THE EFFECT OF THE PRACTICE OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE MOTIVATION. THE CASE OF ADAMA CITY ADMINISTRATION

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Abstract

The main objective of this study was to assess the effect of the practice of transformational leadership on employee motivation in Adama City Administration. The specific objectives were to understand the existing status of the practice in the administration, to examine the extent transformational leadership is influencing the motivation of employees in the organization and also to identify the main challenges hindering the practice of transformational leadership in the administration and recommend ways to address them. The study used mixed research design that utilizes both quantitative and qualitative data. The population of interest for this study comprised 34 employees of Adama City Administration, sampled using both probabilistic and non-probabilistic techniques. The study used primary date collected using Semi-structured Interviews (SSIs,) and scaled and open-ended questioners. To analyze the data, the study used both quantitative and qualitative approaches. The result revealed that transformational leadership is one of the dominant styles of management in the administration. It is also exhibited that using both descriptive statistics and correlation analysis, the strong relationship between transformational leadership and employee motivation in the administration. Concerning the setbacks impeding the practice, skills gaps among mangers and lack of self-motivation among some employees were identified to be the causes.

Keywords: Transformational Leadership, Employee Motivation Engagement

Chapter One: Introduction

This introductory chapter outlined the context and the central concepts and objectives of this research. It also includes background of the study and study area, statement of the problem, significance of the study, delimitation and limitation of the study and outline of the study.

1.1 Background of the Study

Attracting and retaining employees in this age has become increasingly challenging (Davis 2004). Globalization and multinational factors have contributed to make human resources more and more demanding. At the same time, motivating employees have been found to be a catalyst for employees performance and therefore for organization success. However, how to motivate public sector employees has been the topic of many researches and has attracted researchers from the field of Human Resource

Management, Psychology, Management Studies and Organizational Behavior. A number of studies have attempted to thoroughly clarify the concept and its application in recent times, however; there still are a lot of unanswered questions on how to motivate both public and private sector employees. An important one is the effect of leadership and different leadership styles on motivation.

There exist several leadership styles, which bring up different attributes and characteristics of leadership (Dubrin 2007). In the past decades, transformational leadership has become an interesting topic in leadership and management research (Rawat 2015). According to Dubrin (2007), transformational leadership is a process in which leaders and followers help each other to advance to a higher level of morale and motivation.Transformational leaders motivate and inspire their employees to both develop individually and to accomplish more than what is asked of them (Ziek et al. 2014). In comparison to transactional leadership, where the leader will reward the employees only if they are doing something good and give punishment for something underperformed (Paarlberg et al. 2010). Additionally, Paarlberg et al. (2010) state how transformational leadership is not only beneficial for the individuals but for the overall organizational performance.Transformational leadership enhances the motivation, morale, and performance of followers to achieve organizational goals. My preliminary online research indicates that there are only limited researches available on the topic of how transformational leadership can influence motivation in organizations and almost none in the context of Ethiopia.

Motivation is a factor that leaders are believed to be able to affect. Therefore, the purpose of this study is to understand the effect of transformational leadership on employee motivation.

1.2 Background of the Study Area

Adama is located 100 km to the south east of Addis Ababa. It was founded in 1915 as an urban settlement following the establishment of the first railway project in Ethiopia passing through the area from Addis Ababa to Djibouti. The historical name of Adama was derived from a wild plant of the surrounding areas called cactus tree. During the regime of King Hailesilasse, in the year 1916 its original name was changed to Nazareth. However, the original name was restored in 1992 proclaimed by the Oromia Regional State.

Adama is situated 1600-1700 meters above sea level and in Latitude from 80 -33.8N to 80-36N and a Longitude from 390 11" 57E to 39021"15E in the Rift valley. Its average annual weather condition is 21 degree centigrade, with small amount of rain from June to September. In general, the town has sunny and windy weather conditions.

In 1936, the municipality of Adama was accredited only for a total area of 120 hectares. The town has shown sustainable and fast progress and at present its total area covers 32.4km2. It has now decentralized its authority to 18 Kebeles of the town to facilitate the basic activities so as to bring about effective changes in offering good governance and relevant public service at all levels. Based on figures from the 2007 Population and Housing Census results of Central Statistical Agency, this city has an estimated total population of 222,035 of whom 109,659 were males and were 112,376 females. In 1994 National Census

report, this town had a total population of 127,842 of whom 61,965 were males and 65,877 were females. This shows the population of the city has grown by 74 percent.

Adama is considered as one of the biggest cities in Ethiopia. Adama is a modern city that has road crossing to the sea port and has a rail way line. All these natural and manmade attributes make Adama and its surroundings a base for investment in several sectors, such as hotels, recreations centers, small and heavy industries and etc.

1.3 Statement of the Problem

Motivation is one of the factors in most circumstances that dictate how much effort and performance employees are willing to put in their day-to-day work. Rawat (2015) explains that motivating employees have been found to be a catalyst for employees performance and therefore for organization success. However, it is an enduring challenge for many organizations around the globe to keep their employees inspired and well-motivated. For instance, Dixon (undated) reveals that "most organizations… continue to spend millions each year on motivation courses, training in motivation, meetings to boost motivation, incentives to strengthen motivation, meetings to analyze problems in the workforce motivation, tools to measure motivation, mission statement and so on…" with no real outcomes.

In Ethiopia, the concept and practice of employee motivation in a workplace is regarded as very low, especially in the public sector (Biru 2018). For long, the overall system in Ethiopia has been focused on 'controlling' and 'managing' workers through laying down policies and regulations on how they should operate and act within their organizations. Public service managers often have very little room for maneuver due to rigid civil service laws (Lisanework 2010). He adds that this is done in expense of employee development and motivation, which in most cases leads into high job performance and satisfaction.

There are different factors that can influence the motivation of employees in the workplace. And according to Almintisir et al. (2013), leadership styles assumed by authorities is one of the mains. Almintisir et al. (2013) asserted that the success or failure of an organization is highly subjected to the styles and aptitudes of a leader. Though there are different types of leadership styles, a number of researches conducted in the 21th century (Paarlberg et al. 2010, Ismail et al. 2011, Almintisir et al. 2013, Rawat 2015) highly recommend transformational leadership as the desirable approach to enhance employee job satisfaction, work motivation and work performance in today's world. However, specific to Ethiopia, there are only few studies available on transformational leadership and almost none, pertaining to its relationship with employee motivation (Lisanework 2010).

He adds that this clearly indicates the uncommonness of the practice in the country. Biru (2018) further affirms that transformational leadership in Ethiopian is not only exercised rarely, it is even new at theory level. Not enough attention has been given by the authorities, more than any one, to at least incorporate the concepts and practices of the style in the existing system, regardless of obvious drawbacks in the current approach. So that assessing the existing status and setting intervening mechanism is very important.

Furthermore, the other problem is lack of empirical research conducted that focused on understanding the practice of transformational leadership effect on employee motivation in the public sector nationally. This not only limits the understanding of transformational leadership as a concept, but also its potential as an alternative approach to enhance the relationship between authorities and workers in the workplace in the country. In this regard, Ziek et al. (2014) explains that characteristics associated with transformational leaders have been found to influence the leader–employee relationship, increasing the employee's motivation. Specific to Oromia Regional State, the researcher believes that beyond enhancing the motivation and performance of personnel in a work place, the sustainable application of transformational leadership in the public sector could significantly support the ongoing political, economical and social transformation in the region. Though this study is expected to contribute to fill the knowledge gap on a national and regional scale, it will be more important to the study area because, according to the researcher's preliminary investigation, there are previously no studies conducted focusing on transformational leadership in Adama. As a town that has been going through a major political and social change, especially in the past three years, attempting to understand the extent of the style among leaders in the town is important to encourage the practice.

1.4 Research Objectives

1.4.1 General Objective

The general objective of this research is to assess the effect of the practice of transformational leadership on employee motivation in Adama City Administration in the Oromia Regional State.

1.4.2 Specific Objectives

The specific objectives are:

1) To assess the existing status and extent of the practice of transformational leadership in Adama City Administration
2) To understand the effect of the practice of transformational leadership on employee motivation within the administration
3) To identify the main challenges hindering the practice of transformational leadership in the administration and to recommend ways to improve the practice

1.5 Research Questions

The following are the key research questions that will be answered to achieve the objectives of the study

1) What is the extent of the practice of transformational leadership within Adama City Administration?
2) Does the practice of transformational leadership have effect on employee's motivation within the administration?
3) What are the challenges hindering the practice of transformational leadership in the administration? And How to address them?

1.6 Significance of the Study

If organizations had an insight into the leadership style that results in the highest levels of employee satisfaction, and the most common style followed at a specific location as a result of the influence of national culture, they could take the necessary actions in order to promote the desired style for its leaders and keep their employees satisfied. This study will benefit Adama city administration in illuminating the extent of the practice of transformational leadership within the organization and its current effect on the motivation level of employees. More importantly, it will attempt to identify the obstacles facing the practice on the day-to-day bases and give insights on how to overcome them to maximize employee's motivation and job satisfaction. The research will attempt to fill the information gap left by previous studies in the area of transformational leadership and employee motivation. It will specially give some insights on the matter in the context of Adama as there are previously none. The study can be used as an input for future researchers, who are interested to conduct further researches in the same area or others.

1.7 Scope of the Study

This study is explanatory in nature and it studies the effect of transformational leadership styles on employees' job motivation and only limited to Adama City Administration. It involved 35 full time employees, mainly experts and managers or supervisors. Time and resource constraints were the main factors that influenced the size of the samples.

Though there are a number of other dependent variables that could be researched in relation to transformational leadership including retention, performance, engagement, loyalty and so on, this research is only concerned with understanding the effects of transformational leadership on employee motivation in the administration.

1.8 Limitation of the Study

The researcher had a challenge collecting the intended data from the sampled respondents, especially from individuals in managerial positions. In most visits to the organization, the managers were not either available in their offices or are busy running meetings. Due to this, the researcher was forced to interview only two senior managers.

The researcher was also exhausted with the limited availability of local literatures related to the study. That also obliged the researcher to be restricted with limited sources which have no direct relationship with this study. Thus, the review of literature might be affected in this regard.

1.9 Organization of the Study

The research paper is organized into five chapters. Chapter one presents the introduction part, which contains, background of the study, statement of the problem, objectives of the study, research question, research hypothesis, significant of the study, and scope and limitations of the study. Chapter two presents the

literature review. Chapter three presents research methodology, which contains research design, sample and population, sampling techniques, data collection, data analysis technique and analytical model. Analysis and finding/results are presented in chapter four. The final part chapter five discusses the summary, conclusions and recommendations.

Chapter Two: Review of Literatures

This chapter discusses the review of related literatures. It is organized in three main parts; theoretical framework, empirical literature review and conceptual framework of the study.

2.1 Theoretical Review

The theoretical literature helps the researcher to identify clearly the variables of the study; provides a general framework for data analysis; and helps in the selection of applicable research design.

2.1.1 The Concept of Leadership

The global financial crisis has resulted in a wave of unprecedented challenges to the world's economic and political order. In a situation of turbulence, the one key factor that can make a difference, through foresight and dexterity, is Leadership. However, as this study was initiated and probe started, to gain conceptual clarity, the results are baffling. The search for the right definition has been age-old. According to Bass and Avolio (1997), a single specific definition of leadership is a very complex task as literature and studies on this topic are varied and there is no definition which is widely and universally accepted. Some definitions describe leadership as an act of influence, some as a process and yet others have looked at a person's trait qualities.

