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CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	<p>A STUDY ON EVALUATION OF A DECISION TREE MODEL FOR EDUCATIONAL INSTITUTES (DIGITAL MARKETING STRATEGY - ARTIFICIAL INTELLIGENCE)</p> <p><i>Dr. DEEPALI JAIN</i></p>	1
2.	<p>PRACTICES AND CHALLENGES OF TRANSFORMATIONAL LEADERSHIP IN PUBLIC ORGANIZATIONS (THE CASE OF SELECTED PUBLIC SECTORS IN SULULTA TOWN)</p> <p><i>ETAFERAW WUBSHET & SILESHI LETA</i></p>	5
	REQUEST FOR FEEDBACK & DISCLAIMER	12

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**PRACTICES AND CHALLENGES OF TRANSFORMATIONAL LEADERSHIP IN PUBLIC ORGANIZATIONS
(THE CASE OF SELECTED PUBLIC SECTORS IN SULULTA TOWN)**

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ABSTRACT

The purpose of this study was to assess Practices of Public Organization in Applying Transformational Leadership: The Case of Sululta Town. Descriptive survey research design was employed to conduct the research. The study was carried out under purposively selected nine sectors of Sululta Town Administration. Simple random sampling and purposive sampling method were used to respondents. A total of 132 individuals were participated in the study. Among them 121 employees were included as a sample through simple random sampling technique especially lottery method. Additionally, 2 leaders and 9 process owners were included through purposive sampling technique. Questionnaire was the main instrument of data collection. Interview, FGD and document analysis were also utilized to substantiate the data gained through the questionnaire. The analysis of the quantitative data was carried out by using percentage and frequency. The findings of the study revealed the leaders in Sululta Town Administration lack setting of clear vision, the charismatic leadership character, fail to use the challenges as opportunity, unable to walk as they talk or promised and failure to be role model in registering result. Besides, the finding of the study revealed that the leadership lacks passion, unable to maintain the contribution of team members, unable to give attention to followers and elicit commitments; unable to use expertise power appropriately and being situational. Moreover, there was gap in knowledge to overcome challenges and lead effectively, in understanding policies, procedures, rules and regulations. Thus, it is recommended that Sululta Town administration should give emphasis to improve leadership styles like transformational leadership style of the assigned public sector's leaders through training and development program, selection criteria of the leaders should be based on their competence and their proficiency, the right peoples have to be searched and assigned to the right places, leaders should have to act according to the transformational leadership in their sectors so as to transform the overall activities of their organizations.

KEYWORDS

transformational, leadership, leaders' practice, challenges, opportunities, influence.

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BACKGROUND OF THE STUDY

According to Burns (1978) transformational leadership is defined as a leadership approach that causes change in individuals and social systems. In its ideal form, it creates valuable and positive change in the followers with the end goal of developing followers into leaders. Enacted in its authentic form, transformational leadership enhances the motivation, morale and performance of followers through a variety of mechanisms. These include connecting the follower's sense of identity and self to the mission and the collective identity of the organization; being a role model for followers that inspires them; challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, so the leader can align followers with tasks that optimize their performance.

According to Avolio and Yammarino (2002) new paradigm of leadership theory has also conceptualized that a transformational leadership is effective and important in every sector and in every setting. They have demonstrated that transformational leaders are those who stimulate and inspire followers to achieve extraordinary outcomes. More importantly transformational leaders' help followers grow and develop in to leaders by responding to individual followers' needs by empowering them and by aligning the objectives and goals of the individual followers, the leader, the group, and the larger organization.

In addition, Brady and Spence (2010) identified that in the case of Africa, the failure to ensure sustainable development and economic transformation is mainly associated with lack of good governance, which emanates from the incapability of its leaders at different levels. Thus, in Africa developing effective leadership remains challenging to ensure sustainable socio-economic development by coordinating its different resources endowment.

For the Country's development and transformation initiatives require a kind of dynamic leadership, which can update its competency, to lead through changes and sustain the development. In order to serve this purpose, the issue of strengthening capacity building and good governance has included as a pillar in the Growth and Transformation Plan (GTP) of Ethiopia (MoFED/GTP, 2010). Accordingly, the government has been delivered various training programs to build the capacity of its top and middle level leadership at federal and regional level on different subjects, which focuses on capacitating leaders to meet the transformational need of their respective jobs MOFED (2013).

