a positive influence over employee commitment. A study on the Ethiopian banking industry by Tsigu & Rao (2015) showed that transformational leadership style explained the variation on a performance better than transactional leadership style. The researchers recommended that transformational leadership style is the preferable leadership style by the employees and under this leadership style the banks

under study will be more beneficiary by employees.

Conceptual Definition of Leadership

Over the past years, leadership has been studied extensively in different contexts and theoretical frameworks. Hence, understanding the conceptual definition and theories of leadership is important.

Definition of Leadership

Karmakar and Datta (2015) defined leadership as 'the process of direction, guidance, and influencing others and establishment of interpersonal relationship for the achievement of the objectives of the organization yielding satisfaction to all'. Leadership is a position held by an individual in a group (Manichander & Manjula, 2016). The leader is in the position to shape, regulate, control and change the attitudes, behavior and performance of the employees. Thus, leadership is all about how an individual can influence a group of other people in order to achieve something that is meaningful to them. Effective leadership incorporates ethical considerations and builds a values-based organization in which principles and values guide day-to-day decision making. Furthermore, effective leadership refers to the fact that both business leaders and employees avoid wrong behaviors and take active steps to what is right (Burton & Obel, 2013; Horner & Rossiter, 2007).

Leadership Theories

More recently, Lussier and Achua (2015) argued that a leadership theory is an explanation of some aspect of leadership. Leadership theories are used to better understand, predict, and control successful leadership. In this way leadership theories have a practical value and the main purpose of a theory is to inform practice. The literature review of leadership shows that the

prominent leadership theories have grown, shifting from simplistic characterizations of personality traits to more complex frameworks for understanding what contributes to effective leadership. After reviewing all the different leadership paradigms, it can be concluded that there is no mutual agreement between practitioners and academics as to which theory or model can be considered as most effective. Since, a single theory cannot explain all situations having both strengths and weaknesses (Malik, 2012).

Due to these facts, a significant amount of research, dialogue, writing and communication needs to be conducted to get the parameters of the leadership theories effectively. For many years, researchers have tried to explain how leaders' style or behavior relates to effectiveness (Dessler, 2004). As a result, the transformational leadership theory, transactional, and laissez-faire leadership theories were identified since they have a predictive effect on perceived leadership effectiveness than each leadership style alone. Eventually, transformational leadership has been demonstrated as an effective leadership style in leading organization (Felfe & Schyns, 2004), since it has great effects on subordinates behavior and organizational outcomes (Tickle et al, 2005; Bommer et al, 2004).

Transformational Leadership

Transformational leadership theory has captured the interest of many researchers in the field of organizational leadership over the past three decades by combining trait, behavioral, and contingency approaches of leadership, one of the new integrative leadership theories, namely transformational leadership was developed (Abu Daud Silong, 2009; Lussier & Achua, 2007). This theory was developed by Burns (1978) and later enhanced by Bass (1985, 1998) and others (Avolio & Bass, 1988; Bass & Avolio, 1994;

Bennis & Nanus, 1985; Tichy & Devanna, 1986).

The major premise of the transformational leadership theory is the leader's ability to motivate the follower to accomplish more than what the follower planned to accomplish (Krishnan, 2005). Transformational leadership has been associated with the personal outcomes (Hatter & Bass, 1988; Barling, Moutinho, & Kelloway, 1998; Kirkpatrick & Locke, 1996) of the follower as well as organizational outcomes (Boerner, Eisenbeiss, & Griesser, 2007; Zhu, Chew, & Spangler, 2005; Jorg & Schyns, 2004; Barling, Weber, & Kelloway, 1996; Howell & Avolio, 1993). Research has shown that transformational leadership impacts follower satisfaction (Lam, Wei, Pan, & Chan, 2002; Yu, Leithwood, & Jantzi, 2002; Hatter & Bass; Koh, Steers, & Terborg, 1995) and commitment to the organization (Barling et al., 1996; Koh et al., n.d.). Due to its impact on personal and organizational outcomes, transformational leadership is needed in all organizations (Tucker & Russell, 2004). Transformational leadership is comprised of five dimensions which are idealized influence (attribute and behavior), inspirational motivation, intellectual stimulation, and individualized consideration (Bass, 1985).

Idealized influence describes the degree to which leaders are perceived as inspiring role models (Moss & Ritossa, 2007). These leaders are admired, respected, and trusted; followers identify and pursue their leaders (Bass et al, 2003). Idealized influence consists of two forms; idealized influence attribute in which leaders receive trust plus respect, and idealized influence behavior in which leaders exhibit excellent behavior and might sacrifice their own needs to improve the objectives of their work-group (Moss & Ritossa, 2007).

Inspirational motivation describes the degree to which the leader states a vision that is

attractive and encouraging to followers (Judge & Piccolo, 2004). Leaders strengthen followers by viewing the future with optimism (Antonakis et al, 2003), and act in ways that motivate those around them by providing meaning and challenge to their followers work (Bass et al, 2003). Intellectual stimulation explains the degree to which the leaders stimulate their followers' endeavors to be innovative and creative (Limsila & Ogunlana, 2008), and consider old organizational problems with a new perspective (Moss & Ritossa, 2007).

Individualized consideration refers to the degree to which leaders providing support, encouragement, and coaching to followers (Yukl, 2006). The leaders listen carefully to the individual needs of followers and may delegate certain responsibilities to help followers grow through personal challenges (Bass & Avolio, 1994; Bass et al, 2003; Judge & Piccolo, 2004; Northouse, 2007). Hence, transformational leaders help followers by arranging their values and norms; encouraging them to bring change in their personal as well as organizational life; and help them to perform beyond their expectations (House and Shamir, 1993; Jung and Avolio, 2000).

Transactional Leadership

Transactional leadership is the second part of transformational leadership theory. Transactional leadership concentrates on the exchanges that occur between leaders and their followers (Northouse, 2007), which helps follower to fulfill their own self-interests (Bass, 1999). Transactional leaders clarify followers' responsibilities, their performance objectives, and their tasks that must be completed (Eptropaki & Martin, 2005). This type of leadership deals with maintaining the current situation and motivating people through contractual agreement (Bass, 1985; Jung et al, 2008).