Nel et al. (2004) define leadership as the process whereby one individual influences others to willingly and enthusiastically direct their efforts and abilities towards attaining defined group or organizational goals.

Cole (2005) defines Leadership as a dynamic process whereby one man influences other to contribute voluntarily to the realization and attainment of the goals objectives; aspiration of values of the group that is representing the essence of Leadership is to help a group or an organization to attain sustainable development and growth.

Dubrin (2007) explains how leadership is not something which is described uniformly by all researchers and therefore, leadership has several various definitions. According to Thoonenet et al. (2011), though some scholars refer to managers and leaders as different concepts, leadership is a large part of a manager's role and therefore 'leaders' and 'managers' can be used interchangeably. Dubrin (2007) mentions interpersonal influence, willingness to take the blame, and influence people by persuasion as some portrayals of leaders. Additionally, leaders often have a combination of skills that make them unique (Dubrin 2007). Politis (2001) clearly state how knowledge about individual's behavior and understanding of the psychology behind what motivates individuals are the core for being a good leader. Dubrin (2007) explains how it is important to

have a trusting relationship between the leader and the employee. If employees do not trust their leader, the leader cannot influence them as effectively. Further on, a leader with good work ethic is highly valued since they are strongly motivated and can inspire the same to the entire team. Dubrin (2007) continues highlighting; this is why companies today focus on leadership development and training, to train new leaders for the future.

2.1.1.1 Leadership: A New Approach

Today's leadership is emerging as a new field in the history of organizational behavior. Leaders acts as boundary role to influence the activities of an organized group towards achieving an organizational goal (Dent 2012; Arnold et al. 2013). Thus leadership is considered as a one of the most examined but the least understood phenomenon which is related to a stream of evolving interrelationships in which they are continuously evoking motivational responses from followers and modifying their behaviors as they meet responsiveness or resistance, in a ceaseless process of flow and counter flow (Burns 1978). Given that, leaders often have a major degree of control over different prospects of followers' tasks, they can influence followers' behavior in a way that induces them to participate in achieving organizational goals (Fleishman 1973). Accordingly, leadership has been identified as an important factor to influence employees' creative behavior and performance (Wang et al. 2010; Walumba et al. 2011; Gracia-Morales et al., 2012).

Thus, this domain has been recognized for further research to know the different variables with different correlations, environment, and culture. In most literature, leadership has been found the most effective and efficient way to boost followers' motivation, performance and creativity in order to accomplish a certain task (Li and Hung; 2009; Lee, 2011; Wang et al., 2011; Gracia-Morales et al., 2012; Noruzy et al., 2013). According to researchers such as Katz and Kahn (1978), and Howell and Avolio (1993), leadership positions act as boundary roles in organizations. Therefore, they are required to influence followers' behavior in a way that soothes the progress of the achievement of organizational goals (Fleishman, 1973). Given that, leaders often have a major degree of control over various aspects of followers' tasks, and also over their outcomes. There are different mechanisms in which leaders can influence followers' behaviors and attitudes such as goal definition, role modeling, resource allocation, emphasis on organizational norms and values, and through influencing their perceptions towards work environment (Bass, 1981; Bass, 1985). Amabile et al. (1996) argue that leaders, who are closer to the daily work of their followers, can influence them in a direct way with different ways.

2.1.2 Leadership Styles

In the work environment, leadership styles mostly align with organizational objectives, needs, goals, and culture. In the postmodern leadership literature, much of the focus had been on behavioral types of leadership styles. For instance, gender leadership, race leadership, charismatic leadership, moral leadership, social justice leadership, and spiritual leadership. However, in the recent times, leadership is concerned with

four broad styles including authoritarian, participative, transactional and transformational leadership (Ziek et al. 2014).

Not everybody concurs that a specific style of leadership will bring about the best type of hierarchical conduct. Distinctive styles were required for various circumstances and every leader expected to know when to show a specific methodology. No one leadership style is perfect for each circumstance, since a leader may have information and abilities to act viably in one circumstance yet may not develop as successfully in an alternate circumstance.

Bass et al. (2006) explains that the different style of leadership possesses their own advantages and disadvantages, depending on the goals and culture of an organization. To this context, organizations depend upon the needs and necessary tasks for offering leadership styles within the organization. The authoritarian leadership uses coercive tactics to apply rules. They apply Machiavellian approach to manipulating people and decision making. In this style, control is crucial for management strategy. However, authoritarian leadership emphasis on work rather than people tends to demotivate employees from contributing to achieving organizational goal.

The second style is participative in nature often called the democratic leadership style. It strives to move away from the authoritarian leadership to the human side. This style is more human relations and organizational productivity because it is linked with open inquiry and social and informal structures system. In the organization, employers, managers, or leaders should behave workers with honesty, dignity and change to a more collegial team concept. Social system in the organization is imperative factor in motivating employees for achieving organizational goals and in this system participative leadership plays an important role. The decision making in the organization centered on people need rather than stress is primary role of participative leadership. This leadership style is often called democratic leadership in which they value the input of peers and team members where decisions are made by participative leaders. It always supports employee's morale because of their contributions to the decision-making process. However, this style faces challenges when organization requires making decision in a short period.

The third style is transactional leadership and associated with organizational expectations and goals to perform and provide rewards or punishment based on people doing the work. In this style managers or leaders and team members set predetermined organizational goals together for doing work together. This style of leadership is suitable where the bureaucratic side conflicts with the professional one. To the end managers or leaders correct or train employees through the powers when he or she fails. In most organizations, this leadership reflects the reality of the workplace. Finally, transformational leadership is related with human understanding and depends on the high level of communication of management to meet organizational goals. In this style of leadership, every person is empowered to become a productive learning community and fulfill highest needs. This study will focus on transformational leadership in light of employee motivation.

2.1.3 Transformational Leadership Defined

Transformational leadership seeks to explain the unique connection between leaders and followers that result in extraordinary performance and accomplishments in both individual followers and the organization (Yammarinoet al.1994; Bass et al. 2006). It is a theory that emerged from the work of Bass (1985) who had built on Burns' original concept of transforming leaders. Burns (1978) initially introduced the concept of transforming leadership in his descriptive research on political leaders but it is a term now used in the field of Organizational Psychology.

When taking Maslow's Hierarchy of Needs theory into account, transformational leaders understand that employees have a range of needs and the extent to which they ultimately perform in the workplace is determined by the extent to which these needs are met. These needs are illustrated below:
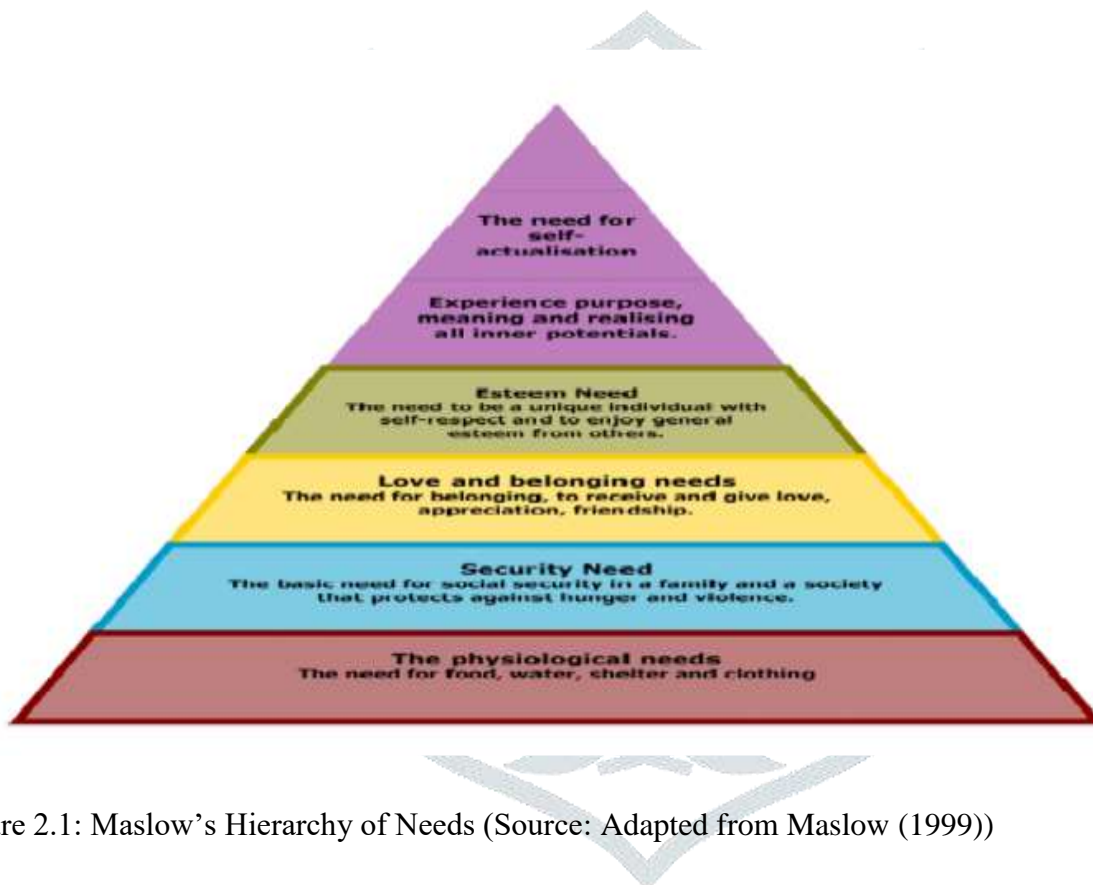

Figure 2.1: Maslow's Hierarchy of Needs (Source: Adapted from Maslow (1999))

According to Maslow (cited in Bass, 1985), the motivation level of employees are predominantly affected by how their needs are being met. Pfeffer (2005) in support of Maslow (1999) postulates that once the lower-level needs of safety and security have been fulfilled, the higher-order needs such as affiliation and recognition become essential and would need to be met in order for an employee to remain motivated. According to Burns (1978, p. 4.), transformational leaders "look for potential motives in followers, seeks to satisfy higher-order needs and engages the whole person of the follower." They will therefore aim to go beyond the follower's immediate needs (for example, food, water and shelter) which can often be met through transactional rewards, to the deeper issues of follower development and purpose. In doing this, they subliminally move followers from concerns of mere existence and safety to more powerful needs associated with achievement and growth (Avolio et al. 1991). When leaders are able to engage the whole person and go beyond their basic needs, it implies that this type of individual can influence followers to move from a

lower-thinking level of need to a higher-thinking level of need. Doing this will produce within their followers a greater sense of self-worth, self-identity and collective teamwork inspiring followers to share their leader's values and connect with the leader's vision of an organization working towards the good of the organization (Bass 1999; Bassi et al. 2007).

In today's world, transformational leadership is argued to be one of the most important ideas in business leadership. A transformational leader is always trying to empower their followers to strive towards objectives, which will benefit not only the individual but also the team and the organization as a whole (Bass et al., 2006). It leads to better performance, higher employee motivation and a greater commitment to the organization. Bass et al. (2006) further explain the relationship between the follower and the leader to be identifying and inspirational. The employee strives to match their leader and the leader inspires the employee through persuasion and challenges (Bass et al., 2006). 'The Transformational Leadership Report' (2007) states how transformational leaders can attract followers by setting higher ideals and values. The report continues with defining transformational leadership by adding the factor that the leader is able to affect the employee by creating a profile the employee can trust, admire and respect. Continuingly the leader can transform the followers by increasing their awareness of tasks and values, the leader is also able to support the employees to focus on team goals and not be stuck in individual thinking (The transformational leadership report, 2007).

