

The Effect of Leadership Style on the Performance of Civil Service Organizations in Addis Ababa City Administration

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Abstract

The main purpose of this study was to analyse the effect of leadership styles on the performance of civil service organization of Addis Ababa city administration. The study has employed concurrent mixed research, and both descriptive and explanatory research designs. The study has included 400 sample employees. Purposive and simple random sampling (lottery method) were used to select and access the sample key informants and for questionnaire distribution respectively. Both primary and secondary data were used. The data was collected using questionnaires, key informant interviews, and FGD. The quantitative data was analyzed using descriptive and inferential statistical (regression) analysis. On the other hand, the qualitative data was analyzed using thematic analysis. The findings of the study show that the current level of performance of the civil service organizations is found to be low. Autocratic leadership is a dominant leadership style practiced in the study area, followed by democratic style. Laissez-faire leadership is relatively less practiced but has a positive and insignificant effect on organizational performance. Though, autocratic leadership style is dominant, it has significant negative effect on the performance of organizations. As a result, it has been suggested to the organizations and/or leaders to dominantly exercise democratic leadership styles and benevolent autocratic leadership styles, for in order to boost organizational performance.

Key words: Leadership style, organizational performance, Dominant Leadership style

1. Introduction

Leadership has got due emphasis in the contemporary public sector management arena. Leadership as a body of knowledge has been playing significant positive roles in ensuring positive social change across the globe. Leadership is essentially a continuous process of influencing individuals behavior and producing followers (when they are not obliged) to achieve a common goal. Generally speaking, scholars understand the art and science of leadership as the process that involves nurturing and maintaining Relationship/collaboration, producing willing

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followers and identifying Common purpose and inspiring followers and gearing all resources towards the common goal (Khan et al. 2014).

Organizational performance is defined as the ability to acquire, possess and mobilize human, financial and physical resources properly to achieve goals of the organization. Besides, organizational performance, it is defined as a product of the interaction among various departments and sectors in the organization (Stankard, 2002).

A style of leadership is the method that leaders use to practice their leadership role. Leadership style plays a vital role in today's public sector endeavors. Leadership style is the manner in which a leader wants to behave with his or her staff or colleagues and the manner in which they exercise the leadership role (Xenikou, 2017, Bhargavi & Yaseen, 2016).

Understanding the effects of leadership style on performance is also important because leadership is viewed by some researchers as one of the key driving forces for improving a firm's performance. Effective leadership is seen as a potent source of management development and sustained competitive advantage for organizational performance improvement (Xenikou, 2017, Klein et al., 2013).

Therefore, this study has strived to examine the dominant leadership style being practiced, the level of organizational performance and the effect of the leadership style on organizational performance in the selected civil service organizations of Addis Ababa City Administration.

2. Literature Review

2.1. Understanding Leadership

Leadership has been a topic of study for social scientists for much of the twentieth century, yet there has been no consensually agreed-upon definition of it. Many authors have studied this phenomenon, and some have argued that there is no conscious definition of what leadership is, no dominant paradigm for studying it, and little agreement regarding the best strategies for developing and exercising it (Johnny D.2016). However, Popa (2012) views leadership as a form of direction in which a person can give to a group of people he steers affairs in such a way that will influence the behavior of another individual, or group. Leadership is also perceived to be a reciprocal process of social influence, in which leaders and subordinates influence each other in order to achieve organizational goals. Cetin (2012), defines leadership as the process of influencing people so that they make an effort by their own will and enthusiasm towards obtaining the group's goals.

Leadership is a critical management skill, involving the ability to encourage a group of people towards a common goal. Leadership focuses on the development of followers, their needs and building their capacity (Klein et al., 2013). It is imperative for managers occupying leadership positions to focus on the development of value system of Employees, their motivational level and moralities with the development of their skills. This approach will essentially help followers achieve their goals as they work in the organizational setting. As posited by Khan et al. (2014), followers will be encouraged to be expressive and adaptive to new and improved practices and changes in the environment.

According to Michael (2010) leadership has a direct cause-effect relationship upon organizations and their success. Leaders determine values, culture, change tolerance and Organizational motivation. They shape institutional strategies including their execution and effectiveness. It should be stressed that leaders can be found at any level of an institution and are not exclusive to management. Successful leaders do, however, have one thing in common. They

influence those around them in order to reap maximum benefit from the organization's resources, including its most vital and expensive human resources/capital. This success can only be achieved and probably sustained in organizations where appropriate leadership style or styles are employed at a given time. Leadership is also a process which involves the use of non-coercive influence to shape a group or organizational goals, motivate behavior towards achieving the goals as well as define the group's culture (Atkinson, 2015).

Despite the variations in the definitions, there are at least three important implications of these definitions. Firstly, leadership is a process engaged in by certain individuals (leaders). It is an ongoing activity in an organization. Secondly, it involves other people in the form of subordinates or Employees who by their willingness are influenced by the leader. Therefore, the subordinates formalize the leader's authority by making leadership process possible. Thirdly, the aim of leadership is the accomplishment of a goal and objectives. Leaders therefore influence others to help accomplish group and organizational objectives. However, it should be noted that the use of appropriate leadership style at a given time is a conduit for organizational success.