Transactional leaders direct followers to achieve established goals by explaining role

and task requirements (Armandi et al, 2003). This leadership style tends to emphasize extrinsic rewards, such as monetary incentives and promotion (Jung et al, 2008). Transactional leaders prefer to avoid risk and focus on efficiency (Levy et al, 2002). It can be concluded that transactional leaders help the followers to identify what must be done to accomplish the described results such as better-quality output, more services, and reduce the cost of production.

Transactional leadership is comprised of three dimensions which are a contingent reward, management by exception active, and management-by-exception passive. *Contingent reward* describes the degree to which the leader determines rewards in exchange for followers' efforts to satisfy organizational goals. It includes clarification of the work required to obtain rewards and the use of incentives to influence motivation. Leaders must clarify the expectations and present recognition when goals are accomplished (Limsila & Ogunlana, 2008; Yukl, 2006). *Management-by-exception active* explains the degree to which a leader watches followers closely for mistakes or role violations (Northouse, 2007). Active leaders check follower behaviors, predict problems, and take corrective actions before the behavior makes severe difficulties (Judge & Piccolo, 2004). *Management-by-exception passive* leaders wait for deviances, mistakes, and errors to happen and then take corrective action (Judge & Piccolo, 2004; Bass & Avolio, 1994). They do not actively seek out deviations from desired performance and only take corrective action when problems occur (Pounder, 2001). This type of leader avoids describing agreements, explaining expectations and standards to be achieved by subordinates, but will intervene after particular problems become apparent.

Several experts believe that transformational leadership produces greater effects than transactional leadership (Avolio & Bass, 2004; Dvir et al, 2002; Erkutlu, 2008;

Northouse, 2007; Waldman et al, 2001). Although applying transactional leadership results in expected outcomes, transformational leadership results in performance that goes beyond expectation and leads organizations to triumph (Avolio & Bass, 2004; Erkutlu, 2008; Limsila & Ogunlana, 2008).

The newer paradigm adds transformational leadership to the previous transactional leadership model (Avolio & Bass, 2004), a combination of both leadership styles produces greater outcomes (Sirisetti (2011; Yukl, 2006,). They believe that transformational leadership is not a substitute for transactional leadership rather it augments transactional leadership in achieving the goals of the leaders, associate, group, and organization.

Laissez-faire Leadership

Laissez-faire leadership represents a type of behavior in which leaders display a passive indifference towards their followers (Moss & Ritossa, 2007). Laissez-faire leaders incline to move out from the leadership role and offer little direction or support to followers (Kirkbride, 2006), they avoid making the decision, give up responsibilities, and are indifferent to the needs of their followers. It is believed that laissez-faire is the passive avoidant and ineffective type of leadership theory. Leadership and organizational effectiveness are advantages of transformational leadership in comparison with transactional leadership.

Leadership Effectiveness

Leadership effectiveness is crucial to success in any organization. It closely depends on outcomes and consequences of the leaders' activities for followers and organization (Hur et al, 2011; Hogg et al, 2005; Bruno & Lay, 2006, Erkutlu, 2008 Yukl, 2006). Thus, appropriate leadership style is an important factor that influences the effectiveness of leaders. Leaders to be effective require good relationships with their followers because these relationships should enhance

followers' well-being and work performance (Hogg et al, 2005). Because of their close relationship with followers, transformational leaders should be more effective than other leaders. In turn, the organization will be directed towards effectiveness and productivity by motivating followers toward the extra effort, increasing followers' job satisfaction, improving their performance beyond expectation, and cultivating creativity and innovation in the organization (Zaidatol Akmaliah et al, 2011). Moreover, it has positive effects on leader effectiveness and performance (Hur et al, 2011; Burke et al, 2006; Judge & Piccolo, 2004). The outcomes that are obtained by transformational leadership are greater than what transactional leadership does.

Research findings in different contexts have indicated a statistically significant relationship between leadership effectiveness and different dimensions of transformational leadership as well as transactional contingent reward and management-by-exception (Lowe et al, 1996; Bass & Yammarino 1991; Kirby et al, 1991). Erkutlu's (2008) findings revealed that all dimensions of transformational leadership were positively correlated with leadership effectiveness while laissez-faire leadership was found to be negatively correlated.

Leadership Qualities and Service Delivery

Literature suggests there are diverse linkages between leadership qualities and service delivery indicators in the organization in the private and public sectors. Research on leadership styles has focused on the orientation of the leader toward completing tasks, motivating people, and the leadership styles (Bolman & Deal, 2008). Burke and Collins (2005) for example find that leadership qualities have an impact on the performance of tasks and in turn how services are delivered. Bennis (2003) asserts that leaders add value by thinking abstractly and strategically, articulating a vision and

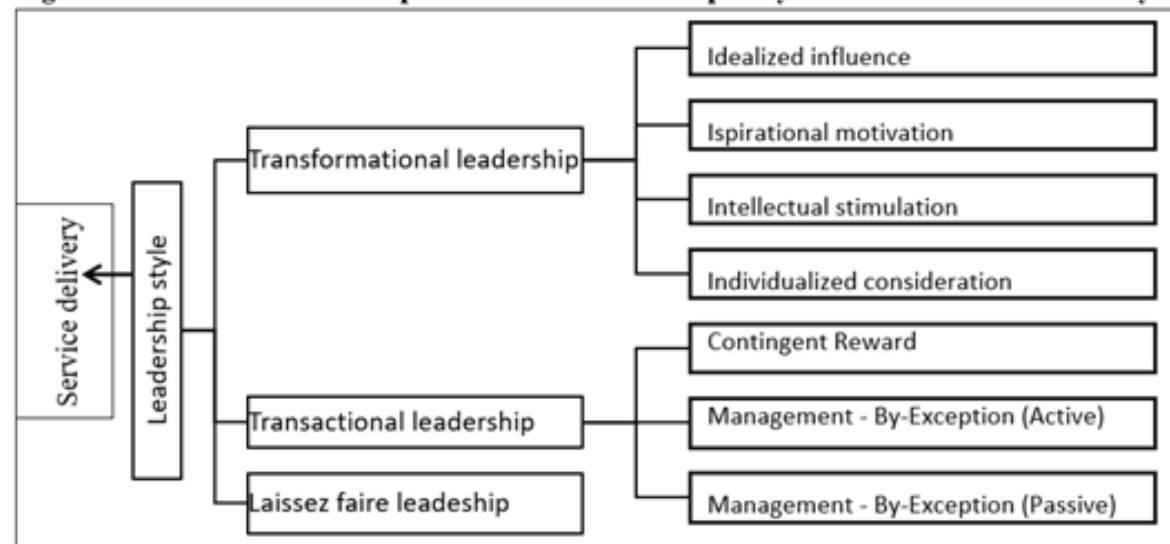
purpose for followers, and providing a vision, and even hope, for workers.