Bass (1985) identified four components of transformational leadership namely, Inspirational Motivation, Idealized Influence, Individual Consideration and Intellectual Stimulation which will be discussed in detail below:

I. Inspirational Motivation (IM)

Firstly, inspirational motivation refers to leaders with a strong vision for the future based on certain values and ideals (Bono et al. 2004). These leaders inspire followers by being optimistic and enthusiastic about the future and will communicate the appealing vision of the future by also using symbols to articulate this vision (Bono et al. 2004). According to Bass et al. (2006, p. 6), "transformational leaders get followers involved in envisioning attractive future states, they create clearly communicated expectations that followers want to meet and also demonstrate commitment to goals and the shared vision." Leaders falling into this dimension are able to build confidence and inspire followers by using persuasive language and symbolic actions.

II. Idealized Influence (II)

Secondly, transformational leaders that display idealized influence will behave in showing that the benefits of a group are more important than benefits of the individual; they will demonstrate high ethical norms and also be a role model for their subordinates (Bono et al. 2004). Authentic trust must be built between leaders

and followers as this dimension is characterized by high moral and ethical standards. Leaders are therefore held in high personal regard which allows them to arouse loyalty from their followers. Inspirational motivation and idealized influence together can be termed "charisma". Charismatic leaders therefore have a positive influence on their subordinates and will use this influence to change the self-focus of the employees to a collective one. As a result, subordinates become more involved with the vision of the leader and are more willing to make sacrifices for the particular vision of their organisations (Bono et al. 2004).

III. Individual Consideration (IC)

Thirdly, transformational leaders that display individual consideration will treat each follower as an individual and provide coaching, mentoring and growth opportunities as they understand their followers need to grow and develop themselves. As a result, this approach of coaching and mentoring enables the lifting up and empowerment of the next generation of leaders. It also supports the individual's need for self-actualization, self-fulfillment and self-worth, thereby naturally propelling followers to further achieve and grow within the organization (Harter et al. 2003). These leaders are also able to clarify expectations with their direct reports by consulting with them and in doing so reducing role ambiguity. By setting clear expectations of performance, followers are likely to experience reduced feelings disengagement and/or burnout at work (Harter et al. 2003).

IV. Intellectual Stimulation (IS)

Lastly, intellectual stimulation is the fourth component of transformational leadership. It refers to leaders who challenge organizational norms, encourage divergent thinking and drive followers to develop innovative strategies. As a result, the leader challenges the subordinate to see problems from a different perspective and in doing this enables the employees to be active thinkers that allow them to become more involved within the organization (Conger et al. 1998). Followers are therefore able to question assumptions and generate more creative solutions to problems which give them the freedom to creatively overcome any obstacles in the way of the organization's mission and objectives. Conger et al. (1998) revealed that intellectual stimulation provokes followers to think out new methods in innovative ways by getting them involved in the process of decision-making as well as problem solving that impact on their social, economic, environmental and political wellbeing. The goal of intellectual stimulation is therefore to continuously spawn the highest levels of creativity from its followers (Avolio 2005).

2.1.3.1 Benefits of Transformational Leadership

Northouse (2004) found in 39 studies of transformational literature, in both the private and public sectors, that individuals who exhibited transformational leadership skills were more effective leaders with better work outcomes than transactional leaders. Avolio et al. (2004) argue that transformational leaders are more

effective because they understand the importance of adapting to the needs and motives of their followers and can therefore get their followers to be more inspired and accomplish great things whilst completing the tasks at hand and simultaneously having their needs met.

In line with Maslow's hierarchy of needs model, transformational leadership appeals to the highest-order need of an individual namely, self-actualization. Together vast things can be achieved when the vision and passion of one man and the willingness of many inspired followers work towards achieving goals. Studies from military, educational, and business perspectives have actually identified the benefits of transformational leadership behaviors. Specific to the business context, research shows that leaders who exhibit higher levels of transformational leadership behaviors have followers who report increased levels of inspiration, motivation, empowerment, commitment and lower rates of absenteeism (Smith et al. 2004). Transformational leadership could also be viewed as the more humane leadership theory, in comparison to the more militaristic transactional theory. Therefore, instead of negative motivation, this theory believes that followers will rise higher through positive motivation. An example of a great transformational leader was Sam Walton, founder of Wal-Mart, who whilst alive, would actually visit Wal-Mart stores across the country to meet with employees to show his appreciation for what they did and how much he valued them. Walton believed that a simple "rule of success" as displayed in his autobiography was to appreciate employees by praising them (Walton 1996). This "rule of success" and many other successful transformation leadership behaviors have contributed towards Wal-Mart being the largest retail company in the world operating in more than 11 continents across the globe.

From a social perspective, individuals who have commanded respect such as Martin Luther King and Nelson Mandela have also been idealized for centuries and are typically viewed as transformational leaders that have been able to revolutionize a nation. Common traits of such respected leaders is that they had the ability to successfully appeal to the basic values of people with great enthusiasm and an eloquent speaking style offering a compelling vision. Their ability to intellectually stimulate people's minds by inspiring them to think differently and suggesting new ways of looking at things are only some of the characteristics that transformational leaders possess.

In addition to this, Avolio et al. (2004) contend that transformational leadership is a reputable way of leading in that it not only raises the level of the followers' ethical conduct but also that of its leader which adds towards a positive and loyal working relationship. Either way, a great advantage of this leadership model is that it creates an enthusiastic work atmosphere and as employees are more motivated they will work for the leader, even if the monetary and other benefits offered are less because they will be inspired by the vision. In effect, this therefore also contributes towards higher levels of output and in the process future leaders are naturally identified from the lot of followers (Avolio et al. 2004).

According to Bass et al. (2006), the rapid rate of change in all organisations is calling for more adaptable and flexible leadership. Leaders must make sense of challenges faced by themselves and their followers. The type of leadership style needed is transformational and is known for directing its followers towards the

future and creating organizational cultures of creative change and growth. In addition to this, transformational leadership increases performance levels by influencing followers' values, goals and higher order needs to meet the organization's mission. Followers are challenged to think in new ways, inspired to accomplish goals which were previously out of reach and motivated to keep values and moral standards in mind when performing their daily duties (Bass et al. 2006). Followers therefore trust, admire and show great levels of loyalty toward their leader and organization as they are motivated to do more than they originally thought possible (Yukl 2002;Hamlin et al. 2008).

2.1.3.2 Limitations of Transformational Leadership

A great limitation of this theory is that transformational leadership is fundamentally based on the ability of the leader to inspire the work force to perform their best and together to work as a team toward the good of the organization. However, leaders of organisations may not possess the character traits needed to accomplish this. Another limitation is that often too much emphasis is placed on leadership style over substance (Avolio et al. 2004).

From an organizational perspective, there is a growing demand for "evidence based" decision-making where to show leadership, you need to cite hard evidence. Therefore, whether an individual can present their business case in an inspiring manner is not as important as having the solid facts to back them up. There is a great deal of perfectly effective leadership that is not transformational (Avolio et al. 2004).

2.1.4 The Concept of Motivation

Helliegel et al. (1992) describe motivation as "the force acting on or within a person that causes the person to behave in a specific, goal-directed manner". Driving employees towards a consistent behavior in a goal-oriented manner is essential for utilizing the full potential of employees so as to ensure quality output and successful organizational outcomes. The imperative need to discover, comprehend and ensure employee motivation has become a principal concern for organizations and managers because employee motivation has been, and will be the deciding factor in work performance, success or failure of an organization (Samuel et al. 2009).

According to Lin (2005), many scholars highlight the importance of motivational factors to enable individuals and groups attain their personal, as well as, organizational goals. Lin (2005) furthermore distinguishes motivation into two categories, extrinsic and intrinsic intentions. He defines extrinsic intention as predictable organizational rewards and common benefits; additionally intrinsic intention refers to sharing out of your own interest and satisfaction to help co-workers and the company. A clearer definition of extrinsic rewards (or intentions) is rewards which come in a monetary form whereas intrinsic rewards come in the form of feedback and recognition (Osterloh et al. 2000). Bock et al. (2001) explain having a positive attitude towards commitment has a stronger connection to actually share in comparison to monetary rewards. A monetary reward can be a cause for individuals to committee themselves; however, it is not an essential force to form a person's behavior (Bock et al., 2001). They argue how extrinsic intentions, in other words,

monetary rewards, are seen as a temporary solution for motivation since the employees will go back to their old behavior once the rewards are discontinued. Osterloh et al. (2000) argue how extrinsic rewards provide satisfaction for employees; however, it is a satisfaction independent of the task itself. It leades to employees only outperforming tasks or deadlines if they receive an extra monetary reward (Osterloh et al., 2000). They claim extrinsic rewards are only effective in the short-run since it creates a demand for constantly receiving rewards.

Osterloh et al. (2000) states the advantages of having intrinsic rewards rather than extrinsic. An advantage for intrinsic rewards is how it creates motivated employee in ways extrinsic rewards could not achieve as easily. Moreover, intrinsic motivation is better applicable for tasks which need creativity since extrinsic rewards stagger the innovative ways of working (Osterloh et al., 2000). Additionally, intrinsically motivated employees both learn faster and have a deeper conceptual understanding. Osterloh et al. (2000) point out the ideal incentive systems would be the intrinsic, resulting in the content of the work becoming more satisfying and fulfilling for the employee. They further explain how intrinsic rewards are better in the long-run due to an increased interest in the bigger picture in comparison to extrinsic rewards. Even though intrinsic rewards seem to be the best motivational tool, it is difficult to manage, it is risky as well as hard to control and analyze (Osterloh et al., 2000). Extrinsic rewards are easier to manage and provide a possibility for standards, however, employing extrinsic rewards can result in free-riding behaviors and in the long run extrinsic rewards might hinder the flow of, especially, tacit knowledge, whilst intrinsic motivation is strongly connected with collaboration (Osterloh et al., 2000).

2.1.5 Motivations in the Workplace

According to Stairs (2005), for the first time in the history of management, the quality of people and their motivation are deemed as critical factors in corporate vitality and survival. Fernet et al. (2012) contends hiring top talent is one thing however, keeping talent and getting employees to be fully motivated and engaged is another challenge hence, the focus by human resource professionals and management. Employers that are able to motivate their employees are subsequently more likely to retain those same employees, while simultaneously increasing output within their organization (Stairs 2005; Devi 2009).

On the other side of the spectrum, employee demotivation has been postulated as a significant contributor to poor organization performance and profitability. Seijts et al. (2006) asserts that lack of motivation is prevalent and is causing large and small organisations all over the world to incur excess costs, under-perform on critical tasks and create widespread customer dissatisfaction. Extra costs and underperformance as a result of poor employee motivation and engagement negatively affects organisations and over the long term, decreases profitability and sustainability (Schaufeli et al. 2004).

2.1.5.1 Motivation in the Public Sector

According to, Wright (2011) motivation of employees in the public sphere is very important as the performance of governments and their administrations affect our society much more than any other private

sector organizations. Buelens et al. (2015) state that a major issue with public sector organization is the need to get "more for less" and operate at the highest levels of productivity and effectiveness. This means that public service managers have high level of demand with few resources. In order to do this, public organization leaders must keep employees totally motivated and committed (Wright 2011). The problem is that motivating public employees is easier said than done. Wright (2011) states that public workers have a reputation for being lazy and lethargic. An additional problem is that public service managers have very little room for maneuver due to rigid civil service laws. In addition, the public sector suffers from aging and plateauing employees, who are especially hard to motivate. Buelens et al. (2015) found that public employees work fewer hours and show less commitment to their organization than their counterparts in the private sector. They prefer to invest more in their private lives. Therefore the public manager has a grueling task. The time they have to motivate their employees is limited to short working hours. They also do not have the tools required to motivate their staff (Wright 2011). They cannot easily fire anyone and they also cannot offer substantial financial rewards as these are not allowed in the public sector. It does not come as a surprise then that the question how public managers can motivate their employees are considered to be very important question in public management (Wright 2011, Buelens 2015).