2.2 Meaning and Indicators of Organizational Performance

Literally, Performance refers to the act or process of carrying out a given task/business; execution or fulfillment of a duty; achievement, the capability, etc. From leadership and management perspectives, Performance refers to the manner and level of an individual's, team's/group's and organization's accomplishment in fulfilling a prescribed purpose/goal. Thus, Organizational performance is described as the overall achievements and/or performance outcomes that are accomplished through resource mobilization and implementing the plans, strategies and set standards in the right direction.

On the other hand, performance standard is a management-approved expression of the performance threshold(s), requirement(s), or expectation(s) that must be met to be appraised at a particular level of performance. Performance standards are the descriptions or specifications of the required manner (behavior, quality, competence, etc) and level (result) of work performance. In order to ensure the required level of performance at all levels and verify if the set standards are met, leaders and managers should be good at the performance monitoring, evaluation, measurement, appraisal, rating and rewarding practice. Performance Monitoring is an ongoing process of follow-up, measurement, feedback and review of performance progresses (Oleng, 2018).

2.3 Relationship between Leadership Effectiveness and Organizational Performance

Over the last 25 years there has been considerable theoretical and empirical work conducted on organizational performance. This work has sought to better understand the antecedents, processes, and emergent states that facilitate effective organizational outcomes. An emerging area within this work is the role attributed to leadership in facilitating organizational performance enhancement (Jing and Avery, 2008).

Basically, where leaders are able to engender a sense of common purpose appealing to higher ideals and values, highlight the importance of the group's function and show concern for group members, positive outcomes are anticipated. Leaders play a key role in building performance within public organizations (Brewer and Selden, 2000). From a transactional leadership perspective, when leaders engage in contingent reward, organizational performance will rise as a result of Employees being clear on what they need to do and being motivated by the rewards they receive.

Leaders who engage in contingent reward and management by exception behaviors are likely to increase organizational performance within public organizations (Hugo Asencio, 2016).

In the last few decades, a number of scholars have found that managerial behavior does have an important influence on government performance. Although some authors have concluded that stronger determinants of performance are associated not with leadership but with contextual factors, there is general agreement that leadership has a positive impact on organizational performance (Andrews and Boyne, 2010; Dull, 2009; Morreale, 2009; Orazi et al, 2013).

Aligning the organizational strategy to organizational vision and mission is a critical success factor among other factors to improve organizational performance (Chandra, 2010). Organizational performance researchers argue that the ability to execute strategy is more important than the quality of the strategy itself (Zerihun and Tesfaye, 2014).

Bennis (as cited in Schuetz, 2016) came to the conclusion that positive, dynamic, and stimulating work environment is vital in encouraging Employees to perform better. He noticed that when people feel good about work, trust their leaders, and understand what leaders expect from them, they show more commitment, dedication and engagement, which results in higher performance and leads to the achievement of an organization's goals. Good leadership and management are essential to the successful operation and development of public social services and for achieving better outcomes for service users. In difficult economic times, when leaders and managers in the public sector are facing greater demands and shrinking resources, and making difficult decisions regarding budgets and organizational change, it is important to consider the qualities, skills and support needed by leaders and managers to be able to deliver quality, sustainable and efficient social services (www.esn-eu.org, 2013).

They felt that leadership involves setting and communicating the direction of where the organization is going and relies on the personal qualities of the leader to inspire and empower others to move in that direction. This suggests an emphasis on the transformational capability of leaders in social services to inspire change and motivate the workforce towards a common goal (Johnny, 2016).

2.4 Leadership styles and Theories

Leadership style is a key determinant of the success or failure of any organization. A leader is person who motivates, directs and influences others to perform specific tasks and also inspire his subordinates for efficient performance towards the accomplishment of the stated corporate objectives. Leadership style is the manner and approach of providing direction, implementing plans and motivating people. According to Ngambi (2010), cited in Jeremy (2011), leadership is a process of influencing others commitment towards realizing their full potential in achieving a value added, shared vision, with passion and integrity. Leadership style is the manner and approach of providing direction, implementing plans, and motivating people. Bass (1990) described three known leadership styles in one of the categories of leadership styles: transformational leadership, transactional leadership and laissez-faire leadership.

Situational Approaches (Contingency Approaches)

These theories aimed at understanding how leaders interact with their subordinates (addressed also as 'followers') and the requirements of a particular situation and as a result of the research in the field of situational factors, four sub-theories were listed: contingency theory, path-goal theory, leadership-style theory, and tridimensional theory (AnjzaMeraku, 2017).