Sarver and Miller (2014) found transformative leaders as most effective among the law enforcers in the Texas United States of America. Transformational leaders were characterized as confident, energetic, and open-minded. Nevertheless, it is clear that successful and sustainable performance in any organization is linked to its effective leadership approaches and management practices, the capabilities and capacity of individuals and teams (Cronje, H., & Willem, P, 2010).

commitment, performance and thereby service effectiveness (Bass, 199; Lowe et al., 1996, and Tsigu & Rao, 2015; Aboshaiqah et.al., 2014). Numerous studies in the past report that transformational leadership is predominant have a positive influence on the followers.

This study discussed the full range leadership model among the various leadership styles (developed by Bass and Avolio, 1994; 1997). This model depicts that leader as employing a wide range of different forms of leader behaviors.

Figure 1: The relationships between leadership styles and service delivery



(Adapted from Bryman, 1992: 50)

Conceptual Framework

Leadership is a dominion course of action between leaders and followers. The leader aims to persuade the followers' performance to accomplish the organizational objectives and goals (Yukl, G. A., 2012; Bass, B. M., & Avolio, B. J., 1994). Research has shown that transactional, transformational, and laisses-faire leadership are common to affect the effectiveness of the employees in the organization (Bass, 1999, 2000; Tsigu & Rao, 2015; Aboshaiqah et.al., 2014).

Many scholars confirm that transformational, transactional and laisses-faire leadership boost employee attitude toward

The range of behaviors starts with transformational leader behaviors to transactional leader behaviors reaching the lowest leader interaction of laissez-faire leader behavior (Bass & Avolio, 1994). These leadership styles have been described to have a direct effect on individual and organizational level outcomes (Bass, 1990a; Yukl & van Fleet, 1992).

At this point, based on the above literature, it seems logical to infer and adopt the relationship between the three-leadership style and service delivery using the following framework (see figure1).

In sum, there is a high probability that the leadership factors advocated by Bryman (1992), Sloane (2003), Kennedy (2002) and Taylor (2003) can promote effective service delivery. Moreover, these characteristics can promote a sustainable public service, which in turn will improve its ability to deliver services to society.

Materials and Methods

Research Design

To generate quantitative data the study used a survey design where the sample of respondents was drawn using the appropriate scientific method. The targets for the survey design were employees of the municipal. To achieve this, standard questionnaires (Multifactor Leadership Questionnaire (MLQ) **which is most** commonly used measures for evaluating a subordinate's perceptions of his/her supervisor's transformational, transactional, and passive leadership behaviors (Avolio, 1995; Bass, 1998; 1997; Bass & Avolio,1995), along with a written description of why certain questions or sections have been included.

Administratively, Ethiopia is divided into nine geographical regions and two administrative cities. The sample for this study was designed to provide estimates of key indicators for the selected municipal regional offices.

Two-stage samplings were applied in order to select the samples. Regions and administrative cities are the primary sampling unit (PSU) and customers of municipalities in the selected regions are secondary sampling units (SSU). From nine regions three regional cities (Hawassa, Bahirdar, and Adama) and from two administrative cities one administrative city (Dire Dawa) was selected purposely at the office level. In the second stage of selection, a fixed number of 193 employees from each cluster (Cities) was selected randomly to participate in this study. For this survey, the sample size has been determined using

variables for each objective, and then the maximum sample size was considered.

In the survey of employees of municipal on the effectiveness of leadership in the service delivery process, the sample size was determined using population proportion formula with 95% confidence interval, using the following assumptions and parameters: Prevalence rate of employees' response on the effectiveness of leadership in accelerating service delivery in the cities considered as 50%, 5% margin of error and design effect of 2 for its multistage sampling. Hence, the following formula is applied to calculate the sample size.

Where:

n = required sample size

p = proportion of respondents with the population of interest, which is 50%

$1-p$ = the proportion of the remaining population proportion 50%

Z = Confidence limit, which is usually at 95% level or 1.96

d = Margin of error level and usually estimated as 5% or 0.05.

After identifying the selected employees (in the sampled cities) the enumerators were collected the necessary data using the structured questionnaire designed for this study. Finally, 193 samples of employees are selected proportionally from each city.

Methods of Data Analysis

The collected data were coded, entered into the computer for analysis. Both descriptive and inferential statistics were used. Descriptive statistics were applied to produce frequency tables, graphs, and other numeric and pictorial displays and inferential statistics were used to measure the leadership effectiveness and the relationships between leadership and service delivery in accelerating quality service like correlations and regression analysis.

Inclusion Criteria

The study considered all existing employees to participate in the survey while data collection. Employees who had at least 6 months of experience were taken as eligible. Participation was purely being on a voluntary basis.

Ethical Considerations

Permission to conduct the study was secured from our university. Above all, the permission from study participants was secured orally to ensure that data should be generated with the full consent of each participant.

Results and Discussions

The present debate in the public service on the issue of improving service delivery takes place in the context of a changing public service. The purpose of this study is to determine the effect of the leadership style of the leaders/managers in the municipality in accelerating service delivery. In this chapter both descriptive statistics together with inferential statistics have been appropriately applied in order to come up with an overall better result of the research studied. The general information and survey questions results are plainly discussed hereby applying frequencies, percentages, correlations, and multiple regression outputs.