2.1.6   Leadership and Motivation

Developing an understanding of the impact leadership might have on employees motivation is important. One factor which cannot be ignored is that leadership impacts both people and organizations. Whether leadership influence is positive or negative, individuals and organizations are changed as the result of their leaders.

From an organizational perspective, leaders relate to their employees and employees relate to their work. Leaders therefore have a choice to either stimulate their followers through material rewards (that is, using a transactional leadership style) or in addition to material rewards, inspire them to work for a cause beyond themselves (that is, using a transformational leadership style) (Mary 2005).

At the most basic level, leadership theories proposes that leaders can have a powerful impact on individual, group, and organizational outcomes. Further, employee motivation is thought to be a primary mechanism through which leaders exert their influence. Thus it follows that if leaders wish to improve outcomes, they should enhance the motivation of their followers (Thooneneta et al 2015). However, according to Wang et al. (2011), in the past, the mission of leaders in relation to employee's motivation has not been clear, and leaders frequently undermined the importance of developing effective relationship with stakeholders including employees.

Leaders also must recognize that what motivates "X" is different than what motivates "Y". Wang et al. (2011) maintains that leaders should implement different strategies that are customized to individuals. For example, some employees are simply motivated by job security, others by clear company policies, power,

recognition, compensation, on the other side, there are a category of employees who are intrinsically motivated by just with what they do.

2.1.7 Transformational Leadership and Employee motivation

Many studies show that there is positive relationship between transformational leadership and other dependent variable like satisfaction, commitment, motivation and performance of employees (Mary 2005, Wang et al. 2011, Thoonenetal 2015). For instance, Cheung et al. (2012) found that there is positive relationship between transformational leadership and employee motivation that results were consistent with findings of Shin et al. (2013) study. All this studies reported that transformational leadership is positively related with employee motivation and job satisfaction in various sectors of organizations as compared to other styles of leadership such as transactional and laissez faire.

According to Burns (1978), transformational leadership is a process in which leaders and followers help each other to advance to a higher level of morale and motivation. 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 project and the collective identity of the organization; being a role model for followers that inspires them and makes them interested; 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 enhance their performance.

Extensive studies have examined the effects of leadership, but limited work has discussed such within the public administration domain. Study conducted on military personnel found leadership as an important factor in military personnel motivation (Bass, 1997). Avolio*et al*. (2005) study on the health care sector confirmed that transformational leadership has significant effect on nursing staff psychological empowerment and job performance. Mary (2005) demonstrated the influence of transformational leadership in social works, while Thoonen*et al*. (2011) investigated such effects on teachers' self-efficacy. Also, several analytical reviews have equally proven that limited studies conceptualized leadership as a multidimensional construct of transformation or transactional components (Avolio*et al*., 2005; Wang *et al*., 2011).

2.2 Empirical Review

A number of studies confirm the existence of positive relation between transformational leadership and employee motivation (Lowe et al.1996; DeGroot et al. 2000; Dumdum et al. 2002; Saboe et al. 2015). These studies have evidenced the positive effects of transformational leadership on both team and organizational performance. According to De Rue et al. (2011) transformational leadership accounted for 28.5 percent of the total explained variance in group performance and 22.8 percent of the explained variance in leader effectiveness.

Saboe et al., (2015) conducted a study on the unique mediators that underlie the effect of different dimensions of transformational leadership by looking at two dimensions of idealized influence and

individualized consideration on follower and organizational outcomes. The findings revealed the effect of transformational leadership on team collaboration, as well as, work motivation. Kala (2014) conducted a study on the relationship between leadership styles and employee engagement and motivation using 150 employees from diverse sectors in Coimbatore. The study concludes that leadership styles influence employee engagement and has significant relationship with all the factors in the job engagement. Specifically transformational leadership was found to be significantly related to employee motivation.

Zhang (2010) also conducted a study on the relationship between perceived leadership styles and employee retention and motivation among 439 sales assistants in Sidney Australia. The results showed that employee retention and motivation is associated with an employees' perception of leadership style in his or her direct supervisor, negatively when classical or transactional leadership styles are perceived and positively in the case of visionary or transformational leadership. Depending on the findings of the study, Zhang concludes that leadership styles influence employee retention and motivation, especially transformational leadership.

Dibley (2009) studied the relationship between the transformational leadership styles of supervisors and the levels of their subordinate motivation and performance in the South African mining companies. His findings indicated a significant correlation between transformational leadership, and work motivation and performance.

Marcos and Sridevi (2010) in their work, in titled the effects of transformational leadership on employee motivation: the key to improving organizational performance found that transformational leadership significantly influences employee motivation, in turn influencing the overall performance of employees in the workplace. They concluded that motivated employees are emotionally attached to their organizations and highly involved in their job with great enthusiasm for the success of their employer, going the extra mile beyond the employment contractual agreement.

In addition, Walumbwa et al. (2008) found positive relationship between transformational leadership and motivation, but negative relationship with Laissez faire Leadership style. Likewise, Schaufelli et al. (2004) discovered particularly strong relationship between transformational leadership and motivation, and also positive, but weaker correlation with Laissez faire Leadership style. There was also somewhat a weaker but still significant relationship between motivation and transactional leadership. Also Harter et al. (2002) demonstrated that employee motivation is negatively associated with authoritarian and laissez faire approach and positively associated with transformational style.

Furthermore, Woodcock (2012) examined the relationship between transformational leadership and employee motivation with possible mediating mechanisms through which transformational leadership exerts an influence on employee engagement and performance. Results revealed that transformational leadership can significantly influence employee motivation, engagement and performance.

2.3 Conceptual Framework

Based on the discussion so far, the following conceptual framework is developed by the researcher, in which the dependent variable is employee motivation and the independent variables is transformational leadership style as explained above.
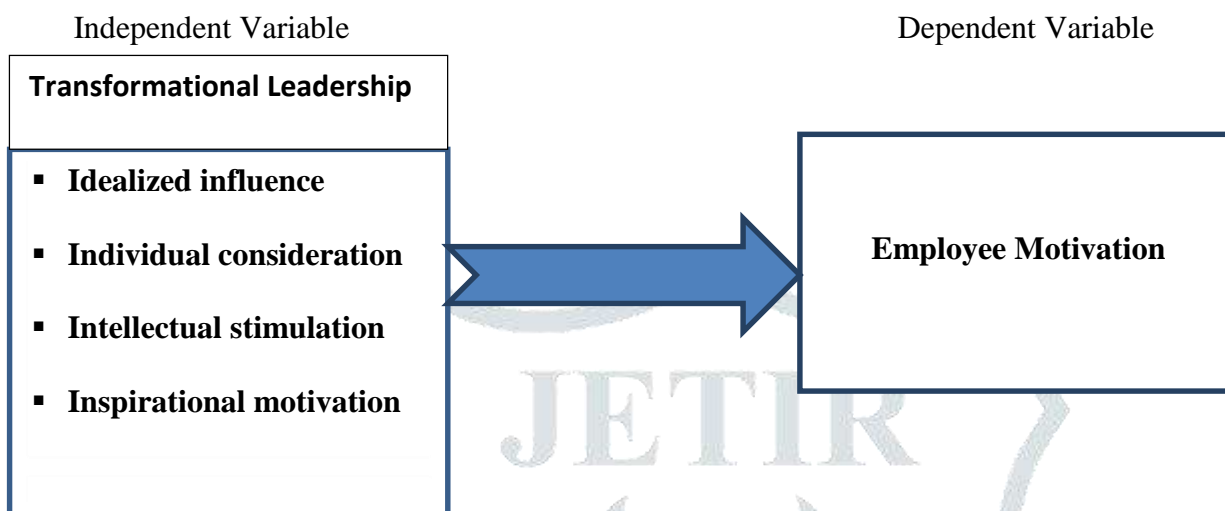
Independent Variable   Dependent Variable

Transformational Leadership

- **Idealized influence**
- **Individual consideration**
- **Intellectual stimulation**
- **Inspirational motivation**

Employee Motivation

Figure 2.2 Conceptual Frame work (Relations between Variables)

Chapter Three: Research Methodology

3.1 Introduction

This chapter discusses the research design and methodology. The chapter is organized in six sections. The first section 3.2 discusses the research design. Sample size and sampling technique are presented in section 3.3. Nature and sources of data; and data gathering tools are presented in section 3.4 and 3.5 respectively. In section 3.6 methods of data analysis, is presented. Lastly, ethical consideration is presented in section 3.7.

3.2 Research Design

The study is aimed at understanding the practice of transformational leadership and its effect on employee motivation at Adama City Administration, in Oromia Regional State. To achieve the intended purpose, mixed research design that utilizes both quantitative and qualitative data source was used.

Both research approaches were used as appropriate, but depending on the nature of the topic, which was focused on exploring and explaining the experience and reality of the participants as described by them, the study used more of qualitative research approach techniques. Moriarty (2011) explains that qualitative inquiry aims at providing in-depth and interpreted understanding of the social world of research participants by learning about their social and material circumstances, their experiences, perspectives, and histories.

3.3 Sample Size and Sampling Technique

3.3.1 Sampling Technique

For this study both probabilistic and non-probabilistic sampling techniques were used, depending on the type of respondents involved in the research, which are employees and managers of the administration.

In the case of probabilistic approach, the systematic random sampling technique was used to select employees to the study. When applying this technique, every unit in the population has an equal chance of being selected as a respondent. This was reasoned appropriate because everyone in the population is considered to have the same experience as they work in the same environment. More than all, it was necessary to ensure fairness by giving all an equal chance to be involved.

For the non-probabilistic approach, purposive sampling technique was deliberately used to select respondents at administrative positions. This method was employed based on the fact that managers are often busy and hard to find. So, the researcher depended on who is available when he visited the organization and willingness to be interviewed when approached by the researcher until the sampled number was reached.

3.3.2 Sample Size

For the employees, the sample size was determined using Cochran's formula as indicated in Hussein (2014). The total population (N) was represented by employees, who mostly have daily interactions with their

managers or supervisors. In this respect, the total population was identified to be around 43. From this, the sample size was calculated to be 30 (see below).

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

Where:

n = designates the sample size

N = designates total population

e = designates maximum variability or margin of error 10% (0.1)

1 = designates the probability of the event occurring.

Therefore:

$$n = \frac{43}{1+43\,(0.1)^2} = 30$$

On the other hand, for the managers, since little research was there on the same topic, the determination of sample size was held based on researcher's specific factors such as time and budget, due to existence of little work on the same topic. The sample size was determined to be 5. And decision was proved to be right, once the researcher started to collect data, when he faced a struggle to convince individuals at managerial positions to participate in the study.

3.4 Nature and Sources of Data

The study initially planned to use both primary and secondary data's, but during field visit the researcher couldn't find appropriate secondary data's that can be reviewed. So, the study depended on primary information to achieve the objectives of the research.

The information was collected from sampled employees and managers working with Adama City Administration.

3.5 Data Gathering Tools

The study used questioner and Semi-Structured Interview (SSI) techniques to gather the required information.