Laissez-faire leadership style

A leader who avoids or does not interfere with the work assignments or may entirely avoid responsibilities and does not guide or support the followers can be considered as a laissez-faire style of leader. This leader's style is compared with dissatisfaction, unproductiveness, and ineffectiveness (Limsila & Ogunlana, 2008). According to Morreale (2002), the leader fails to lead the team, does not fulfill the responsibilities as a leader, overall, effective leadership is not attempted. Laissez-faire style leaders maintain a hands-off approach and are rarely involved in decision-making and contributing any guidance and direction. This leadership style enables the subordinates to make their own decisions, as the leader exhibits no real authority. The leader only responds to questions and provides information or gives support to the group. The subordinates of laissez-faire leaders have to seek other sources to assist them in making final decisions (Liphadzi, Aigbavboa, & Thwala, 2015). This style of leadership does not make decisions regularly and offers little care, guidance, sense of encouragement to their subordinates. Laissez-faire leadership negatively impacts subordinates' work outcomes (Avolio, Waldman & Einstein, 1988; Bass, 1990). The more significant leaders exhibit laissez-faire behavior, the poorer subordinates perform at work.

Democratic/Participative Leadership Style

Democratic leaders make the final decisions, but include team members in the decision-making process. They encourage creativity, and team members are often highly engaged in projects and decisions. There are many benefits of democratic leadership. Team members tend to have high job satisfaction and are productive because they are more involved. This style also helps develop Employees' skills. Team members feel a part of something larger and meaningful and so are motivated to by more than just a financial reward (Alamzeb, etal, 2018).

Autocratic Leadership Style

Autocratic leadership is an extreme form of transactional leadership, where leaders have complete power over staff. Staff and team members have little opportunity to make suggestions, even if these are in the best interest of the team or organization. The benefit of autocratic leadership is that it is incredibly efficient. Decisions are made quickly, and the work to implement those decisions can begin immediately. In terms of disadvantages, most staff resent being dealt with in this way. Autocratic leadership is often best used in crises situation, when decisions must be made quickly and without dissent (Ralph, 2017).

2.5 Empirical Studies

Empirical research on this topic has never been as prolific as in recent years, measuring in particular the impact of leadership on the performance and motivation of subordinates. One major contribution has come from Fernandez (2005), who confirms that some leadership traits and styles have a positive impact. In particular, (1) efforts to scan the organization's external environment have a consistently positive effect on performance across all levels of task difficulty, with its impact increasing as tasks become progressively more difficult; (2) the amount of time spent managing the organization's internal activities has little influence on performance, except when tasks are highly difficult; (3) a leader's experience has a positive effect on performance at higher levels of task difficulty; (4) a transformational leadership style that gives greater discretion to subordinates is negatively correlated with performance given low task difficulty, but exerts a positive influence on performance when tasks become very difficult;

and (5) a change-oriented style may have a negative influence on performance, particularly in the short term (Fernandez, 2005, Orazi et al (2013)).

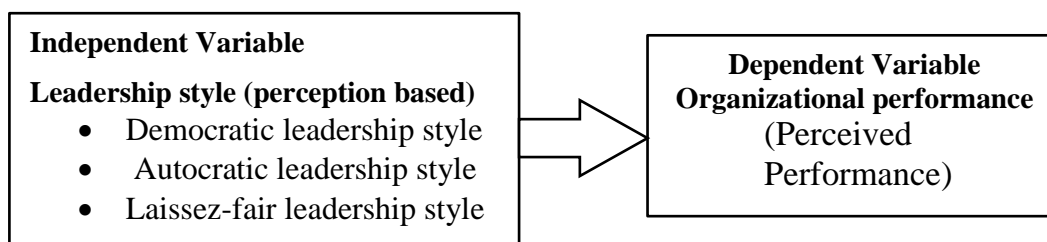
The results of the study also indicated that in the public service organizations of Ethiopia different change initiatives like BPR, BSC and building development army in public services were tried to be effective, however, different leadership challenges like Lack of leadership commitments and leadership competency have been revealed through: lack of adequate knowledge on the concepts of reform programs, lack of putting the change agenda aside or giving it as an assignment to others; and not assigning the best people for the leadership position; inadequate follow up and weak support (Zerihun and Tesfaye, 2014). Fenwick and Gayle (2008), in their study of the missing links in understanding the relationship between leadership and organizational performance conclude that despite a hypothesized leadership-performance relationship suggested by some researchers, current findings are inconclusive and difficult to interpret.

From this review of related literature, it is evident that although some scholars believe that leadership enhances organizational performance while others contradict this, different concepts of leadership have been employed in different studies, making direct comparisons virtually impossible. Gaps and unanswered questions remain. Consequently, the current study is intended to examine the effects of leadership style on organizational performance and, thus, contribute to the flourishing body of knowledge and literature.

2.5 Conceptual Framework

According to Kombo and Tromp, (2009) conceptual frame work is defined as a concept of an abstract or general idea derived from specific instances. Mugenda (2003) defined that conceptual frame work is a hypothesized model identifying the model under study which shows the relation between the dependent and independent variables or indicates to what extent the dependent variables affect the independent variables. The Main objective of a conceptual frame work is grouping and describing concepts relevant to the study. This frame work helps the researcher to explain or define concepts, classify relations among concepts and to identify gaps in the literature.

The conceptual framework of the study is based on key concepts of the study and literature review. In this study, the framework would comprise of leadership styles as independent variable while organizational performance are dependent variables in the selected organization.