Demographic Profile of the Respondents

Table 1 below presents the profile of respondents. The participants were asked about their demographic information contains gender, marital status, position, years of experience, and education level. The majority of the respondents are male 64.1% whereas the rest 35.9% are females. Regarding the marital status of the respondents, 62.8 % are married and 32.7 % are single. In terms of length of service years 3.9% below 1 year, 35.2% has 1 – 5 years, 27.9% has 6-10 years, 18.0 % has 11- 15

years, and the rest 15.1 % years' work experience. Table 1 also shows that the majority of the respondents have a BA/BSc Degree, which is 58.5%. About 31.1 % of the respondents are MA/MSc degree holders and the rest 10.4% are diploma and below diploma holders.

Table 1: Demographic characteristics of the respondents

| | | Frequency | Percentage |
|--|----------------|-----------|------------|
| Gender | Male | 492 | 64.1 |
| | Female | 276 | 35.9 |
| Marital Status | Single | 286 | 37.2 |
| | Married | 482 | 62.8 |
| Years of Experience/Below 1 year | | 20 | 3.9 |
| Service Year | 1-5 years | 270 | 35.2 |
| | 6-10 years | 214 | 27.9 |
| | 11-15 years | 138 | 18.0 |
| | Above 15 years | 116 | 15.1 |
| What is the higher level/MSc/MA of education you have/BA/BSc Degree completed? | | 239 | 31.1 |
| | BA/BSc Degree | 449 | 58.5 |
| | Diploma | 72 | 9.4 |
| | Certificate | 8 | 1.0 |

Descriptions of Leadership Dimensions

The findings are analyzed and interpreted in relation to the objectives of the study. The internal consistency of the items is assessed by computing the Cronbach's coefficient, α . In this regard, the resulting α coefficient of reliability is calculated as 0.81 for transformational, 0.80 for transactional, and 0.85 for Laissez-Faire dimensions. Hence, we can say that items are acceptable for the analysis.

For the descriptive part, the mean and standard deviations of the variables that are involved in the model are analyzed. For reasons of standardization, we chose to assign a five-point response scale ranging from 1 (strongly disagree) to 5 (strongly agree) to each of the MLQ-5X items. Scores over 4 are considered high and desirable. (Rowold, 2004b)

Transformational Leadership

Transformational leaders are proactive, raise follower awareness for transcendent collective interests, and help followers achieve extraordinary goals. Based on the models that have been previously tested in the literature or have been hypothesized to better portray the data we grouped the

indicators of the transformational leaders as Idealized attributes, idealized behaviors, inspirational motivation, intellectual stimulation, and individualized consideration. The transformational leadership of a leader is rated by his/her subordinates. In Table 2 the means and standard deviations of each transformational leadership dimension and statement can be found. The means for each dimension ranged from the lowest for idealized influence attributes, 3.33 (Std. Dev. = 0.03), to the highest for individual consideration, 4.46 (Std. Dev. = 0.04).

The highest-rated statement overall is in the individual consideration dimension of transformational leadership. The statement read, "Treats each person as individuals with different needs, abilities, and aspirations," and had a mean score of 4.52 (Std. Dev. = 0.71). With this statement being the highest-rated, it is possible that a leader who treats each person as individual with different needs, abilities, and aspirations may be perceived as an effective leader. The next highest rated statement is another individual consideration statement which read, "Focuses on developing individual strengths," and had a mean score of 4.46 (Std. Dev.= 0.74).

The highest-rated statement for idealized influence attributes is, "Instills pride in being associated with manager," and received a mean score of 3.43 (Std. Dev.= 1.14). For idealized influence behaviors, the highest-rated statement read, "Discusses most important values and beliefs," with a mean score of 3.72 (Std. Dev. = 0.97). The highest mean for an inspirational motivation statement is 3.75 (Std. Dev. = 0.92) and the statement is, "Talks optimistically about the future."

Table 2: Mean Rating and Standard Deviations for Transformational Leadership of Leaders

| DIMENSIONS WITH THEIR STATEMENTS | Mean | Std. Deviation |
|---|------|----------------|
| IDEALIZED INFLUENCE ATTRIBUTES | 3.33 | 0.83 |
| • Instills pride in being associated with manager | 3.43 | 1.14 |
| • Goes beyond self interest for the good of the group | 3.44 | 1.20 |
| • Actions build respect | 3.39 | 1.20 |
| • Displays a sense of power and confidence | 3.25 | 1.08 |
| IDEALIZED INFLUENCE BEHAVIORS | 3.58 | 0.88 |
| • Discusses most important values and beliefs | 3.72 | 0.97 |
| • Specifies the importance of having a strong sense of purpose | 3.71 | 1.07 |
| • Considers the moral and ethical consequences of decisions | 3.41 | 1.08 |
| • Emphasizes the importance of having a collective sense of mission | 3.49 | 1.11 |
| INSPIRATIONAL MOTIVATION | 3.67 | 0.89 |
| • Talks optimistically about the future | 3.75 | 0.91 |
| • Talks enthusiastically about what needs to be accomplished | 3.74 | 0.95 |
| • Articulates a compelling vision for the future | 3.64 | 1.07 |
| • Expresses confidence for achieving goals | 3.55 | 1.00 |
| INDIVIDUAL CONSIDERATION | 4.46 | 0.84 |
| • Spends time teaching and coaching | 4.40 | 0.79 |
| • Treats each person as individual with different needs, abilities, and aspirations | 4.52 | 0.71 |
| • Focuses on developing individual strengths | 4.46 | 0.74 |
| INTELLECTUAL STIMULATION | 3.64 | 0.86 |
| • Re-examines critical assumptions to question whether they are appropriate | 3.73 | 0.90 |
| • Seeks differing perspectives when solving problems | 3.72 | 0.94 |
| • Gets me to look at problems from many different angles | 3.65 | 0.87 |
| • Suggests new ways of looking at how we do our jobs | 3.63 | 1.05 |
| Overall Transformational | 3.73 | 0.84 |

Transactional Leadership

Transactional leadership is an exchange process based on the fulfillment of contractual obligations and is typically represented as setting objectives and monitoring and controlling outcomes. The transactional leadership consists of the following dimensions: Contingent rewards, management-by-exception active, and passive. With regard to transactional leadership, the highest mean score is for management by exception (passive) with a mean of 4.10 and standard deviation of 0.05. The attribute 'Fails to intervene until problems become serious is the highest mean (4.40) from management by exception (passive) with a standard deviation of 0.84. The lowest mean score is for the contingent reward with a mean of 3.41 and a standard deviation of 0.06. The attribute 'Provides assistance in exchange for effort' is the lowest mean (3.34) from contingent reward with a standard deviation of 1.10.