Scaled and open-ended questioners were used to collect information from the sampled employees. The scaled questioners were adapted from other studies that have used universally validated Multifactor

Leadership Questionnaire (MLQ Form 5X) (Avolio et al. 2004) to collect information on leadership in the administration. Likewise, the same approach was taken to formulate questioners to collect data on employee motivation; especially the work of Chowdhury (2014) was used.

Questionnaire was preferred for two reasons in light of to the nature of this research. First, it was to allow the researcher to collect data from the entire sample in the time available. Second, due the sensitive nature of the topic, it provided an opportunity for the respondents (sampled employees) to express their ideas and opinions confidently and freely, without being terrified to be identified (Creswell 2009).

SSIs were used to collect information from respondents in administrative positions. The researcher used this method to gain deep understanding about the question in hand. According to Kajornboon (undated), using SSI the researcher can prompt and probe deeper into the given situation. The method allowed the researcher to probe more questions to clarify themes and issues that arose during the actual interview. The researcher believes that the tactic has allowed the interviewee to express their concern and feeling in the process. Keller et al. (undated) asserts that, SSIs permit two-way communications. They give the informers the freedom to express their view and opinion. It gives them the chance to be heard. This enabled the researcher to discover significant information's that has not been anticipated before and not included in the interview questions.

3.6 Method of Data Analysis

Depending on the nature of the research, both quantitative and qualitative approaches to data analysis were used to examine and   interpret the data's.

The quantitative method was used to describe and analyses the findings quantitatively, which were collected using questioners that was mainly obtained from the sampled employees. The information was analyzed using descriptive statistical tools including tables, bar graphs and other analytical tools including SPSS 20.

On the other hand, the information from SSIs and open-ended questioners were analyzed using qualitative data analyses approach. According to SAGE (undated) qualitative data analysts face the task of recording data via a variety of methods, coding and categorizing, attaching concepts to the categories, linking and combining (integrating) abstract concepts, creating theory from emerging themes, and writing an understanding. The researcher started to analyze the information once all the research data had been collected. Once transcribed, the data was organized under pre-designed themes from the literature review and research questions. The researcher also used other themes/codes that emerged during data collection. Sarantakos (1993) refers to this stage as data organization…the process of assembling information around certain themes and points, categorizing information in more specific terms, and presenting the results in some form. The themes/codes was used to focus on the research questions the research was attempting to answer.

3.7 Ethical Consideration

Ethical issues were highly considered to ensure confidentiality and anonymity in the research. All information collected was treated with confidentiality without disclosure of the respondents' identity.

The researcher agrees with Fritz (2008), who said that the researcher is responsible to inform about the purpose of the research and risks associated with participating in the research, if there is any. And this was done by clarifying to the respondents about the purpose of the study and on how information's will be recorded and the extent of anonymity with the research, during initial meetings. The research only went forward once the informants express their consent at all times. According to Laws et al. (2003: 169) ''research needs the freely given informed consent of its respondents to be ethical''. Moreover, throughout the study period, the researcher was ready to attend to any ethical issues that might arise in the process of data collection and analysis.

3.7.1. Description of Research Burden

Participants were told that they could be given time to fill the questionnaire of at least two days, so that can make correct decision to participate in the study.

3.7.2. Possible Disadvantages and Risks of Taking Part in the Study

The participants were made aware of the facts that the methods and tools that are used in the study posed no risk to them. However some questions on their level of education could be sensitive that might bring about embarrassment to them. Hence they assumed of anonymity and high level of confidentiality to information provided at any stage.

3.7.3. Rights of Respondents in the Research

Respondent were made aware that have the right to decline enrolling in the study at any stage they feel or not to answer questions they feel are uncomfortable with and may withdraw from the study completely and yet not suffer any consequence, positive measures.

3.8 Validity and Reliability

3.8.1 Reliability

This is the degree to which its measure is free from error and therefore produces consistent results.

Senkeram (2003) defined reliability analysis as the process of conducted to ensure that the measure of variables have internal consistency across time and across various items that the some concept or variables. Reliability evaluates accuracy assessing the internal stability consistency items in each variable.(Hairetal 1996).in order to ensure reliability the researcher deployed multiple source of data collection methods, there are questionnaire, interview, focus group discussion, observation and documentary review which may provide convergences of facts during data collection process. Also the study employed Cronbach alpha coefficient to test the reliability of the scale within the instrument where x=0.95 was found (table 4.1)

according to wunnally (1978) a minimum level of 0.7of Cronbanchis Alpha value is recommended for reliability. The value of Cronbanch Alpha scale between 0-1 was established to interprate the reliability.

Table 3.1 Reliability Statistics

Cronbanch Alpha	Cronbanch Alpha based on standardized item	No of item
.953	.968	0.7

Source - research data 2019

3.8.2 Validity Analysis

Validity refers to extent to which the data collection instrument measures what is supported to be measure Zikmund(2003) defines validity as the ability of a measuring instrument to measure what intended to be measured. According to Senkeram (2003) content validity is a judgment act where experts check whether the item represent the construct which is being studded as well as wording, formatting, scoring of the instrument researcher employed Pearson correlation matrix to investigate liner relationship of dependent and independent variable in order to check validity of instruments. Result showed a very strong positive correlation between dependent and independent variable (table 4.1).

All predictors were observed to have significant relation (p < 000) at 0.01value. On the other hand finding showed personal and client acceptance and strongest liner relationship r(132)=0.94, p2000 to success.

Chapter Four: Data Presentation and Analysis

4.1 Introduction

This chapter deals with the analysis and presentation of the data collected through questionnaire and some structured interviews. Descriptive statistics including frequencies and mean were used to analyses the data. Interpretations were made based on the frequency and percentages of the data. The findings from the questionnaires were also analyzed using SPSS version 20 to understand the correlation between the variables.

The material will be presented in the following order; the socio-demographic characteristics of sampled respondents, followed by the extent of the practice of transformational leadership within Adama City Administration, the effect of transformational leadership on employee motivation and the challenges obstructing the progress of the practice in the administration and recommendations given by the respondents to redress the challenges. And finally, the analysis of the findings will be presented.

4.2 Socio - Demographic Characteristics of Sample Respondents

The socio-demographic presentation of the respondents allows the researcher to show who was contacted based on the respondent's age, sex, types of employment, etc. to give a highlight into their background. It also answers not only who, but how they were approached and investigated.

4.1.1 Classification of the Respondents Based on Data Collection Methods Applied

The research used structured and open-ended questioner and Semi-Structured Interviews (SSIs) methods to collect the required data from the sampled respondents.

During field survey the researcher contacted 34 respondents. Of 30 who were given questionnaires, 29 of them responded accurately and one was discarded later on for incomplete response. The other 5 were interviewed, giving the information required from them. The data collection was conducted over a period of two weeks by travelling to the research site. The researcher believes that the approaches used to collect the data are relevant in view of the information required for the study.

Though the research could not reach 100% of the respondents as planned, the researcher believes that 97% response rate is adequate enough to achieve the objectives of the study.

Classification of Respondents Based on Data Collection Method Used

Interview
15%

Questioner
85%
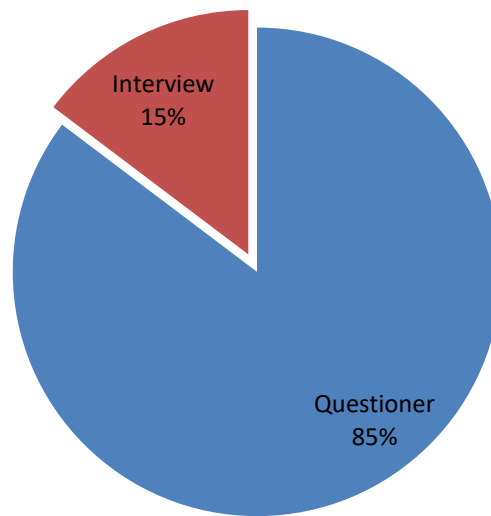
Graph 4.1 Category of respondents (Source: Field survey June 2019)

4.1.2   Gender and Age of Respondents

Age and gender are among the most important demographic variables in many analyses. In this study, the sex and age distribution of respondents are presented in table 4.2 and 4.3 below, respectively.

4.1.2.1 Gender of the Respondents

Gender of the respondent	Gender of the respondent	
	Frequency	Percent
Male	21	62%
Female	13	38%
Total	34	100%

Table 4.1 Gender of the respondent (Source: Field Survey June 2019)

The table above shows that the majority of respondents were male compared to the females, who represented 38% of the total respondents.

4.1.2.2 Age Distribution of the Respondents

The data from the research indicates that 50% of the respondents are between the ages of 30 to 40, followed by those who are aged 25 to 29, which represented 26% of the total respondents. The lowest age group is represented by those between the ages of 18 to 24 years, standing at 3%.

Respondents Age Distribution		Frequency	Percent
Valid	18 to 24 Years	1	3%
	25 to 29 Years	9	26%
	30 to 40 Years	17	50%
	Above 40 Years	7	21%
	Total	**34**	**100%**

Table 4.2**.** Age of the respondent (Source: Field survey data June 2019)

4.1.3 Number of Years the Respondents Spent Working with the Administration

The result shows that the majority of the respondents have 6 or more than years of experience working with the organization. 12(35%) of them said that they have stayed with the administration between 6 to 10 years, followed by 7 (20%) respondents who claimed they have 11 to 15 years' experience. Those who indicated, they have served for 21 years or more were identified as the smallest group, standing at 9%.

Depending on the findings, it will be acceptable to conclude that many of the respondents have significant experience with the organization to provide adequate information on the issues raised by the research.

Working Experience with the Organization		Frequency	Percent
	3-5 years	6	18%
	6-10 years	12	35%
Valid	11-15 years	7	20%
	16-20 years	6	18%
	21 years or more	3	9%
	Total	**34**	**100**

Table 4.3: Experience of the respondents in the Organization (Source: Field survey, June 2019)

4.1.4 The Responsibility of Sampled Respondents in the Organizations

Out of the total respondents, 85% of them were non-managers including experts, line workers and others. They were randomly selected until the required number was reached. The other respondents were individuals in a managerial position, with 9% of them representing mid-managers and 6% of them senior managers.

With 97% of response rate, the researcher believes that the composition of the respondents based on their responsibility is satisfactory to achieve the purposes of the study.

What is your level in the Organization?		Frequency	Percent
Valid	Non-management	29	85%
	Mid-management	3	9%
	Senior management	2	6%
	Total	34	100%

Table 4.4 Responsibility of Respondents in the Organizations (Source: Field survey, June 2019)

4.3 The Extent of the Practice of Transformational Leadership within Adama City Administration

To understand the extent of the practice of transformational leadership within the administration, the study examined the degree to which the four dimensions of transformational leadership including idealized influence, inspirational motivation, intellectual stimulation and individualized consideration were being exercised by managers and leaders in the organization. In order to do achieve this, the extents of the dimensions were tested individually by statistically analyzing the responses given by the sampled employees to the scaled questioners linked with each characteristic.

Frequency and percentage were used to summarize the respond for the questioners provided to the respondents and conclusions were made based on the outcomes.