The process of transforming leadership is the greatest challenge of all countries in the world, and the major problems related to organizational performance and good governance are highly related to lack of effective leadership. This is more critical for developing countries and the same thing could be true for the countries like Ethiopia. (Mesfin, 2006 and Tesfaye, 2009) have discussed the importance of leadership effectiveness in leading changes and the challenges of Ethiopian leaders at different levels in aligning the organizational strategy to the performance with gaps to be filled. Ethiopia, urgently engaged to implement interdependent hierarchies of goals: millennium development goals, its own long-term vision and the country's GTP. To this end, the country has designed different strategies to improve the capacity of leaders in the public service organizations. To address the leadership problems that had existed in the country for many years significant policy changes have been introduced (Getachew and Richard 2006). This study tries to assess the practices and challenges of transformational leadership of Sululta Town administration

STATEMENT OF THE PROBLEM

In today's unpredictable environment, the need for effective leadership is a global issue and in particular it can be high level agenda for the developing countries of Africa. This is due to long lived piles of social, economic, and political problems shaking the continent. The prevalence of corruption, lack of good governance, poverty and under development can be considered as some of the indicators for poor-leadership in the most part of the continent (Brady and Spence, 2010).

In Ethiopia, the reform programs/ initiatives designed to improve the performance of public service organizations were not executed at the speed that both government and customers' desired. There is high gap between how public service organizations are providing services and how the citizen's need the services to be. It seems something is missing in the leadership practices of the organizations and public interest. Institutions experienced different challenges, and the level of challenges varies from federal level to regions and it is more acute in public service institutions at regional levels (ibid).

According to Tigist (et.al. 2010) (as cited by Waqgari (2015) have also underline that Ethiopian public organizations are not capable enough to address the emerging needs of citizens thus transformed leaders should be in the place to reverse the problem. Adding, they have committed that situation-oriented leadership style has to be exercised with all its especial focus and high regard to participation, change, empowerment, good model and shared vision. The study by Waqgari (2015) also recommended as further researcher should investigate other studies regarding the practice of different leadership styles. Hence, this study focused on the practice of transformational leadership style.

Now days our country Ethiopia had set the direction to implement the Growth and Transformational Plan to succeed vision 2025. To achieve this important goal the need of implementing transformational leadership is becoming the current issue. Therefore, the existence of various studies in effectiveness of leadership cannot justify the existence and level of transformational leadership practice among the public sector. However, these studies cannot come with appropriate solution to the challenges of practicing transformational leadership style in the public organizations. As mentioned earlier, transformational leadership focuses on creating valuable and positive change in the followers with the end goal of developing followers into leaders. To do so its practice in public organizations is very crucial. Consequently, this study was attempted to look at effective practice of transformational leadership style in public sectors by assessing its practices and challenges that hinders its practice and intended to answer the following basic research questions.

- To what extent does leaders exhibit transformational leadership characteristics in public sectors of Sululta town?
- What are the transformational leadership functions that leadership team members in Sululta town practice?
- What are the challenges affecting leaders in practicing transformational leadership in Sululta town?

OBJECTIVES OF THE STUDY

The General objective of this study was assessing the practice and challenges of public sector in applying transformational leadership in the case of Sululta town. Specific Objectives of this study were attempted to:

1. Examine the transformational leadership characteristics exhibit by leadership team members of public sectors in Sululta town.
2. Analyse how the leadership team members in Sululta town practicing transformational leadership components.
3. Identify the challenges of leaders in practicing transformational leadership in Sululta town.

METHODOLOGY OF THE STUDY

DESCRIPTION OF THE STUDY AREA

Sululta Town is one of the city administrations among the 20 City Administrations of ormia regional state. It is located in the north Sululta Woreda, in south, Addis Ababa Town, in the west Aleltu Woreda and in the east Mulo wereda and 23km from Addis Ababa. It has four kebeles and its total population is estimated around 70,000 and Dega is mainly its weather condition. Sululta Town has 32 public sectors which implementing the GTP of the country and this study taken place. (Unpublished Sululta Administration town broacher, 2009) and data was collected in 2018.

RESEARCH DESIGN AND APPROACH

This study employed a descriptive research design and both qualitative and quantitative research approaches have been used. The combination of the two research approaches gives better interpretation as the information missed by one could be fulfilled by the other and thus better and integrated result can be emerge from the analysis.

DATA SOURCES AND TOOLS OF DATA COLLECTION

Data were gathered from primary and secondary source of data; for the study. Primary data were gathered from public servants and governmental institutions leaders using questionnaire, interview and focus group discussion. Secondary data used includes documents concerning transformational leadership implementation and activities such as different reports, plans, minutes and other publications related to transformational leadership in the sectors and examined to make the study valid.

POPULATION OF THE STUDY

The total population of the study consists of two groups. The first were individuals (leaders: male 28 female 12 total 40 and public servants' male 369 female 295 total 669) that are currently functioning in public service sectors across the Town. The second group of the population includes 32 public sectors which are found in Sululta town.

SAMPLE AND SAMPLING TECHNIQUE

Sampling Techniques

For this study probability and non-probability sampling methods were employed. Based on this from 32 public sectors in the research area 9 were selected purposively from different sectors (social, economic and supportive) and Public sector leaders and employees were included as respondents.