Source: Own developed, customized based on the literature, 2021

Figure 2.1: Conceptual framework

3. Research Methodology

3.1 Research Type and Design

The research design refers to the overall strategy employed and road map identified to conduct research and best meet certain intended objectives, which also involves the intersection of philosophical or worldview position, research strategies and methods employed (Creswell, 2013). In this study, the researcher opted to employ pragmatist philosophical stand, in view of the fact that the assumptions of pragmatic philosophical worldviews comply with the nature and methods is applied in this study and are pertinent to address the research problem under study. Besides, this study will employ descriptive and explanatory research types and concurrent mixed (quantitative and qualitative) research design/approach.

3.2 Types, Sources, and Methods of Data Collection

This study has employed both primary and secondary data, which also entail both quantitative and qualitative types. The sources of the primary data were sample leaders or government officials and employees of the selected civil service organizations. The secondary data was collected from Federal and Regional governments' policy documents, government proclamations, official performance reports and records, international organizations' official documents and reports, books, journals, Articles, and published and unpublished research reports that are relevant to the study.

3.3 Data Collection Methods

The Primary data was collected using three methods: survey questionnaire, in-depth interview with key informants and focus group discussions. The survey questionnaire was developed by the researcher (customized from the Multifactor Leadership Questionnaire-MLQ) to collect information from sample respondents of employees. The questionnaire includes both closed and open-ended questions, which enables to collect both quantitative and qualitative data.

On the other hand, Semi structured interview questions were prepared to conduct interview with the key informant leaders used to seek in-depth information about leadership practices, styles and organizational performance. The interview was conducted by the researcher face to face with the sample senior managers and/or leaders. This allows flexibility and generation of rich information about the issue under study.

3.4 Population of the study and Sample Design

Population of the Study

The population of this study constitutes all the employees who were working in the selected civil service organizations of Addis Ababa city administration.

Sample Size and Sampling Techniques/procedure

Utilizing representative sample size in a scientific study enhances the degree of accuracy of a research finding, thus it in turn allows generalizing to the entire population, and consequently it ensures efficiency. In this study, the researcher has employed both probability and non-probability sampling techniques to select representative samples for primary data collection. Multi stage sampling techniques/procedure was used to select the study sites and target

respondents (employees). First, the ten sub-cities were clustered in to two as the center (5) and periphery (5), based on the cluster sampling method. Then after one sub-city from each cluster and (Arada from the center and Akaki Kaliti sub-city from the periphery) two Woredas from each selected sub-city (Woreda 2 and 8) were selected randomly (based on lottery method). Lastly, seven offices/organizations were selected randomly from each sample Woreda, Sub-city and city levels, for data collection.

Therefore, maximum sample size from any maximum population size, that is, 400, was identified for sample employees. Thus, questionnaire was allocated and distributed equally to all the three levels and to the offices found in each level (Woreda, Sub-city and City-133 sample and/or questionnaires from/to each category). Besides, for the purpose of in-depth key informant interview, 20 leaders were selected purposively and participated in the study. Moreover, two FGD, that involved 10 members in each group, was organized.

3.5 Methods of Data Analysis

The quantitative data collected through questionnaire, and from secondary sources were first edited, coded and filtered, and then entered in to SPSS program version 25, processed and carryout descriptive and inferential statistical analysis. To address each questions with quantitative in nature, descriptive statistics, and multiple Regression analysis was conducted. On the other hand, the qualitative data obtained through interview and FGD was analyzed using qualitative like thematic and narrative methods of analysis. Hence, the findings of the qualitative and quantitative data was triangulated and collaborated to address the research questions.

4. Results and Discussions

4.1 Response rate and Demographic characteristic of respondents

The data were collected from sample employees of the civil service organizations in Addis Ababa city administration. To obtain data from the organizational respondent the researcher's distributed a total of 450 questionnaires (50 added on to the sample size); out of which 50 of them were not returned. Therefore, 400 questionnaires were considered for the study. The Background of the respondents is summarized and presented using the table 4.1.

Table 4.1 Demographic characteristics of the Respondents

S.No.	Items	Alternatives	Employees	
			Frequency	
1	Educational Status	Cannot read and write	-	
		Can read and write	-	
		Primary education	-	
		Secondary education	-	
		Diploma	64	
		First Degree	230	
		Masters and above	106	
2	Age	Under 25	10	
		26-35	71	
		36-45	110	
		45-55	89	
		Above 56	120	

3	Sex	Male	300	
		Female	100	
4	Work Experience (years)	Less than 5	40	
		5-10	100	
		10-14	90	
		15-19	110	
		Above 20	60	

Source: Field survey, 2021

4.2. The Dominant leadership style in civil service organizations

In this section attempts were made to answer the research questions of the study which is, what is the dominant leadership style practiced in Civil service organizations in Addis Ababa City Administration. Based on respondents answer assessments were made on the three typical kinds of leadership styles and they were examined through the result of descriptive analysis of leadership styles. The first one is laissez-faire leadership with six statements followed by autocratic leadership style with five statements and the third one is democratic leadership style with six statements.