4.2.1 Idealized Influence Test

The idealized influence that involves the influence of leader on the fellow subordinates by getting their respect, loyalty, trust and confidence is one of highly rated behavioral component of the transformational leadership style. In this research, to see the degree of idealized influence practiced by the managers, the researcher examined one by one the responses given to the leadership questions linked to the character including leaders instills pride in others, goes beyond self-interest and displays a sense of power. Then, the responses were analyzed using statistical methods.
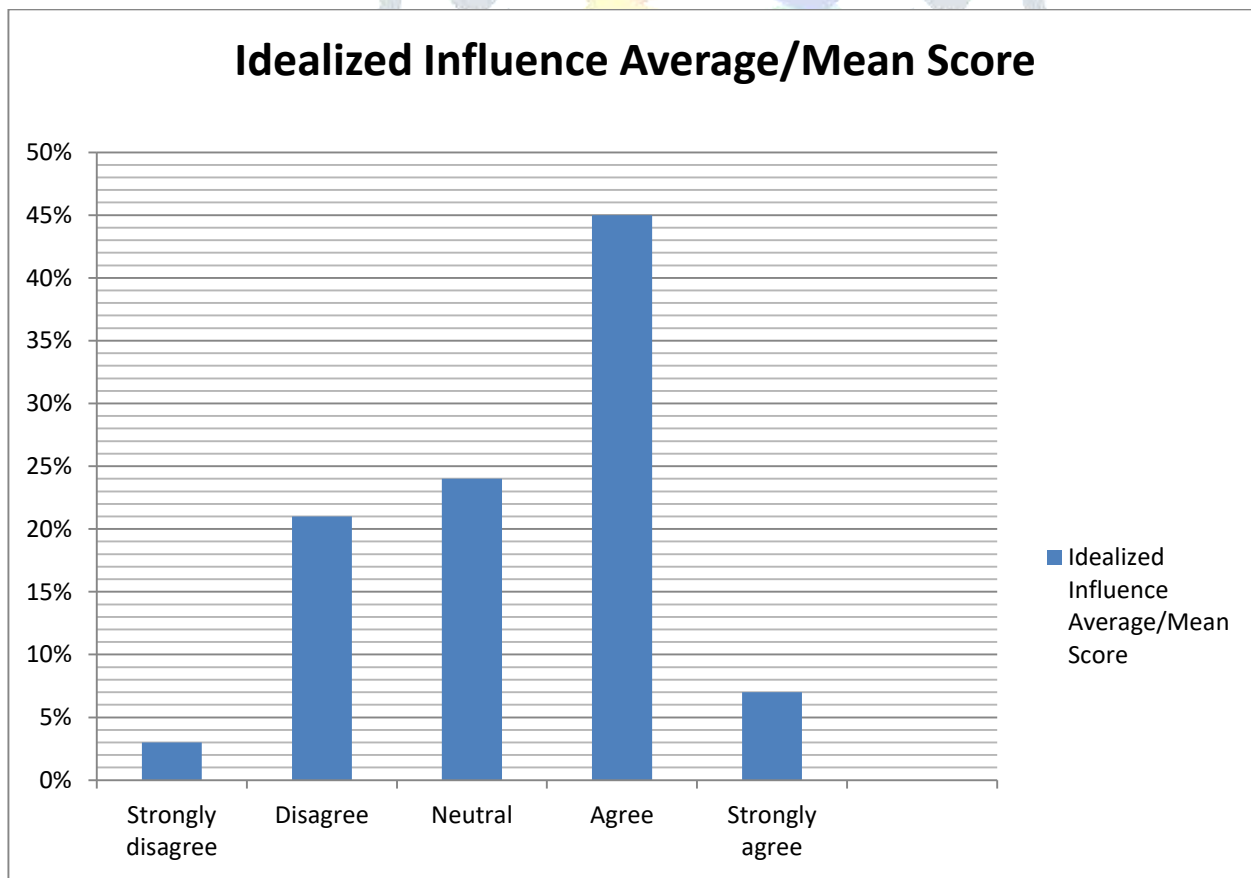
Graph 4.2 idealized influence test

According to the findings, the majority of them are either disagree or are neutral about the existence of the character. Also 5 (17%) respondents strongly disagree on the issue. On the other hand, 5 (17%) agree that their leaders have the skills and exercise them regularly. Those who strongly agree with the presence of idealized influence with their managers are small, standing at 3%.

From the analysis above, we can conclude that idealized influence isn't a prevailing character among managers at Adama City Administration. The results clearly indicate that it is a skill lacking behind in the administration. It acceptable to assume that even those who indicated neutral (31%) about the issue are not adequately satisfied with what they have been experiencing and probably go for disagreement, if neutral wasn't an option.

4.2.2 Inspirational Motivation Test

As one of the dimensions of transformational leadership, the extent of existence of inspirational motivation was tested using the response given to the leadership questions associated with the character. Correspondingly, the respondents were investigated using the questions if leaders talks enthusiastically about what needs to be done; talks optimistically about the future; and articulates a compelling vision for the future.
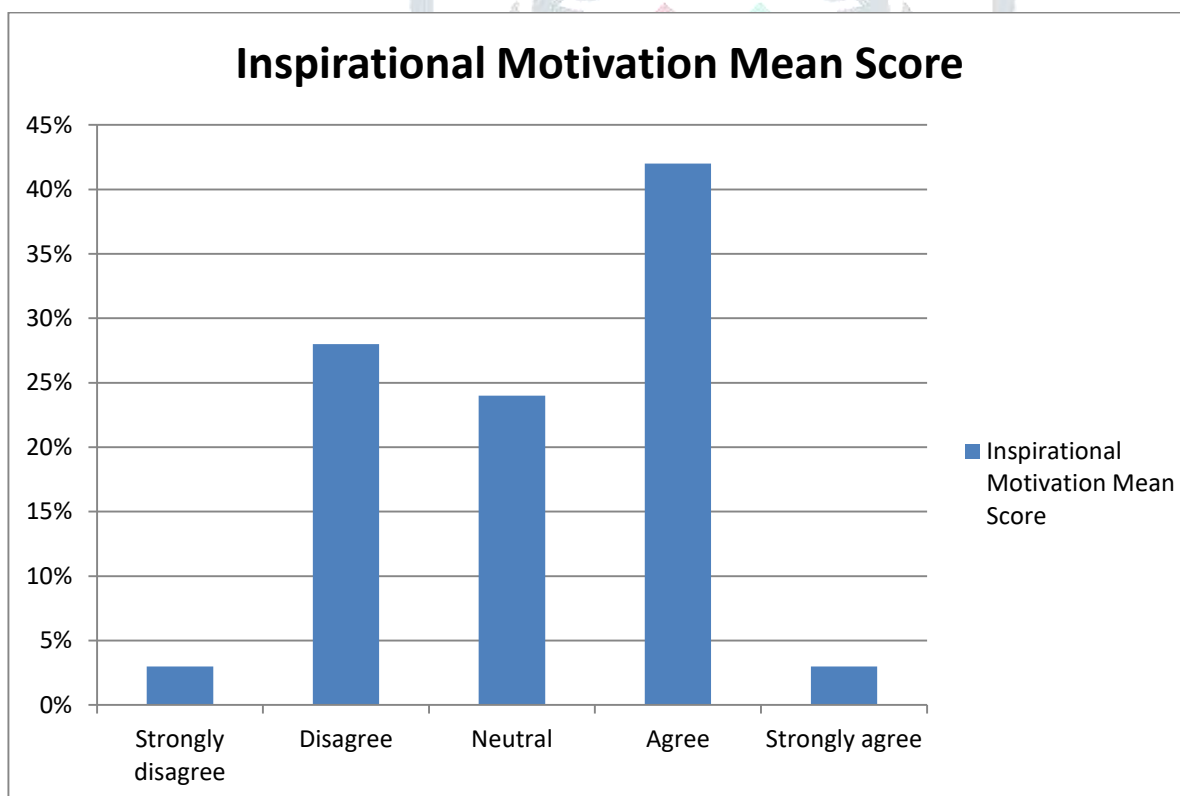

Graph 4.3 inspirational motivation test result

Based on the responses given by the sampled respondents, many of them (41%) disagree that inspirational motivation is a predominant character among their managers. Similarly, 2 (7%) of them went on the extreme and indicated their strong disagreement with the statements. When 6 (21%) of them stayed neutral, 7 (24%) revealed they agree that inspirational motivation is a character that exists with their managers. Also 2 of them expressed their strong agreement with the statements.

4.2.3 Intellectual Stimulation

Similar approach was taken to comprehend the degree to which managers in Adama City administration exercise intellectual stimulation in the workplace. Based on the scaled questions answered by the respondents those focusing on intellectual stimulation including if leaders looks at problems from different angles; encourages others to rethink and challenge them to see problems from a different angle; re-examine critical assumptions; and devotes time to teach and coach others, an assessment was made whether the character exists or not.
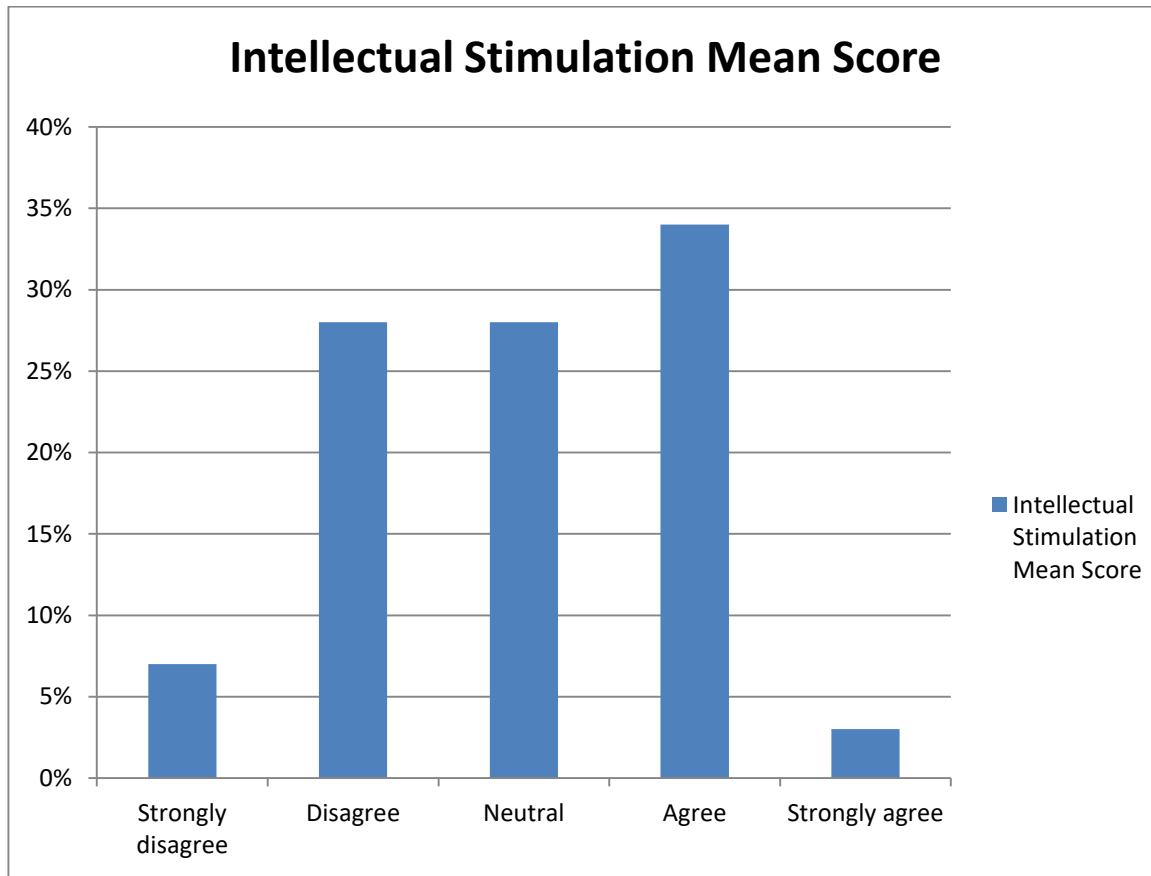

Graph 4.4 intellectual stimulation test result

As it can be seen from the graph above, more people (37%) consent that their managers possess skills that encourages intellectual stimulation than those who expressed (35%) its lack among them. Though those who sided with their managers are slightly higher than the others, with 28% of them staying neutral on the issue, it is acceptable to assume that intellectual stimulation is not the strongest strength of the leaders at the administration.