Sampling for Qualitative Data

The researcher has selected the leaders of selected sectors purposively for interview; because, these leaders are experienced and important in this study. FGD was also used; because it enables to get data that may not generated by another instruments. It is important to have thicker data from the other sources. Accordingly, the researcher has purposively selected 2 leader's interviewees and one FGD of process owners that have 9 members of process owners from the selected sectors.

Sampling for Quantitative Data

For quantitative data of this study, the sample size was determined by using Yemane's (1967) sample size formula. Thus, it was assumed that 0.7 the maximum variability of the population; and a desire level of 93% confidence and $\pm 10\%$ level of precision expected. The resulting sample size was:

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

N = population of the study
 n = sample size
 E = sampling errors
 N = 315
 e = 0.07 Therefore,
 $\frac{315}{1 + 315(0.07)^2} = 123$

The above table is the summary of sampling that states the total numbers of leaders of selected sectors are 16 and the total numbers of selected sector's process owners are 23. From 16 leaders, 3 of them was selected for interview and from 23 process owners, 9 of them were selected for Focus Group discussion (FGD) purposively. The questionnaire respondents were selected by formula then, Simple Random Sampling (SRS).

METHODS OF DATA ANALYSIS

For analysing purpose, the researcher has used both qualitative and quantitative approaches to analyze the findings.

Validity of the Instrument

To avoid an error of the questionnaire and to increase the validity, the pilot was taken place with 10 experienced civil servants. For the clarity of the instrument and to avoid any inconsistency of the instrument, English version of the instrument was translated to 'Afan Oromo'.

Reliability of the Tool

The Cronbach's alpha reliability statistics from SPSS were used to verify the instrument. As the result the coefficient of the reliability of the items measuring all variables were found to be Cronbach's alpha is 0.976, thus, the instrument is accepted reliable.

RESULT AND DISCUSSION**DEMOGRAPHIC DESCRIPTION OF THE RESPONDENTS**

Demographic characteristics of the respondents were indicted as follows, according to the survey result indicated that, there is no substantial difference in sex composition of the respondents since 52% (63) and 47.9% (58) of the respondents were male and female respondents respectively. Regarding **age composition of the respondents, majority** (78.5% (43% & 35.5%)) of the respondents belonged to relatively middle age group (26-40), followed by 15.7 percent and 5.8 percent of respondents belonged to young age group (18-25) and old age (41-50) categories, respectively.

Regarding Educational Status of the Respondents, majority of the respondents 96(76%) were educated up to bachelor degree and few were 12 (9.9%) educated above. However, 13.2 percent of the respondents were educated up to diploma and only 1(0.8%) were up to secondary school among the employee's respondents the majority of the respondents 80(66.1%) were experts, while 12 (9.9%) and 15 (12.4%) of them were process owners and Supportive staffs, respectively. Whereas, 14(11.6%) of the respondents were assigned leaders. This indicates that the survey tried to comprise different categories of employees and the leaders themselves in order to find the middle ground of in evaluating the leadership practice. Work Experiences of the respondents, indicates that, majority of the respondents 63(52.1%) and 34 (28.1%) of them were worked 3-5 years and above 5 years, respectively. Whereas, few of the respondents 16 (13.2%) were had 1-3 years of experience and very few of them 8(6.6%) were less experienced and worked below one year. This indicates that the majority of the respondents had good work experience to the work environment thereby able to evaluate the leadership.

CHARACTERISTICS OF TRANSFORMATIONAL LEADERSHIP

An attempt was made to measure the characteristics of transformational leaders using the attributes of Charismatic, Commitment, Courage and Generosity. These attributes were analyzed by the use of sentences that describes the coexistence of qualities in the leaders' character.

The extent of Charisma characteristics exhibited by the Leaders

Concerning whether the leaders have sense of humility or not. More than half 62(51.2%) of the respondents were disagreed and 56(46.3%) of them were agreed; whereas, 3(2.5) of them were undecided. Thus, the survey result revealed that the leaders lack humility characteristics.

Regarding whether the leaders have an appealing personality or not., there was insignificant difference among the respondents who was agreed and disagreed to the sentence; since 60(49.6%) of the respondents disagreed and 58(47.9%) were agreed. Whereas, 3(2.5%) were undecided. Thus, the survey result revealed that the level of leaders having appealing personality was moderate. In addition to these the focused group discussion (FGD) participants also confirmed that there is lack of leader's charisma character. However, the leaders' interviewees perceived as they have charisma characteristics. Overall, the survey revealed that leaders in the target public institution lack the quality of charismatic leaders.

The level of Commitment in the Leaders

The researcher asked whether the leaders spends the required time and exerts the required effort to achieve stated goals or not. From the total respondent 66(54.5%) of them were disagreed and 47(39.8%) of respondent were agreed; whereas, 8(6.6%) of them were undecided. From this one can understand that the leaders were lacking in spending the required time and exert the required effort accordingly to achieve the stated goal.