Table 3: Mean Rating and Standard Deviations for Transactional Leadership of Leaders

| DIMENSIONS WITH THEIR STATEMENTS | Mean | Std. Deviation |
|--|------|----------------|
| CONTINGENT REWARD | 3.41 | 0.96 |
| • Clearly expresses rewards for performance meeting designated standards | 3.35 | 1.16 |
| • Provides assistance in exchange for effort | 3.34 | 1.10 |
| • Expresses with a well-accomplished task | 3.56 | 1.04 |
| MANAGEMENT BY EXCEPTION (ACTIVE) | 3.61 | 0.95 |
| • Spends time extinguishing "fires" | 3.51 | 1.02 |
| • Keeps track of mistakes | 3.72 | 1.02 |
| • Directs attention toward failure to meet standards | 3.59 | 0.93 |
| MANAGEMENT BY EXCEPTION (PASSIVE) | 4.10 | 0.95 |
| • Fails to intervene until problems become serious | 4.40 | 0.84 |
| • Things have to go wrong before taking action | 4.30 | 0.86 |
| • Shows to be a firm believer in "If it ain't broke, don't fix it" | 3.99 | 0.96 |
| • Problems must become chronic before taking action | 3.70 | 0.93 |
| Overall Transactional | 3.71 | 0.99 |

Laissez faire Leadership

The Laissez-faire scale identifies leaders who tend to avoid involvement. This leadership style could be easily defined as "non-leadership" and is the exact opposite of an efficient transformational leadership style. Permissive leaders refuse to assume the responsibilities that are part of their position as leaders: they do not offer enough information to their followers, do not offer feedback, do not acknowledge or work towards their followers' satisfaction. High scorers in this scale avoid approaching important problems, are absent when needed, avoid making decisions, and have late reactions to urgent problems. In this regard, the mean score for Laissez-faire is 3.78 and the standard deviation is 0.08. This shows leaders of the municipal are rated as Laissez-faire by their followers'. The most prevalent problems show by the leaders are delaying responding to urgent questions and avoid making decisions.

Table 4: Mean Rating and Standard Deviations for Laissez-Faire Leadership of Leaders

| DIMENSION WITH THEIR STATEMENT | Mean | Std. Deviation |
|---|------|----------------|
| LAISSEZ FAIRE | 3.78 | 0.08 |
| Avoids getting involved when important issues arise | 3.79 | 0.89 |
| Avoids making decisions | 3.86 | 1.07 |
| Delays responding to urgent questions | 4.01 | 0.97 |
| Is absent when needed | 3.48 | 1.05 |
| Overall Laissez Faire | 3.78 | 0.58 |

Furthermore, to determine the type of leadership practiced by leaders in the municipality, the means and standard deviations of the scores were compared for the three-leadership style. It is logical to infer that a higher scale score would indicate a higher likelihood of endorsing that particular leadership style. From the above table 3 on the mean score of leadership dimensions, the following leadership styles emerged as dominant: Individual Consideration and management by exception (passive), and Laissez-faire Leadership. These leadership styles appear to be preferred by the leader respondents in the study. Idealized influence attributes seem to be the least preferred leadership style.

Transformational had a mean score of 3.73 and a standard deviation of 0.14. Transactional leadership style had a mean of 3.71 and a standard deviation of 0.09. Laissez-faire had a mean of 3.78 and a standard deviation of 0.58.

The responses of the raters for transformational, transactional, and laissez-faire as revealed on the above three tables that the majority of raters perceived that the leaders are a laissez-faire leadership. This indicates that most raters felt the leaders were a laissez-faire leadership style. This means that many respondents placed the

leaders at a score of four indicating they felt the leader is laissez-faire, "agree".

Table 5: Descriptive of Dimensions

| Dimensions | Mean | Std. Deviation |
|-----------------------------------|------|----------------|
| Transformational | 3.73 | 0.14 |
| Idealized influence attributes | 3.33 | 0.84 |
| Idealized influence behaviors | 3.58 | 0.85 |
| Inspirational motivation | 3.67 | 0.73 |
| Individual consideration | 4.46 | 0.53 |
| Intellectual stimulation | 3.64 | 0.63 |
| Transactional | 3.71 | 0.09 |
| Contingent Reward | 3.41 | 0.75 |
| Management-by-Exception (active) | 3.61 | 0.70 |
| Management-by-Exception (passive) | 4.10 | 0.58 |
| Laissez Faire | 3.78 | 0.58 |
| perceived service delivery | 3.74 | 0.54 |

The Effects of Perceived Leadership in Accelerating Service Delivery

Correlation Analysis

The next step of this research was to find if there is any correlation between the dimensions of leadership styles and service delivery. The Pearson correlation analysis was conducted and its values range from -1 to +1. The value closer to either -1 or +1 is the stronger the correlation. The positive correlation shows direct relationships whereas the negative correlation is an inverse relationship. Table 6 presents the correlation analysis data between the mean values of the dimensions of transformational, transactional, and laissez-faire leadership style factors and perceived service delivery.

The correlational coefficients were 0.305 for transformational leadership. This indicated that there is a significant (p-value<0.01) but weak relation between perceived service delivery and transformational leadership style. The findings of transformational leadership were consistent with Aboshaiqah et al (2015). Similarly, there is a significant (p-value<0.01) but weak relation between perceived service delivery and transactional leadership style with a correlation coefficient

of 0.275. however, the relationship between perceived service delivery and laissez-faire leadership is negative (-0.214) but significant (p-value<0.01).