4.2.4 Individualized Consideration Test

Concerning individualized consideration the respondents were required to answer questions illuminating the leaders' skills and attitude in relation to being empathic and supportive, showing consideration for individual feelings, making clear what one expects to receive and guiding by doing rather than telling, to measure the extent of the character among the leaders in the administration.
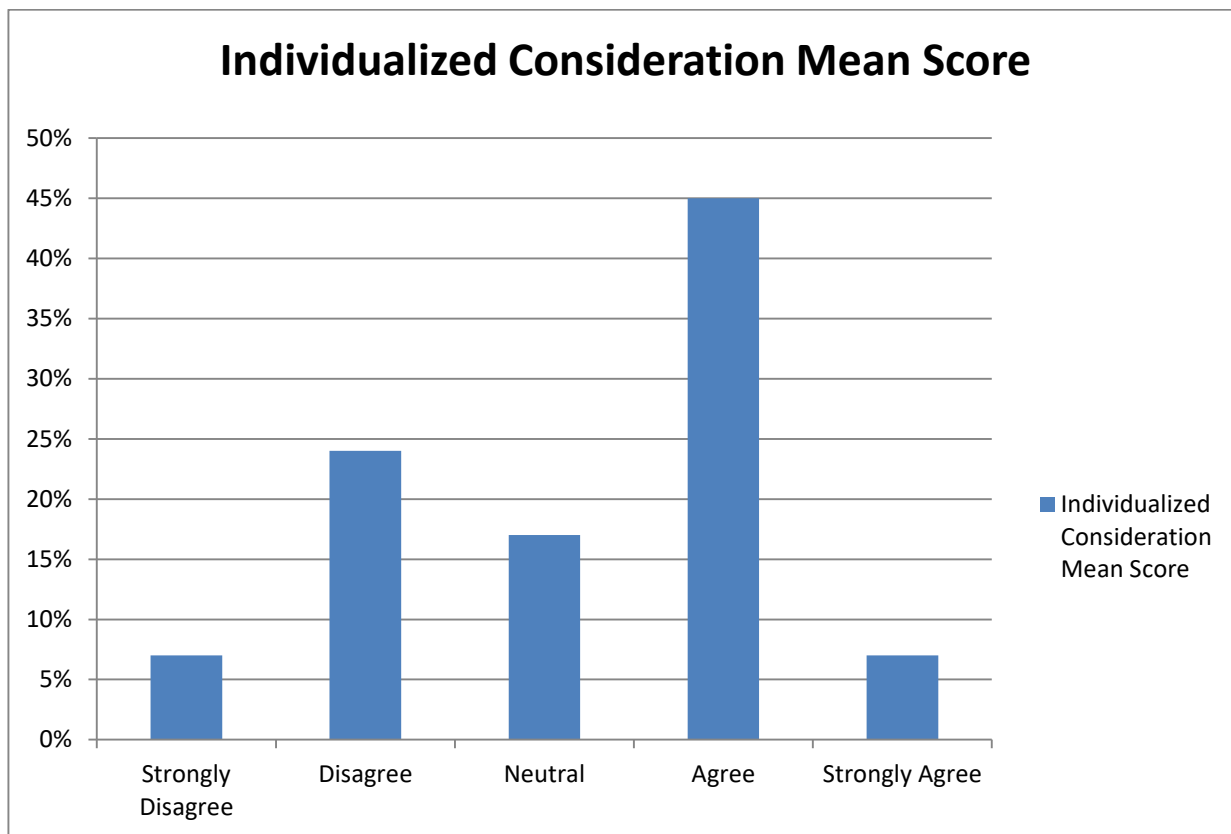
Graph 4.5 Individualized Consideration Test Score

According to the findings, the majority of the sampled employee (52%) agrees that individualized consideration is one of the prevalent virtues of the managers in Adama city administration. In contrary, 31% of them believe that the managers at the administration are short of individualized consideration as a character. The rest (17%) neither agreed nor disagreed with the others.

4.2.5 Transformational Leadership Test

The overall transformational leadership scale was subdivided into four subscales measuring the underlying dimensions of transformational leadership, namely: idealized influence (behavior and attributed), inspirational motivation, intellectual stimulation, and individualized consideration.

To measure the extent of the practice of transformational leadership within the administration, the mean values from the four dimensions were used to shed light on the matter. The dimensions average scores were analyzed statistically to see how prevalent the style is among the sampled employees. Furthermore, the result from the mean score was crosschecked with the replies given to the open-ended questioners to conclude how employees see and understand the leadership style often used by their managers.

Transformational Leadership Mean Score
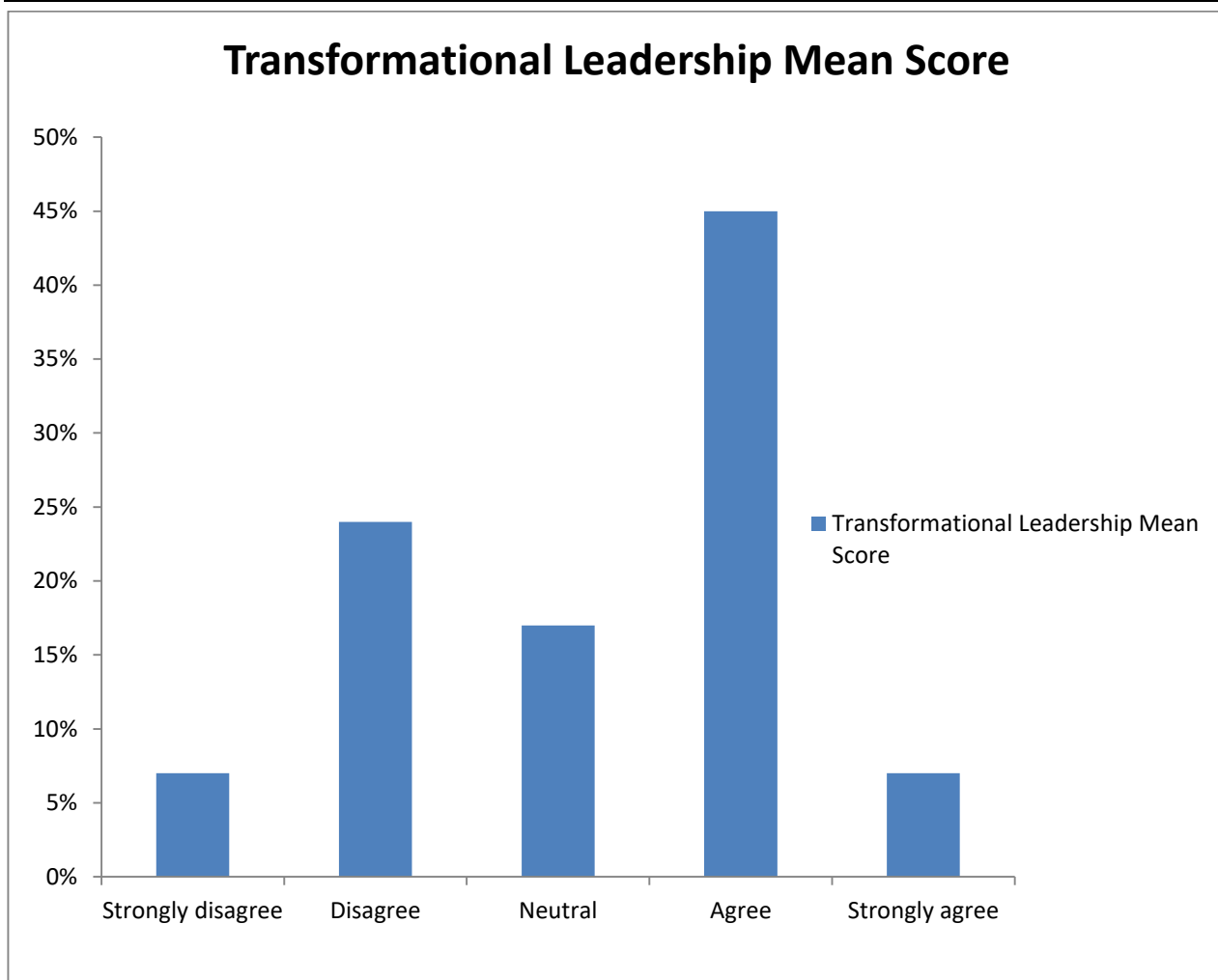
Graph 4.6 Transformational Leadership Mean Score

The result shows that 52% of the employees accept and understand the leadership style often put into operation by their managers as transformational. On the other side, 31% of them see their managers as not transformational. The 17% preferred to express their indifference on the issue.

In parallel to the findings above, the 5 managers interviewed by the researcher gave a similar account with the majority of the sampled employee, by asserting the leadership style they often use as being transformational. When asked to mention the qualities of a successful leader and the skills they often exercise in the workplace, almost all of them used the terms that regularly resonate with transformational leadership including inspiring, listening, empathy, motivating, couching and supporting to explain their styles. But when they were probed deeper, inquiring them if those are the tactics they consistently employ to manage their staffs, most of them confirmed that they often incline to stay transformational, but sometimes certain circumstances force them to switch to power- based approaches to manage situations from getting out of hand. This could be the reason why, as shown above, 31% of the respondents see their managers as un-transformational. In correspondence with this, answering to the open-ended question asking employee to mention the characteristics and qualities they dislike from their managers, some of them accused their managers for being authoritative.

In conclusion, even though the outcome shows that transformational leadership is the predominant leadership style with managers in the administration, there is still significant number of employees who sees

them as not. It is encouraging to see the interviewed managers considering themselves as transformational and acting as one in most of the time, as the result indicates, but they need to endeavor to reach out to all of their employees, to make a wide and strong influence.

4.4 The Effect of Transformational Leadership on Employee Motivation within Adama City Administration

To find out the effect of the practice of transformational leadership on employee motivation in the administration, correlation analysis was done to evaluate the degree of relationship between the two variables. But first, it was deemed necessary to measure the level of motivation among the sampled employee's using the same approach used to test transformational leadership, to observe its prevalence compared to the outcome for transformational leadership.

4.1.5 Employee Motivation Test

To measure the existing work motivation among the sampled employee, they were made to respond to scaled questioners that show their reaction to different statements that relate with workplace satisfaction including their relationship with managers. The mean score was, then, used to quantify the level of motivation among the sampled respondents.