The extent of Leaders in performing their activity courageously

The respondent has been asked whether the leaders have ability to lead with organizational principle or not. From the total respondents 58(47.9%) of them were disagreed, 57(47.1%) were agreed; whereas, 6(5%) of the total respondents were unable to reach on decision. The median value of this item is also 2, which indicates disagreement. From this one can understand that some leaders lack performing things in passion. From this one can infer that the leader's ability to lead with organizational principle found to be invisible and half of the respondents have lost their confidence on the leader's ability to lead with organizational principle.

The extent of the generosity of the Leaders to their subordinates

Concerning whether the leaders recognize the contribution of team members or not. From the total respondent 61(50.4%) of them were disagreed and 48(39.7%) of respondent were agreed. The rest respondents implied 12(9.9%) were undecided. From this one can recognize that the leaders were not recognized the contribution of team members.

They are also asked whether the leaders have concern for followers or not. From the total respondents 58(48. %) of them were disagreed; whereas, 53(43.8%) of the respondents agreed and the remaining number of respondents were undecided on the question raised to gather data. From this one can infer that leader's lack concern for followers.

On the other hand, the FGD participants indicated that the leaders had inadequate level of the attribute required for transformational leadership mentions above. From these findings one can understand that the leaders of public organizations generally had shown very low level of attributes of the transformational leadership characters such as; charisma, commitment, courage and generosity.

THE PRACTICE OF TRANSFORMATIONAL LEADERSHIP AMONG THE PUBLIC INSTITUTIONS

This part is one of the basic questions of this research to determine the practice of transformational leadership among the selected public institution. Thus, the researcher was assessed the leadership practice by taking the four important components of transformational leadership i.e. Idealized Influence, Intellectual Simulation, Inspirational Motivation and Individual consideration. Thus, this section of the research will try to present the result and discussion of these components in depth.

The extent of the leaders individualized influence

This component of transformational leadership analyzed based on vision setting, strategic thinking, trust and respect sub components that shows the role model for high ethical behavior. The result and discussion of each sub component have been discussed below.

Vision Setting Ability of the Leaders

The researcher was asked whether the leader creates long term vision in the organization or not. From the total respondents 55(45.4%) were disagreed, 51(42.1%) were agreed, though 15 (12.4%) of the respondents failed to decide either to agree or not to agree. From this one can infer that most leaders were lack to create long term vision in their organization/offices.

Strategic thinking ability of the Leaders

For the question asked whether the leader understands long term challenges which affect the organization or not. Accordingly; 55 (45.5%) of them were disagreed and 48(39.6%) of the respondents were agreed but 18(14.9%) of them were unable to decide. From this one can understand that leaders were lack understanding of long-term challenges which affects the organization.

The extent of Leaders' Respect their employees' subordinates

In order to know the extent of leaders' Respect their employees' subordinates, the respondents have been asked how the leaders show their respect to their followers and the respondents replied that 59(48.7%) were agreed, 53(35.5%) were disagreed but 19(15.7%) of the total respondents unable to decide. From this one can understand that the leaders showed respect to their followers. In addition, the respondents have been asked to reflect their own view regarding leaders' self-control. Accordingly, 60 (49.6%) of them were agreed, 46(37.0. %) were disagreed but 15(12.7%) of the total respondents not decided. From this one can understand that the majority of the leaders are self-controlled. Again, the respondent was asked whether the leaders are flexible in decision making or not. Based on the data 61(50.4%) of the total respondent were agreed, 41(33.9%) were disagreed but 19(15.7%) of the respondent were not reach up on conclusion. From this one can understand that leaders are flexible while they make decision.

The researcher also asked the respondents about public servant promotion with integrity. Accordingly, 55(45.4%) of the total respondent were disagreed, 44(36.4%) were agreed but 22(18.2%) were not reach on conclusion and didn't give neither of two. From this one can understand that the public servant didn't get promotion with integrity.

Finally; the researcher asked the respondents whether leaders serve fairly or not. Accordingly, 57(47.1%) of the total respondent were agreed, 51(41.1%) were disagreed but 13(10.7%) didn't make decision to say agreed or disagreed.

The interviewees' and FGD participants also showed as the leaders have more or less have self-control that they show their respect to the followers; however, they believed as they have the problem on flexible decision making. From these findings one can infer that leaders of public services exercises respect, whereas their flexibility to decision making needs attention.

The extent the Leaders Trust their Subordinates

It is revealed from Table 8 that; the researcher was asked whether the leaders have trust on followers or not. Based on the data collected and analyzed 57(47.1%) of the total respondents were disagreed, 50(41.4%) of them were agreed but 14(11.6%) not decided. From this one can understand that the leaders have lack trust upon their followers.