The Bartlett's test of sphericity can be used to test for the adequacy of the correlation matrix, i.e., the correlation matrix has significant correlations among at least some of the variables. Bartlett's test of sphericity tests the assumption that the correlation matrix is an identity matrix, that is, all the diagonal terms are 1 and all off-diagonal terms are 0. In the present analysis, the Bartlett's test of sphericity yielded a Chi-Square value of 720.2 and an associated level of significance smaller than 0.00. As can be seen from the above table, all the variables are correlated. Thus, the hypothesis that the correlation matrix is an identity matrix is rejected so that variables are correlated. According to Nancy L. et al. (2005), the KMO (Kaiser-Meyer-Olkin) Measure the sampling adequacy and found it to be 0.772 which is higher than the minimum standard 0.7 designating each dimension has enough items.

Multiple Regressions Analysis

Before analyzing the regression model results, the model adequacy has to be checked. The key assumptions of the regression model are linearity, normality, multicollinearity, and homoscedasticity.

Multicollinearity refers to the situation in which the independent/predictor variables are correlated. When independent variables are linearly related, there is "overlap" or sharing of predictive power. This may lead to the paradoxical effect, whereby the regression model fits the data well, but none of the predictor variables has a significant impact in predicting the dependent variable. For this research, both the "tolerance" values (greater than 0.10) and the "VIF" (Variance Inflation Factor) values (less than 10) are all quite acceptable and also there is no high correlation (r> 0.8) among the independent

variables (Table 9). Thus, multicollinearity does not seem to be a problem for this study (the highest VIF is 1.99). The P-PLOT is a normality probability plot that can be used to

Another assumption to be checked in fitting a regression model is the assumption of equal variance, homoskedasticity, which means that the error variance associated with the

Table 6: Correlations between Perceived Service Deliveries with Leadership Styles

| | | Perceived service delivery | Transformation | Transactional | Laissez Faire |
|----------------------------|---------------------|----------------------------|----------------|---------------|---------------|
| Perceived service delivery | Pearson Correlation | 1 | .305** | .275** | .214** |
| | Sig. (2-tailed) | | 0.000 | 0.000 | 0.000 |
| Transformation | Pearson Correlation | .305** | 1 | .688** | .393** |
| | Sig. (2-tailed) | 0.000 | | 0.000 | 0.000 |
| Transactional | Pearson Correlation | .275** | .688** | 1 | .356** |
| | Sig. (2-tailed) | 0.000 | 0.000 | | 0.000 |
| Laissez Faire | Pearson Correlation | -.214** | -.393** | -.356** | 1 |
| | Sig. (2-tailed) | 0.000 | 0.000 | 0.000 | |

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

Table 7: KMO and Bartlett's Test

| KMO and Bartlett's Test | | | |
|--|--------------------|---------|--|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .772 | |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 720.223 | |
| | df | 6 | |
| | Sig. | .000 | |

investigate whether the data are from a normal distribution. The data are plotted against a theoretical normal distribution in such a way that the points should form an approximate straight line. The P-P plot (Figure 2) below shows that all points are near to the linear lines and this indicates that the assumptions of normality were satisfied. The assumption of normality of the dependent variable is one of the basic criteria to fit and use a regression model.

Figure 2: The Normal P-P Plot

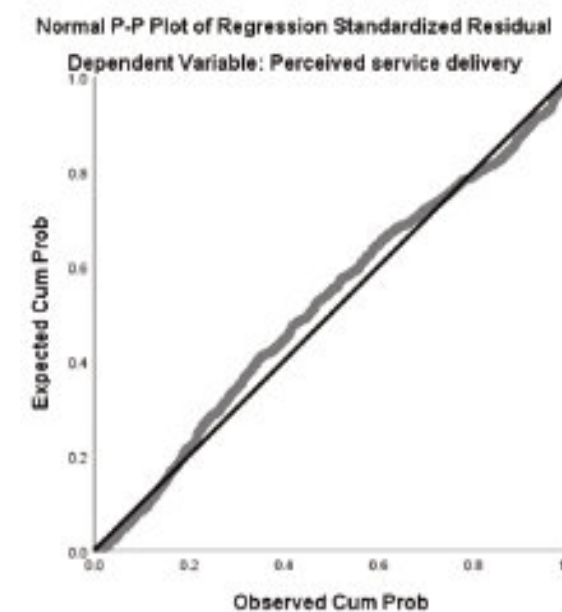
regression model is equal across all levels of the independent variable or the variance of the dependent variable does not change for each observation or for a range of observations. For this assumption test, we use plots of the residuals which are useful for revealing heterogeneous variances. In our data, the points of the scatterplot are evenly distributed, with no patterned relationship between the residuals and the predicted value. This indicated that the data has no problem with heteroscedasticity. Figure 3 displays the results for the test for homogeneity.

Multiple regression is a statistical technique through which one can analyze the

relationship between a dependent or criterion variable and a set of independent or predictor variables. Multiple steps have been undertaken to come up with the best-fit prediction equation where Transformation, Transactional, and Laissez-faire dimensions are the independent variables and the overall respondents' perceived service delivery is the dependent variable.

The relationship between the perceived service deliveries of the followers on the leaders' leadership style was estimated. For this purpose, a multiple linear regression model was performed.

Evaluating the Strength of Prediction Equation: In this study, the results from the study are presented in the ANOVA table (see Table 8). The F value serves to test how well the regression model (Model 1) fits the data. For this study, the computed F statistic is 31.295, with an observed significance level of P-value<0.001.



Thus, the assumption that there is no linear relationship between the predictors and the dependent variable is rejected and that the independent variables significantly predict perceived service delivery. This shows the regression equation is strong enough to

explain the relationship between the dependent and independent variables.

The correlation analysis (Table 6) ascertained that the three independent variables - transformational, transactional, and laissez-faire mean leadership style have a significant linear relationship with the dependent variable perceived service delivery.

To gain further insights about how much of the perceived service delivery of employees is explained by leadership style of leaders, an R square is computed (see Table 9 of model 3).

According, about 56.5 % of the variation in perceived service delivery is accounted for the three-leadership style jointly.