Descriptive analysis was applied to measure the types of leadership styles practiced in the organization. Survey of general perception of the respondents was conducted to analyze and mean value and standard deviation were calculated, analyzed and interpreted. The mean indicates to what extent the sample group averagely agrees or do not agree with the different statements. In this case the lower the mean indicates the more the respondents disagree with the statements. While the higher the mean shows the more the respondents agree with the statement. On the other hand, the standard deviation shows the variability of an observed response from a single sample (Marczyk, Dematteo & Festinger, 2005). The scale applied in this assessment was grounded on the five scale of measurement by Liker scale and also named after Liker. The respondents have a range of response from strongly disagree labeled as one (1) to strongly disagree labeled as (5). The findings of descriptive analysis are arranged based on research objective and are presented in the following manner

4.2.1 Laissez-faire Leadership Style

Table 4.2 Mean value and results of laissez fair leadership style

	N	Mean	SD
In complex situations my manager let subordinates work out problems on their own	400	2.15	.952
My manager stays out of subordinates way as they do their work	400	1.91	.520
As a rule my manager allows subordinates to appraise their own work	400	1.75	.810
My manager gives subordinates complete freedom to solve their problems on their own	400	2.22	.923
My manager believes in situation where workers prefer little input from the leader	400	2.21	1.047
In general, for my manager it is best to leave subordinates alone	400	1.65	.995
Pooled mean		1.98	0.87

Source: Field survey, 2021

Table 4.2 illustrates that the mean score value for the above items indicated is 1.91 for the response that my manager stays out of subordinates way as they do their work; 2.15 for the response that in the manager lets subordinates to work out problems on their own during complex situation; 1.75 for the response that as a rule my manager allows subordinates to appraise their own work; 2.22 for the response that my manager gives subordinates complete freedom to solve their problems on their own; 2.21 for the response that my manager believes in situation where workers prefer little input from the leader; and 1.65 for the response for my manager it is best to leave subordinates alone. As inferred from the table 4.2 the mean and the standard deviation of respondents' response for each question is above the pooled result. This shows that the respondents are disagree which about the asked questions related to the practice of Liaise faire Leadership Style in organization. Overall Laissez faire leadership upon assessing the six statements had a mean score of 1.98 and standard deviation of .87 which is below the midpoint (2.03) and indicates that respondent disagree their supervisors/leaders indeed utilize laissez faire leadership style.

4.2.2 Autocratic Leadership Style

Table 4.3 Mean value and results of Autocratic leadership style

Descriptive Statistics			
	N	Mean	SD
My manager believes Employees need to be supervised closely, or they are not likely to do their work	400	3.22	1.388
As a rule, my supervisor believes that Employees must be given rewards or punishments in order to motivate them to achieve organizational objectives		2.62	1.437
Customers have a positive feedback after they receive the service		2.92	1.503
The service delivery processes takes short time		3.25	1.500
My manager believes effective leaders give orders and clarify procedures.		2.97	1.529
Pooled mean		3.0154	1.0529

Source: Field survey, 2021

The statement that, 'the supervisor believes that Employees must be given rewards or punishments in order to inspire them to accomplish managerial objectives' had a mean of 2.62 and standard deviation of 1.437. The question of 'My manager believes Employees need to be supervised closely, or they are not likely to do their work' which had a mean of 3.22 and standard deviation of 1.388. The statement that customers have a positive feedback after they receive the service had a mean of 2.92 and standard deviation of 1.503. The question of 'The service delivery processes takes short time' had a mean of 3.25 and a standard deviation of 1.500. The statement with the mean of 3.06 and standard deviation 1.529 was 'My manager believes effective leaders give orders and clarify procedures'

Generally the autocratic leadership that was examined through five items had registered mean value of 3.0154 and a standard deviation of 1.05290 which is slightly above the mid- point 2.97. This value illustrate that the agreement level of the respondents that their immediate leader or manager practiced autocratic leadership style. From this result one could conclude that the autocratic leadership style is the most practiced leadership style in Civil service organizations in Addis Ababa City Administration.

4.2.3 Democratic leadership style

Table 4.4 Mean value and results of Democratic leadership style

	N	Mean	SD
The manager let Employees participate in decision making	400	2.08	.794
In my manager view to be a good leader given guidance without pressure		1.98	.659
My manager believes most and two way communication from their leaders		1.98	.927
My manager needs to help subordinates accept responsibility for completing their work.		2.03	.948
My manager believes it is the leader's job to help subordinates find their "passion."		1.86	.913
The leader views Organizational initially competent enough and given		2.49	1.490
Pooled mean		2.0705	0.63146

Source: Field survey, 2021

The above table indicates that the mean and standard deviation value of the respondents as examined by five statements that describes the democratic leadership style. The statement that had the highest mean was 'the leader views Organizational initially competent enough and given' had 2.49 mean and 1.490 standard deviation. The question which has the lowest mean of mean of 1.86 and standard deviation of 0.913 was that 'My manager believes it is the leader's job to help subordinates find their "passion."' 'The manager let Employees participate in decision making' had a mean of 2.08 and standard deviation of 0.794. The statement 'In my manager view to be a good leader given guidance without pressure' had a mean of 1.98 and a standard deviation of 0.659