Again, the respondents have been asked whether they act with boldness without fear or not. Accordingly, 64(52.9%) of the respondents were disagreed with the point, 49 (40.5%) were agreed on the issue, but 8(6.6%) were not able to reach on decision. From this one can infer that leaders are unable to act boldly without fear.

In addition, similarly Table 8 shown us the respondents have been asked whether the leaders are willing to take constructive criticisms as a learning opportunity or not. Based on the data indicates that 57(47.1%) were agreed on the point, 47(38.9%) of them were disagreed, but 17(14%) of the total respondents couldn't reach on decision. From this one can recognize that majority of the respondents confirmed that the leaders are willing to take constructive criticisms as a learning opportunity.

Finally; the researcher asked whether the leaders take risks even when there is a chance of failure or not. Accordingly; 54(44.6%) were agreed on the points, 52(43%) of them were disagreed whereas 15(12.4%) of the total respondents did not make decision. This may imply that the work experience of the leaders from demographic information may not allow them to identify the risk and use them as opportunity. From the analysis one can conclude that there is insignificant difference between agreed and disagreed leads leaders take risk.

Generally, the researchers conclude that, though the leaders were willing to take constructive criticisms as a learning opportunity, majority of the respondents indicates that the leaders failed to trust upon their followers, failed to act boldly without fear and failed to take risk. From this one can understand that leaders' shown insufficient trust to their subordinates accordingly. The FGD participants were also ensured this idea.

The extent of the Leaders Intellectual Simulation

This component of transformational leadership analyzed by measuring how many the leaders were rational to their actions. Thus, it has been discussed below:

The respondents have been asked whether the leaders to have the ability to distinguish between what is real and what is limitation or not, accordingly 59 (47.7%), 50(42.2%) and 11(9.1%) agreed, disagreed and couldn't reach on decision respectively. From this one can conclude that the leaders have the ability to distinguish real and imitation.

The respondents have been asked whether the leaders seek new opportunity to learn or not. Based on the data gathered and analyzed 64 (52.9%) of them were disagreed, 43(35.5 %) were agreed but 14(11.6%) of them were not decided. Again, from this, one can understand that the leaders lack to seek new opportunity to learn.

The researcher also asked the respondents whether the leader applies learning from own and others experience or no't Accordingly 48 (39.7%) of the respondents disagreed, 44(36.4%) of them were agreed but 29 (24%) couldn't reach on decision. From this one can infer that majority of the leaders failed to apply learning from own and other experience.

Again, respondents have been asked whether the leaders aware of their own strengths and weakness; differentiate their drives, and needs or not respectively. Accordingly, 46 (38.0%), 45(37.2%) and 30 (30.24.8%) were disagreed, agreed and couldn't reach on decision respectively. From this one can understand that the leaders lack aware of their own strength and weakness. Hence, 45 (37.2%), 39 (32.2 %) and 37 (30.6%) of the respondent were agreed, disagreed and couldn't reach on conclusion respectively. From this one can understand that leaders lack to differentiate their device and needs. The FGD participants indicate that the leaders lack identifying their emotional intelligence. This may relate with the leaders' lack of experience due to their ineffectiveness in self-assessment as mentioned in their demographic background. It also related with leader's turnover or instability to sustain in a given public organizations to assess themselves and they are not familiar with their followers as most of the respondents did not decided their views on the issue.

Moreover, the researcher asked the respondents whether the leaders manage their intellectual motivation, and have the required ability to lead or not respectively. Accordingly, 52(43%) of them were agreed, 37 (30.6%) of them were disagreed but 32 (26.4%) couldn't reach on decision if leaders manage their intellectual motivation and they asked whether the leaders have the required ability to lead or not; 51(42.1%) of them were agreed, 39 (32.2%) were disagreed however 31 (25.6%) didn't reach on decision. In addition to this, the FGD participants assured that as there is a gap on the issue. One of the FGD participants says: "The leaders did not assign based on their ability to lead rather by their political view and their work experience. Due to this, most of the times the leaders fail to lead effectively." This indicates that the leaders in the target public institutions were less rational to their actions and failed in their intellectual simulation role.

The extent of the Leaders inspirationally motivates their subordinates

This component of the transformational leadership was analyzed by considering the attributes of Role modeling, decision making and communication skills of the leaders.

The extent of leaders' being Role Models

The researcher asked whether the leaders set a personal example of what they expect from the other or not. Based on this at least one third of them 27.4% did not identified the issue; whereas 44(36.3%) of them responded as the leaders did not sets a personal example of what they expect from the other and 44(36.3%) of them confirmed as the leaders sets a personal example.

Regarding the leader's ability to work with others, the researcher asked their opinion and 55(45.5%) of them agreed and 46(38%) were disagreed; whereas 20(16.5%) of them were did not decided whether the leaders have ability to work with others or not. The median value of this item also 3, which means undecided. From this one can understand that the leaders haven't the practice of doing with others.