Identifying Independent Relationships

Once it has been established the adequacy of the multiple linear regression model, the model can be fitted to assess the relative contribution of each leadership style (independent variable) on perceived service delivery.

Table 10 presents the results of the multiple regression analysis of the influence of mean leadership styles on perceived service delivery. The result indicated that transformational leadership style has a positive and significant predictor (P<0.05) of perceived service delivery in municipalities. In transformational leadership, leaders are more engaged in the uplifting of the employee morals and the employees develop a high level of trust and confidence in their leader. This is consistent with the finding of many scholars (Aboshaiqah et al, 2015; Tsigu, G. T., & Rao, D. P., 2015; Bass,1990; Krishnan, 2005; House and Shamir, 1993; Jung and Avolio, 2000). Transformational leaders providing support, focuses on developing strengths, encouragement, and spends time teaching and coaching followers. This implies that transformational

Figure 3: The Scatter Plot for linearity and Homoscedasticity

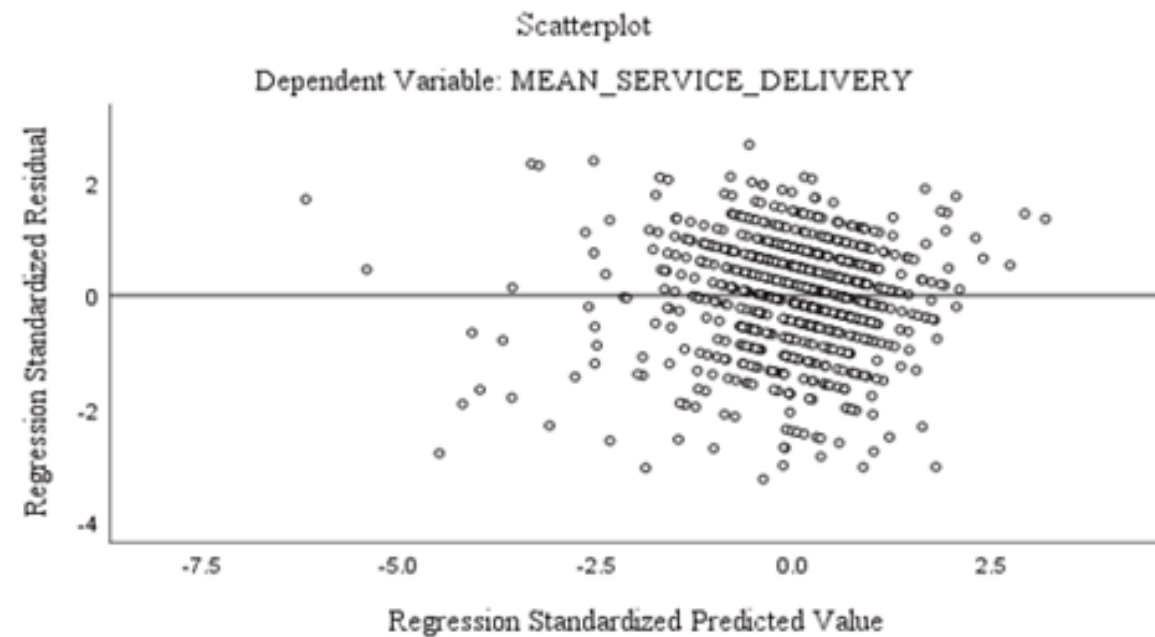


Table 8: The regression ANOVA table

| ANOVA ^a | | | | | |
|--------------------|----------------|-----|-------------|--------|-------------------|
| Model 1 | Sum of Squares | df | Mean Square | F | Sig. |
| Regression | 24.600 | 3 | 8.200 | 31.295 | .000 ^b |
| Residual | 200.182 | 764 | 0.262 | | |
| Total | 224.782 | 767 | | | |

a. Dependent Variable: perceived service delivery
b. Predictors: (Constant), Transformation, Laissez Faire

leaders give individual consideration, they treat each employee as individual with different needs, abilities, and aspirations (Yukl, 2006). Other characteristics that are most portrayed in transformational leaders were inspirational motivation in which

leaders talk optimistically about the future, enthusiastically about what needs to be accomplished, and articulates a compelling vision for the future.

The results of the research suggest that there is a positive and significant ($P < 0.05$) relationship between perceived service delivery and transactional leadership. This implies that transactional leadership style contributes significantly to the acceleration of the service delivery in municipalities. This finding is in agreement with Hasim and Mahmood, 2012 transactional leadership style has a positive relationship with service quality and other organizational outcomes.

Table 9: Evaluating the Regression Model

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|-------|------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 3 | .751 | .565 | .533 | .585 | .565 | 17.631 | 5 | 68 | .000 |

ransactional leadership style encompasses three dimensions which are the contingent reward, management by exception active,

values (standardized regression coefficients of Table 10 model 2) as a basis for comparing the effects of leadership style on perceived

Table 10: The regression outputs

| Model 2 | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|----------------|-----------------------------|------------|---------------------------|--------|-------|-------------------------|-------|
| | B | Std. Error | Beta | | | Tolerance | VIF |
| (Constant) | 1.980 | 0.183 | | 10.845 | 0.000 | | |
| Transformation | 0.255 | 0.064 | 0.192 | 3.980 | 0.000 | 0.501 | 1.994 |
| Transactional | 0.121 | 0.054 | 0.107 | 2.251 | 0.025 | 0.518 | 1.931 |
| Laissez Faire | -0.093 | 0.035 | -0.101 | -2.692 | 0.007 | 0.832 | 1.202 |

and management-by-exception passive. Transactional leaders set performance goals and standards for followers in exchange for value outcomes (Bass & Avolio, 2003).