In general the democratic leadership that is examined through six items had registered mean value of 2.0705 and a standard deviation of 0.63146 which has a slight difference with the mid-point (2.0713) indicate that majority of the respondents are disagree about the asked questions related to the practice of democratic leadership style in organization. From this result one could conclude that democratic leadership style is the irregularly practiced leadership style in civil service organizations in Addis Ababa City Administration. In connection to this argument informants from top leaders also highlight the organization for several years employ this kind of leadership. They said that, to engage the Organizational in the decision making process, they organize some conferences, meeting, and evaluation training. In these conferences, Organizational raised their idea and that incorporated in the decision making process. According to them, the decisions are made with top down approach but Employees are involved by conferences to include their idea. Therefore even if some informants' response shifts the organization leadership style to democratic, the results of the descriptive analysis indicates that autocratic leadership style is the most exhibited leadership style in Civil service organizations in Addis Ababa City Administration followed by the democratic leadership style. However, laissez-fair leadership style is the least exhibited leadership style in the civil service organizations in Addis Ababa City Administration.

Generally to answer the research question 'what is the dominant leadership style employed in Civil service organizations in Addis Ababa City Administration?' the researcher attempt to summarize the SPSS 20 output result of respondents response which were analysed, calculated and interpreted based on the value of mean and standard deviation. With this regard the highest

value of mean indicates that the respondents are agreeing with the stated indicators about the type of leadership style. While the lower the mean shows that the more the respondents disagree with the statements.

Table 4.5 Summary of Descriptive statistical analysis

	N	Mean	SD
Laissez-fair	400	1.9795	.60290
Autocratic		3.0154	1.05290
Democratic		2.0705	.63146
Organizational performance		2.2269	.75711
Valid N (list wise)			

Source: Own survey (2021)

According to the table 4.5, autocratic leadership style is the highly practiced leadership style in Civil service organizations in Addis Ababa City Administration which has a mean value of 3.0154 and standard deviation 1.05290. Second to autocratic, democratic leadership style has registered the second highest mean value i.e.2.0705 corresponding with standard deviation value of 0.63146 indicating that this leadership style is irregularly practiced in the organization. Laissez-fair leadership style has registered the lowest mean value of 1.9795 corresponding to standard deviation of 0.60290. This denotes that this style of leadership is poorly practiced in Civil service organizations in Addis Ababa City Administration.

On the other hand, the participants of the FGD confirmed that the majority of the employees in the leadership position do use their position to influence other people (the followers), they are of therefore of leadership by position type. They do not usually lead by performance (example) and coaching and mentoring. This low manner and level of leadership has resulted in poor followership and it has been affecting the performance of the civil service organizations negatively.

With regard to the leadership style, the participants of the FGD explained that the dominant leadership style being exercised on the organizations is not fit to the context of the organizations and has been affecting the performance of these organizations. Hence, the participants do believe that objective reality/context calls for benevolent autocracy to be dominantly implemented and in order to produce followers (to gear every effort towards the common goal) and enhance organizational performance.

4.3 Performances of the Civil Service Organizations

To measure the performance of the organization, a customized questionnaire was developed, which is self- reporting type, by the employees, the questionnaire included six questions that asses the performance of the organization. Table 4.6 summarizes the mean value and the standard deviation of the perception, self-evaluation, of the respondents on the organizational performance.

Table 4.6 Level of organizational performance

	N	Mean	SD
The strategic interests (vision, mission and objectives) of the organization are well designed and cascaded down	400	2.48	1.136
The strategic plan of the organization is consistence with its vision, mission and goals.	400	2.38	1.066
There is efficient utilization of organizational resources	400	2.24	1.212
My organization's performance measures and standards are well defined.	400	2.16	1.098
The organization performs as per the set performance standards	400	1.98	1.096
Customers have a positive feedback after they receive the service	400	2.13	1.248
Pooled mean	400	2.269	0.75711

Source: Field survey, 2021

In order to measure the organizational performance, the respondents were asked six questions which were gauged based on the level of agreement. As shown in the table 4.6 above, the mean value of question item one, that is; the vision, mission and objectives of the organization are well designed and cascaded down is 2.48 and S.D= 1.136. Moreover, the lowest mean score 1.98 S.D= 1.096 is for the statement: the organization performs as per the set performance standards. While the statement 'The strategic plan of the organization is consistence with its vision, mission and goals' had a mean of 2.38 and standard deviation of 1.066. The statement: there is efficient utilization of organizational resources; registered a mean of 2.24 and standard deviation of 1.212. The last statement which had a mean of 2.16 and a standard deviation of 1.098 is 'my organization's performance measure are defined' However, the overall Organizational performance is found to be 2.269 and S.D 0.75711, which is low as the mean value is below the median and mean value of 3.

4.4 The effect of leadership styles on Organizational performance

In the above section, the study showed that the mean, standard deviation, and frequency of the dependent (Organizational performance) and independent variables (laissez-fair, autocratic, and democratic leadership style) for each variable. However, in this section attempts were made to test the relationship and predictability of the three leadership styles (independent variable) with Organizational performance (dependent variable) based on correlation and linear regression assumptions.