The other question under role modeling that the researcher asked the respondents was whether the leader inspires people to try out new way to do their work or not. Consequently, 46(38%) and 46(38%) where agreed and disagreed respectively; whereas 29(24%) of the respondents did not decided the issue. The median value of this item also found to be 3 which indicate undecided, or medium. From this finding one can conclude that the leaders did not inspires people to try out new way to do their work.

The extent of leaders' communication skill

For the question asked by the researcher asked whether the leader communicates in a clear and concise manner or not. Hence, the significant number of respondents 49 (40.5%) were agreed and 42(34.7%) of them were disagreed; whereas 30(24.8%) of them were undecided.

Regarding whether the leader actively listens to others' ideas to ensure a full understanding or not, 52(43%) of them were agreed, 39(32.2%) disagreed; whereas 30(24.8%) of them were undecided on the issue. The respondents also asked whether the leader adapts effective communication methods for the intended audience or not. Consequently, 49(40.5%) of them agreed and 40(33%) disagree and 32(26.4%) were undecided.

Generally, the findings of communication shows that leaders have the gap of communication to do with others, to listen to the others for better understanding and lack of using ICT. From these findings one can infer that there is a gap of communication with the leaders that may indicates difficulty to practice transformational leadership.

The extent of Leaders decision making practice

As indicated in Table 12 that, the respondents asked whether the leaders make critical decision or not. 48(39.7%) and 48(39.7%) were agreed and disagreed respectively. The rest 25(20.7%) of them cannot decide whether the leaders make critical decision or not. Likewise, the median value found to be 3, which indicated undecided. From this one can infer that there is lack of transparency of leader's decision.

The researcher also asked the respondents whether the leaders make timely decision and uses participatory decision makes approach. Hence, regarding leader's timely decision, 44(36.4%) of them agreed and 52(42.9%) disagreed; whereas 25(20.7%) of them cannot reach on decision. relating to whether leaders uses participatory decision-making approach, 46(38.1%) and 53(43.8%) of them were agreed and disagreed respectively; whereas, 22(18.2%) did not decided. The median value of the two items also found to be 3 and 1 that shows undecided and strongly disagree respectively.

The FGD participants were also showed the problem during their discussion. One of the FGD participants showed the gap of decision making by saying: *In decision making there is interference of various bodies. This means leaders did not decide freely without any interference. Due to timely decision delaines were occurred because of routine activities and lack of intellectual leaders. In addition, there is fear of decision, because most of the previous leaders have been jailed for their decision.*

From this one can infer that the leaders fail on making timely and participatory decisions.

The Extent of individual consideration role played by the Leaders

This component of the transformational leadership was analyzed using the attributes of individual consideration such as problem solving, mentoring and empowering ability of the leaders. The results of the survey for these attributes have been discussed below.

Problem solving ability of the Leaders

Table 13 presented the assessment result of the problem-solving skills of the leaders. Due to this, the researcher asked the respondents whether the leader anticipates and solves the problems. Based on these questions 41(33.9%), 41(33.9) similarly agreed respectively and 53(43.8%), 47(38.8%) of them were disagreed respectively; whereas, 27(23.3%), 33(27.3%) of them have not decided on the issues respectively. From this one concludes that there is a gap of leader's in decision making.

Likewise, the researcher asked whether the leaders seek the truth beyond the accepted truth or not. Accordingly, 39(32.3%) of them were agreed, 54(44.6%) of them were disagreed; whereas, 28(23.1%) have unidentified view. This finding shows that leaders lack in searching new things or acts out of the box.

The extent Leaders' Plays Mentoring Role

As it could be seen in Table 14, the monitoring activities of the leaders were assessed by asking the respondents whether the leaders spend time for coaching and mentoring their subordinates regarding ways to improve their activities. Thus, 55(45.4%) of the respondents agreed, while 43(35.6%) were disagreed to the statement. Whereas 23(19%) of them were not decided. From this one can understand that though the significant number of respondents agreed on the issue, there is a gap on coaching and mentoring public servant regarding ways to improve their activities.

The Extent of the Leaders Plays Empowering Role

The table demonstrates that the leaders capacitates the others to do with them, because relatively half 55(45.4%) of the respondents agreed on the issue; whereas 43(33.6%) were disagreed. The rest 23(19%) of the respondents have not decided their view on the issue. On the other hand, the respondents showed as there is the problem in delegated authority that, 56(46.3%) of them showed the problem and 40(33%) were indicated as there is a trend of delegation of authority; whereas 25(20.7%) were not decided.

In addition to this the FGD participants also discussed on the issue and forwarded the idea that there is lack of empowerment in the public organizations. Still there are wide and borings bureaucratic processes in the public sectors. This may show as there is a gap of delegation of authority for others to do with them.