The finding of the study revealed that the laissez-faire leadership style had a negative effect on perceived service delivery. According to James & Collins, 2008, the laissez-faire leader is an extreme passive leader who is unwilling to influence subordinates' freedom and abdicates his responsibilities. Laissez-faire leaders are failed to provide feedback and recognition to subordinates and they tend to ignore followers' needs, as they do not deal with work-related problems (Hinkin & Schriesheim, 2008b). The present results are consistent with the view that, even if laissez-faire leadership is a form of passive leadership, it can have destructive effects (e.g., Skogstad et al., 2007) because it can damage the employee-supervisor relationship. Everywhere, the assigned leader who frequently avoids responsibilities and shirks duties is perceived as ineffective and dissatisfying by followers. Nonetheless, the present findings suggest that the negative effects of laissez-faire leadership are not universal.

Finally, considering the nature of the variables which are measured on the same five-point scale, it is possible to make Beta

service delivery. The size of the Beta weights indicates the strength of their independent relationships. From the coefficients table, it can be seen that transformation leadership has the highest Beta ($B=0.192$, $t=3.980$, $p\text{-value} < 0.00$); transactional has the second-highest Beta coefficient of 0.107 ($t=2.251$, $p < 0.025$) and Laissez-Faire has the Lowest Beta coefficient of 0.101 ($t=-2.692$, $P < 0.007$). The direction of the coefficients also sheds light on the nature of the relationships.

Conclusion and Recommendations

Conclusion

This study focused on the effects of leadership style in accelerating service delivery. This study sought to examine the relationships between leadership style indicators and perceived service delivery.

The study uses the full range MLQ- 5X model to assess and understand the leadership style of leaders or managers in the municipality and how these leadership styles affect service delivery. This will help the leaders to identify which leadership styles is enhance quality service delivery and thereby make necessary improvements. To achieve this, it is worth looking at the leadership styles of leaders and the service delivery in the municipality.

With regards to transformational leadership styles, the lowest score is for idealized influence attributes, and the highest is for individual consideration. The lowest score for idealized influence attributes indicates that leaders are weak in engender trust from and serve as role models for followers, the leaders are respected and hold referent power. On the other hand, the highest score is for individual consideration indicates that the leaders are excellent in recognizing and elevating follower needs and pushes them to higher levels of potential, identifies ways to encourage followers to improve their capabilities and to take on more challenging goals and opportunities. This individual consideration includes leaders treats each person as individuals with different needs, abilities, and aspirations and focuses on developing individual strengths.

The highest-rated idealized influence attributes are Instills pride in being associated with the manager. For idealized influence behaviors, the highest rated Discusses most important values and beliefs,” with a mean score of 3.72 (Std. Dev. = 0.97). The highest mean for an inspirational motivation statement is 3.75 (Std. Dev. = 0.92) and the statement is, “Talks optimistically about the future.”

With regard to transitional leadership, the highest mean score is for management by exception (passive) with a mean of 4.10 and standard deviation of 0.05. The attribute ‘Fails to intervene until problems become serious is the highest mean (4.40) from management by exception (passive) with a standard deviation of 0.84. The lowest mean score is for the contingent reward with a mean of 3.41 and a standard deviation of 0.06. The attribute ‘Provides assistance in exchange for effort’ is the lowest mean (3.34) from contingent reward with a standard deviation of 1.10.

The last form of leadership style considered is the Laissez-faire leadership style. In this

regard, the mean score for Laissez-faire is 3.78 and the standard deviation is 0.08. This shows leaders of the municipal are rated as Laissez-faire by their followers’. The prevalent problems show by the leaders are delaying responding to urgent questions and avoid making decisions.

By considering the overall mean and standard deviation of the three leadership styles comparisons are made. Transformational had a mean score of 3.73 and a standard deviation of 0.14. Transactional leadership style had a mean of 3.71 and a standard deviation of 0.09. Laissez-faire had a mean of 3.78 and a standard deviation of 0.58. This finding indicates that most of the followers categorize the leaders are Laissez-faire leadership style. This indicates that most of the leaders are not made decisions, are not take necessary actions and disregarded their responsibilities. This is the same as the absence of leadership or avoidance of it.

To see the relationship between the leadership style and the perceived service delivery the correlation analysis was computed. Accordingly, the correlational coefficients were 0.305 for transformational leadership, 0.275 for transactional leadership, and -0.214 for laissez-faire leadership with the perceived service delivery. This indicates that the relationships are weak. However, the analysis indicated that there is a statistically significant correlation (p-value<0.01) between transformational, transactional, and laissez-faire leadership styles with the perceived service delivery.

To see the effect of the leadership style on the perceived service delivery a regression model is fitted. The findings indicated that transformational and transactional leadership style has a positive and significant predictor (P<0.05) of perceived service delivery in municipalities. However, the Laisses-Faire leadership style had a negative but

significant (P<0.05) effect on perceived service delivery.

The study also shows that the laissez-faire leadership style is a relatively dominant leadership style in municipalities (indicated in the descriptive analysis). However, it has a negative relationship with perceived service delivery (as shown in the multiple regression model). This negative relationship in the multiple regression analysis between the perceived service delivery and laissez-faire leadership style indicated that leaders who practiced lease-faire leadership style more, the perceived service delivery will be ineffective. The poor service delivery in municipalities is partly attributed to the prevalence of the laissez-faire leadership style. Based on this conclusion, one may recommend that the laissez-faire leadership style should be changed to a mixed of transformational and transactional leadership styles, which has the strongest effect on service delivery, as per the regression result of this paper.

Recommendations

This chapter presents recommendations based on the research findings.

- Most of the leaders follow laissez-faire leadership style. The laissez-faire is the dominant leadership style among the leaders or managers in municipalities of selected cities in Ethiopia. Such leaders are not involved when important issues arise, they are not made decisions, delay responding to urgent questions and they absent when needed. This is the same as the absence of leadership. This indicates that the leaders or managers are not assigned based on their leadership or management skills. As an alternative, in short term, giving basic leadership skills through training or assigning an advisor in every action of the leadership can be an immediate solution. In the long-term giving leadership education for the leader or assign leaders based on their performance can supplement transactional leadership behavior with transformational leadership behavior.

- The study results recommended that

leaders should adopt a hybrid approach in combination with transformational and transactional leadership styles in municipalities.

- The suggestion for future research on this subject is to employ longitudinal study to see if there were any developments, with possibilities to create a training program for the leaders to work on their weaknesses on leadership style and finally to improve service delivery.

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