4.4.1 Correlation and Regression Analysis

Correlation

In order to evaluate the Organizational performance, a measure of association between the three most important leadership styles and organizational performance was made and the results are presented as follows; a correlation coefficient of -1 indicates that two variables are perfectly related in a negative sense, and a correlation of zero indicates that there's no linear relationship between the two variables. A low correlation coefficient; ranges from 0.1 to 0.29 suggests that the relationship between two variables is weak or doesn't exist. If r is between 0.3 and 0.49 the link is moderate. A high correlation coefficient i.e. >0.5 indicates a strong relationship between variables.

As it is inferred from the above table, except autocratic leadership style, democratic and laissez-faire leadership styles show a positive relationship with the Organizational performance, which moves in the same direction with organizational performance.

Table 4.7 Pearson's correlation analysis coefficient/results

		Laissez-fair	Autocratic	democratic	Organizational performance
Laissez-fair	Pearson Correlation				
	Sig. (2-tailed)				
	N	400			
Autocratic	Pearson Correlation	-.101			
	Sig. (2-tailed)	.252			
	N	400	130		
Democratic	Pearson Correlation	.032	-.089		
	Sig. (2-tailed)	.722	.311		
	N	400	130	130	
Organizational performance	Pearson Correlation	.071	-.225	.741**	
	Sig. (2-tailed)	.423	.955	.000	
	N	130	130	130	130
**. Correlation is significant at the 0.01 level (2-tailed).					
Source: Field survey, 2021					

4.4.2 Regression Analysis

Linear regression is a method of estimating or predicting a value on some dependent variables given the values of one or more independent variables. Like correlations, statistical regression examines the association or relationship between variables. Unlike correlations, however, the primary purpose of regression is prediction (Geoffrey M. et al., 2005). In this study multiple regressions was employed. Multiple regression analysis takes into account the inter-correlations among all variables involved. This method is used to determine if the independent variables will explain the variance in dependent variable. Therefore, the equation of regressions on this study is generally built around two sets of variables, namely dependent variable and independent variables. The basic objective of using multiple regression equation on this study is to make the study more effective at describing, understanding and predicting the stated variables. That it is primarily used to identify the major dominant style of leadership that affects Organizational performance in Civil service organizations in Addis Ababa City Administration. Before proceeding to the coefficient of regression, test for the assumptions of the regression analysis was conducted, and the results have been presented below:

Linearity Assumption test

The linearity test tells us that the visual inspection of the scatter plot shows a linear relationship between leadership and work performance. For this study, the test shows that the scatter plot has a moderate linear relationship, as tested using scatter p-p plot linearity relationship.

Normality assumption test

In the assumption, regression analyses need the independent variables to be normally distributed. Skewness and Kurtosis are statistical tools which enable us to check whether or not the data is

normally distributed. For this study, the skewness and kurtosis test results are within the acceptable range (-1.0 to +1.0), and it can be concluded that the data for all variables is normally distributed. In this study a distribution or data set is symmetric, the data is normally distributed and/or the mean value, median and mode value are equivalent-as verified using the histogram graph.

Multicollinearity assumption test

The model assumes no correlation between explanatory variable. Multicollinearity refers to the situation where some or all explanatory variables are highly inter-connected or the existence of exact linear association. According to Gujarati (2004), if multicollinearity is ideal the regression coefficients of independent variables are undermined and difficult to measure their standard error. In order to test multicollinearity problem the researcher applied variance inflation factor (VIF) and correlation coefficients of explanatory variables.

Table 4.8 Multicollinearity test result

Coefficient ^a		
Model	Collinearity Statistics	
	Tolerance	Variation of inflation factor(VIF)
Autocratic leadership style	.257	3.016
Democratic leadership style	.312	2.843
Laissez-faire leadership style	.329	2.407

Dependent variable: perceived work performance.

Source: Field survey, 2021

As shown in the above table 4.8, the VIF results of the variables if found to be less than 10, which implies that model has fulfilled the test and/or there is no multicollinearity problem among the variable.

Table 4.9 Model summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.749 ^a	.561	.551	.50748
a. Predictors: (Constant), democratic, laissez-fair, Autocratic				

Source: Field survey, 2021

The table 4.9 model summary shows that the variance of dependent variables explained by the variance of independent variables. The model summary table shows a coefficient of multiple determination that (R^2) .561. This indicates that 56.1% variance of Organizational performance is explained by the variance of autocratic leadership, democratic leadership, and laissez-faire leadership. The rest of 43.9% unexplained variance by the independent variables which can be explored for future study. In addition to this the multiple correlation coefficients between all of the predictor variables and the dependent variable Organizational performance is 0.749 indicating a high relationship between Organizational performance and the three leadership styles.