Generally, the researcher can conclude that the practice of transformational leadership was very limited as the level expected from the leaders. The existing leaders exhibited very little attributes of the transformational leadership quality. Thus, the level of practicing transformational leadership was very limited.

CHALLENGES OF PRACTICING TRANSFORMATIONAL LEADERSHIP

According to the Survey, Interview and FGD results the following challenges that hinder the practices transformational leadership were identified:

Leaders' Personality and other personal related challenges

a researcher asked the respondents whether the Leader's Educational Status is compatible with their Position or not. Based on this, more than half 61(50.4%) of them replied as the educational status of the leaders compatible with their position and 43(35.5%) were disagreed; whereas 17(14%) did not decided.

The researcher also asked the respondents whether the Leaders have attitude and Practice of Rent Seeking. Consequently, majority of them 72(59.3%) confirmed as the leaders have attitude and practice of rent seeking, 44(36.4%) of them disagreed. From this one concludes that there is practice and attitude of rent seeking in the public sectors.

INSTITUTIONAL AND SYSTEM RELATED CHALLENGES

They were asked whether the organizational structure is suitable for change or not. Based on this the significant number 70(57.8%) of them disagreed and 49(40.5%) disagreed on the issue. From this one can conclude that the organizational structure is not suitable for change.

Likewise, the researcher asked about the organizational work culture and 55(45.5%) of them indicated as there is poor organizational work culture, 43(35.5%) of them viewed as there is organizational work culture and 23(19%) of them did not decided. This may relate with the demographic background of the respondents that mainly they have less than five years work experience. Due to this more or less they have the same view on the item.

The other question that the researcher asked the respondents about the institutional system was if the organization lacks procedures and regulations. Based on this 64(52.4%) were confirmed as organization lacks procedures and regulations and 40(33%) of them showed indicated as there is organizational procedures and regulations. From this one can infer that the organizations lack organizational procedures and regulations.

The researcher also asked whether the leaders' lack of giving does not award or appreciation while successfully accomplishing activities. Hence, majority of them 105(86.8%) showed as organizations lack of giving award or appreciation while successfully accomplishing activities and 16(13.2%) were viewed vice versa. From this one can conclude that organizations lack of giving award or appreciation while successfully accomplishing activities.

Likewise, the researcher asked whether the organization lacks mentoring and support or not. Consequently, 57(47.1%) agreed and 45(37.2%) disagreed; whereas, 19(15.7%) did not decided. In relation to this the work experience of leaders as seen in the demographic background shows as significant numbers of leaders have below one year that implies they lack the experience of mentoring and support.

Finally, the researcher asked the respondents about the interference of other body while taking decision and 44(36%) and 48(39.7%) where agreed and disagreed respectively. The median value for this item is 5, which indicate agreement on there is interference of other body while making decision. The interviewees' and FGD participants were also asked the institutional system is failed due to lack of incentives and rewards for the better performances. From this one can infer that there is the interference of other body while taking decision that may be a challenge for leadership practices.

POLITICS RELATED CHALLENGES

Similarly, the researcher asked the respondents on various politics related attributes that could be challenges for practicing transformational leadership. Thus, accordingly to assess the items, the respondents asked about the criteria of selecting leaders; more than half of the respondents 64(62.9%) were responded as there is lack of selection criteria for the leaders, 38(31.4%) of them perceived as the criteria for leaders have no problem; whereas, 19(15.7%) of them did not decided on the issue. From this one can understand that there is lack of leader's selection criteria.

The researcher also asked the respondents whether there is unreasonable reshuffling of leaders. Based on this question majority of them, 76(62.8%) were agreed is unreasonable reshuffling of leaders, 25(20.6%) of them disagreed whereas 20(16.5%) were not decided. In relation with this the experience of leaders at the specific sector is mainly less than one year. From this one can understand that there is unreasonable reshuffling and turnover of leaders in public sectors.

There is informal network that abusing political powers as more than half of them 66(54.1%) were agreed as there is informal network that abusing political power, 31(25.6%) disagreed and 24(19.8%) were did not decided their view on the issue. From this one can infer that the leaders of public sectors abuse political power.

Finally, the researcher asked whether there is lack of awareness to policy procedures rules and regulations or not; hence 71(59.7%) of them showed as there is a gap and 36(28.9%) were disagreed; whereas, 14(11.6%) did not decided. From this finding one can understand that there is lack of understanding o policy, procedures, rules and regulations.

Other challenges

Other challenges that may affect the effective practice of the transformational leadership were leader familiar with urban work environment and infrastructure. Researcher asked whether the leaders are familiar with urban work environment or not. Hence, more than half 61(50.4%) were indicated as the leaders were not familiar with urban environment. The urban leaders of the study area lack areas of specialization that allow them to perform better in the urban public organization as FGD participants raised the issue.