ANOVA

The r-ratio in the ANOVA table tests whether the overall regression model is good fit for the data. The table shows that the independent variables statistically and significantly predict the dependent variables

Table Error! No text of specified style in document..10 ANOVA Analysis

ANOVA					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	41.496	3	13.832	53.709	.000 ^b
Residual	32.449	126	.258		
Total	73.945	129			
a. Dependent Variable: Organizational performance					
b. Predictors: (Constant), democratic, laissez-fair, Autocratic					

Source: Field survey, 2021

Table 4.10 illustrates the analysis of variance that indicates the F-statistics and its associated sig. value. The F-test in the ANOVA table confirmed that the model developed is statistically significant ($F=53.709$, $p < .01$). As it is stated earlier in this chapter, this study aims to identify the most contributing independent variables in the prediction of the dependent variable. Thus, the strength of each predictor (independent) variable influence on the criterion (dependent) variable can be investigated via standardized Beta coefficient. The regression coefficient explains the average amount of change in dependent variable that is caused by a unit of change in the independent variable. The larger value of Beta coefficient that an independent variable has, the more support to the independent variable as the more important determinant in predicting the dependent variable-organizational performance.

Table 4.11 Regression Analysis Results and coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.450	.261		1.723	.007
Laissez-fair	.111	.075	.088	-1.485	.061
Democratic	.345	.043	.263	1.059	.001
Autocratic	-.518	.071	-.449	12.637	.000
a. Dependent Variable: Organizational performance					

Source: Field survey, 2021

In order to identify which predictors are significant contributors to the 56.1 percent of explained variance in Organizational performance and which ones are not, the standardized coefficients shown in the table above are important to look at.

As shown in table 4.11 from out of the three leadership style democratic leadership is significant and positive predictor of Organizational performance which has Beta coefficient value 0.345 with significance value of 0.001 which is lower than 0.01. Thus democratic leadership style is found to have a positive significant impact on Organizational performance. This result is also similar to Ojokuku, et al. (2012) finding where he found that democratic leadership style, in which Employees are allowed to have Sense of belonging, believed higher

responsibility can be carried out with little supervision, and leaders help their followers reach their visions and needs, increase managerial efficiency.

The other leadership style, autocratic leadership has a beta coefficient value -0.518 with significance value of 0.000 which is higher than 0.01, but autocratic leadership style has negative and significant effect on Organizational performance. Therefore autocratic leadership is inversely related to organizational performance. This finding congruent with Jayasingam & Cheng (2009) that specified this type of leaders directs all movements and decisions all the while limiting the innovativeness of personnel. In this leadership style since the leader attempt to restrict the performance of workers there is a small chance for Employees to make recommendations so as to improve organizational performance in individual competence in particular (Amanchukwu, et al., 2015). An autocratic leader typically makes assortments on the basis of their own decisions and opinion that seldom comprise follower's information and these leaders have complete power over the workers (Zareen, et al., 2015)

According to the distribution of coefficient highlighted in table 4.11, laissez-faire leadership style has a beta coefficient value is 0.111, but insignificant value of 0.061 which is greater than 0.01. Hence, laissez-faire leadership styles positively predict organizational performance, but it is found to be with insignificant effects on Organizational performance. In relation to this literature suggest that leaders exercised this leadership style avoids or does not interfere with the work assignments or may entirely avoid responsibilities and does not guide or support the followers. According to Morreale (2002), the manager miscarry to lead the team, does not achieve the duty as a leader. In this style leaders uphold a hands-off method and are infrequently participated in decision-making and not giving any guidance and direction. This finding is similar to a study conducted by Chaudhry & Javed (2012) the result support that there is relationship between laissez faire leadership and Organizational performance.

5. Conclusion

Based on the data analysis and summary of major findings the following conclusions were drawn in accordance with the research objective and questions. In order to meet the first research objective, i.e. what is the dominant leadership style practiced in Civil service organizations in Addis Ababa City Administration? The study found out that the organizations practice all three leadership styles in different degree. However based on the finding it can conclude that autocratic leadership styles is the most practiced leadership style by immediate manager or supervisor in Civil service organizations in Addis Ababa City Administration followed by democratic leadership style which is practiced in a moderate level in some departments. While laissez-faire is the least practiced leadership style in the organization.

As shown in the regression analysis, the results illustrate that democratic and Laissez-faire style has a positive correlation with Organizational performance but autocratic leadership style is having negative and significant effect to organizational performance. This shows that an increase in democratic leadership will result a positive impact on Organizational performance in the organization.

Majority of the employees in leadership position influence their subordinated based on their position-leadership by position is dominant in these organizations. Majority of the leaders are in the lowest ladder of leadership hierarchy.

On the other hand, the organizational performance is found to be low, and therefore, it can be concluded that it is because of the dominant leadership style that has been practiced in these

organization. Which implies the dominate leadership style is not appropriate and is not fit to the civil service organizations-it has caused low organizational performance.

6. Recommendation

Based on the analysis conducted and findings outlined, the following recommendations have been made to enhance the organizational performance of the civil service organizations in Addis Ababa city Administration:

- Generally, the organization is recommended to exercise democratic and benevolent autocratic leadership styles, in order to enhance organizational performance.
- The city administration has to give due emphasis to reform and transform the deprived leadership trend, thinking and approach survived for long within the government institution (alter the leadership by position).
- National or city level Leadership training institution (long term and short term) has to be established, not only for adults, but to nurture passionate leaders starting from the childhood.

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