Urban assigned leaders simply assigned based on their political views rather that area of specialization that may relate to urban environment. This show the leaders faces environmental challenges to practice transformational leadership.

majority of the respondent 72 (59.5%) believed that there was lack of infrastructure that hinder effective practice of transformational leadership while, 38(34.4%) were disagreed that infrastructure was the challenge. In addition to this the interviewee's confirmed that there was lack of infrastructure for taking various initiatives by the leaders for effective practice of transformational leadership.

CONCLUSIONS

Based on the summary of the findings of the study, the following conclusions are drawn:

Leaders showed very little the charismatic leadership character means they fail to attract their followers to achieve the better organizational goals. The leader's showed poor charismatic leadership styles may cause from inadequate of self-development, inappropriate programs that may develop the leadership mentality like holistic leadership training and development programs.

The leaders are incomplete to spend the required time and exert the required effort to achieve the stated organizational goal, fail to use the challenges as opportunity, unable to walk as they talk or promised, failed to be role model in registering result and they lacks passion. This may due to lack of knowledge, skill and competence of the leaders. If the leaders fail to work according to their promises and fails to walks as they talk they lose trust and respect from their followers. This may cause loss of followers and the consequence of this may failure to lead effectively.

Likewise, there is deficiency in selection and placement of leaders. There is no appropriate rule for the selection and placement of leaders that the public organizations fail to have competent and effective organizational leaders. Most of the time leaders were assigned only based on their political commitment, rather than focusing on their competence and professional knowledge.

The status of leaders in setting organizational vision, goal and communicating it to both the organizational members and customers were also other drawbacks that hinder the transformational leadership practices. This may be resulted from leader's turnover from sector to sectors in short period of time without knowing the organizational cultures and without any output. Also, inspiring vision and stimulating people to create ideas and share organizational values did not come to the expected level and fails to set clear organizational vision. There is lack of leaders in strategic thinking. Most of leaders spent their times on the routine activities rather than focusing on the strategic issues. This may also because of lack of thinking out of the box.

Decision making is also one of important thing for transformational leadership practice. This study thus founds leaders did not decide freely without any interference. Due to timely decision dalliances were occurred because of routine activities and lack of intellectual leaders. These are the major challenges that may causes from interference of the upper top leaders in decision making, shortage of appropriate use of power in leading public organizations.

RECOMMENDATIONS

Depending on the conclusion derived from the findings of the study the following recommendations are believed to of paramount importance for the concerned bodies to develop the practices of transformational leadership in public organizations.

Policy Makers

The council/policy makers should create transparent and participatory criteria for the selection/appointment of leaders. For this, the council shall establish a task force that includes various stakeholders including the community member to the development of the criteria. In addition, reshuffling of leaders shall be based on justifiable ground, transparency and consensus among the various stakeholders. This may require continuous and extensive communication among the stakeholders including the both organizational parties i.e. to the leaders and their employees. Thus, the policy makers shall enforce the establishment of continuous and transparent communication though different media.

Oromia National Regional State

Since the study result generally indicates the practice of transformational leadership is still in underdeveloped stage because of the lack of transformational leaders' qualities by the existing leaders, the state government has to develop and support continuous leadership capacity building to form transformational leaders.

In addition, the study indicated that there is a problem in utilization of leadership. Thus, the state government shall also focus on utility of leadership competence, works for proper utilization of financial and human resources and allocated sufficient budgets to run the overall activities of leaders' development.

Sululta Town Public Sectors

The Sululta Town public sectors should empower the leaders and not intervene in their decisions. However, continuous communication shall be formed between the leaders and the city administration councils through establishing continuous performance-based monitoring system so as to create transparency and trust. Moreover, the city councils shall engage in capacity building programs to develop leaders' capacity and trust.

Leaders of Public Organizations

The public sector leaders should adjust themselves with the dynamic situations. Thus, they should be open and ready to learn from anyone and any situation. They should further strive to be exemplary for their followers in terms of their job's performance, treatment of others, interpersonal relationship, encouraging others and innovative in their actions. They should also encourage and involve themselves in developing leaders from their followers. Moreover, they should develop transparent and performance based rewarding system.

Employees of the public institution

Employees of the public institutions should be ready to learn from others and shall judge their leaders in terms of their performance, and work-related issues. Moreover, they should be supportive to their leaders in achieving their organizational goals. In addition, they should provide accurate, reliable, and measurable information of their activities so as to support and encourages transparent rewarding system.

The Customers/the People at Large

The customers of public institutions/people at large shall encourage leaders that strive to improve their organizational service and support them in their activities. On the contrary, they should provide positive criticism to the leaders and their employees that doesn't meet their promise and show the way how they could address their problem. Thus, people shall develop both performance bases appreciation and criticism culture.

FUTURE RESEARCHERS

The researcher believes that this study gives inputs for future researchers to assess the transformational leadership practices in the public sectors. Thus, interested researchers may work in the area of practice of transformational leadership in the public sectors.

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