In addition, the respondents were asked to explain their source of motivation or demotivation, to understand how much the leadership style used by the managers has a role in it.
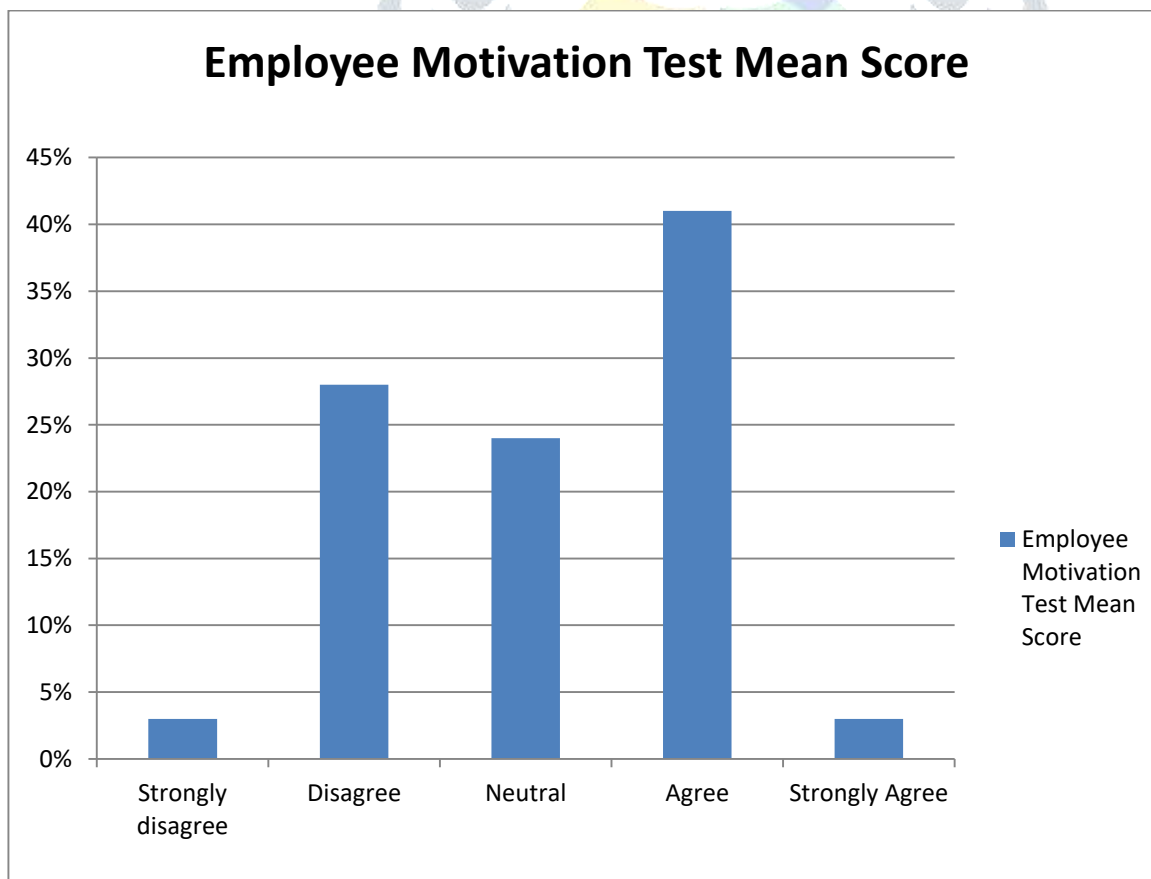
Graph 4.7 Employee motivation test score (Source: Field survey June 2019)

Depending on the results, 44% of the employees indicated they are motivated with their job by showing their agreement to the scaled questioners provided to them. On the other hand, 31% of the respondents expressed their discontent with their job. The rest (24%) expressed their neutrality with the issue. However, replying to the open-ended question inquiring about their satisfaction and motivation in the work place, 66% said they are happy with their work, whereas those who said they are not happy remained around 34%. This reveals that the majority of those who expressed their neutrality, incline to be motivated by their job than not.

When answering to the question posed on what aspect of their job that motivates or demotivates them, those who indicated their content with their job repeatedly mentioned the positive relationship they have with their immediate and higher managers and also their coworkers, the freedom they have in the workplace, and the excitement in the work they do. On the other hand, those who expressed their discontent with what they do focused on the inadequacy of their salaries, lack of incentives, weak relationship with their immediate managers, and repetitiveness with the work they do.

The interviewed managers also articulated their understanding about the effect a style assumed by leaders could have on employee motivation. One manager affirmed that one of the main tasks of a leader is to motivate his/her staff to deliver their responsibilities. Another manager added that though a leader might have to take a bigger responsibility to inspire his/her team, the employee's needs to take personal initiative to stay motivated.

4.1.6 Transformational Leadership and Employee Motivation in Adama City Administration

To assess the effect of transformational leadership on employee motivation within Adama City Administration, correlation analysis was used to measure the relationship between the independent variables (idealized influence, inspirational motivation, intellectual stimulation and individualized consideration) and the dependent variable (employee motivation).

4.3.2.1 Correlation Analysis

To process the correlation analysis, the information collected from the scaled questionnaires was fed to the SPSS software version 20.00.

According to Field (2005), a correlation coefficient is a very useful means to summarize a relationship between two or more variables with a single number that falls between -1 and +1. A correlation analysis with Pearson's correlation coefficient was conducted in this study. Depending on the guidelines suggested by Field (2005), to interpret the strength of relationship between variables, a measurement scale was set for the correlation coefficient(r) to interpret the results.

Accordingly, when a correlation coefficient (r) falls between:

- 0.1 to 0.29 weak relationships
- 0.3 to 0.49 moderate relationship
- > 0.5 strong relationship

In this study, Pearson correlation was used to examine the relationship between each of the independent variables and the dependent variable using a two tailed test of statistical significance at the level of 99% confidence and significance < 0.01.

Table 4.5 Correlation between independent and dependent variables

		Idealized Influence	Inspirational Motivation	Intellectual Stimulation	Individualized Consideration	Employee Motivation
Idealized Influence	Pearson Correlation	1				
	Sig. (2-tailed)					
Inspirational Motivation	Pearson Correlation	.474**	1			
	Sig. (2-tailed)	.000				
Intellectual Stimulation	Pearson Correlation	.466**	.469**	1		
	Sig. (2-tailed)	.000	.000			
Individualized Consideration	Pearson Correlation	.473**	556**	.455**	1	
	Sig. (2-tailed)	.000	.000	.000		
Employee Motivation	Pearson Correlation	.581**	.534**	.482**	.573**	1
	Sig. (2- tailed	.000	.000	.000	.000	

(Source: Own survey June 2019)

From the results shown in the table above, each variable correlated perfectly with itself, with coefficients value of +1.00. The correlation between all the independent and dependent variables is proved to be positive and significant, which means a change or improvement in any or all of the independent variables will have the same effect on the dependent variable, which is employee motivation.

The correlation matrix shows there is positive and significant relationship between the dependent and independent variables. It was observed that there is positive and significant correlation between Idealized Influence and Employee Motivation (r=.581, P< 0.01). Inspirational motivation has positive and significant relationship with employee motivation (r = 0.534, P< 0.01).Intellectual Stimulation also has positive, but relatively less significant relation with employee motivation (r=0.482 and P<.01). Individualized Consideration also has positive and significant relation with employee motivation (P <0.01, r=0.573).

The result shows that there is strong relationship between employee motivation and transformational leadership in the administration, signifying that the more the managers use transformation techniques to deal with employees, the more the employees will feel and act motivated in the workplace. The result also resonates with the majority of sampled respondents who articulated that they are motivated in their job for the larger part due to the transformational leadership style their managers often use to engage with them.

All the interviewed managers also affirmed their understanding about the relationship between their leadership approach and employee motivation. They agree that employees tend to be more motivated and productive, when they are listened to, engaged in decision making, recognized for their effort and shown consideration and respect. One manager illustrated that employees no longer respond to coercion and punishment that time has gone. It is important for leaders to know how to motivate and positively manage their team to have them contribute to the organization.

4.5 Challenges Hindering the Practice of Transformational Leadership in the Administration and Ways to Address Them

This part will discuss the identified challenges, as per the responses given by the respondents, currently impeding the practice of transformational leadership from developing further within the administration. Thenceforth, the recommendations given by the respondents on how to address those complications will be reviewed.

4.1.7 Challenges Obstructing the Practice

According to the study, the majority of respondents have indicated that they are satisfied with the leadership tactics their managers are using in the workplace, however; more than few respondents have revealed their discontent with the way their supervisors treat them. This implies that more needs to be done, especially from the administrative side, to create conducive environment where all feels motivated and accepted to contribute to achievements of the organizations goals.

Depending on the information provided by some of the respondents, skill gap among managers was identified as one of the factors obstructing the development of the practice. According to them, regardless of several motivating speeches they have heard coming from their managers on how they should collaborate and work together, they (the managers) act contradictorily during the actually work. For instance, they uttered that they (the managers) don't always listen to them and take their suggestions, mostly focus on criticizing them when they make mistakes and they don't always give them the recognition they deserve for the good work they have delivered. Few of them further said that in spite of the reform the organization has gone through in recent times, still more than few people working in the managerial positions are stuck in the old ways. Even the majority of those who showed their approval to the way their managers lead them expressed that some of them lack consistency with their style, by sometimes shifting into commanding and controlling.

The majority of the interviewed managers also agree that though they always effort to stay transformational, but at times they find themselves on the different side. When explaining why, they said that the organization has gone through a lot of change in the past two to three years, following the reforms that has been taken by few courageous people that has joined the organization, which has completely changed the leadership culture in the organization to a more of transformational. However, due to the relative newness of the concept, the organization is still adjusting itself to the practice and its application. As a result of this, according to one interviewee, it is normal for leaders to relapse to the old way until they become accustomed to the new system.

In addition, it was highlighted by some of the interviewed managers about some employees showing inadequate response to their transformational approach, forcing them to resort to controlling techniques to have them work. One manager lamented by saying some people only responds to controlling, by blaming lack of self-motivation as the source of the problem.

4.4.2 Recommendation Given to Overcome the Challenges

The respondents were also asked to give their insights on how to redress the difficulties hindering the growth of the practice of transformational leadership in Adama City Administration.

The sampled employees suggested that the managers need to build deep understanding of transformational leadership to base their practice on real and proved science rather than unfounded information. It was clarified that the transformational culture in the organization was founded on people who took the initiative to take the organization through a reform, but not enough has been done to date to support the practice with education. All the interviewed managers also agree on the need for continuous learning to improve and excel the practice within the administration. In this regard, all expressed that the organization should take an effort to assist leaders to develop more skill and knowledge in the area.

The managers also recommended that the employees should take personal responsibility to motivate and encourage themselves to work alongside them to attain the organizations ultimate goals. In this way, the managers further stated that they can assist them to stay open and supportive towards them.

4.6 Discussion of Results

The study revealed that transformational leadership is the dominant style of leadership in the administration. Though some sampled respondents disagreed with the result, many see their managers as supportive and inspiring. It was illuminated that transformational leadership is a new concept to the administration and was introduced by individuals who reformed the organization in the past two to three years. This resonates with Biru (2018) who asserted that transformational leadership is a recent phenomenon in Ethiopia, gaining increasing attention in the country encouraged by high profile politicians.

The research found that transformational leadership has positive effect on employee motivation. The majority of those who articulated they are motivated about their job cited the positive and supportive

relationship they have with their managers as their source of workplace motivation. In consistent with this result, a number of other studies have confirmed the positive relationship between transformational leadership and employee motivation (Davis 2004, Lisanework 2010, Paarlberg et al. 2010, Almintisir et al. 2013, Rawat 2015). Moreover, various studies reported that transformational leadership is positively related with employee motivation and job satisfaction in various sectors of organizations as compared to other styles of leadership such as transactional and laissez faire (Mary 2005, Wang et al. 2011, Cheung et al. 2012, Thoonenetal 2015).

The investigation also identified skill gap among managers and supervisors as the main factor obstructing the further development of transformational leadership in the administration. According to the results, managers relapsing to the old power-based approach and inconsistency with the way they use the dimensions of transformational leadership were considered as the indication for insufficient skill and experience in the area. In parallel to this, Biru (2018) also identified skill and knowledge gap about transformational leadership as one of the key reasons slowing the growth of the practice in Ambo town.
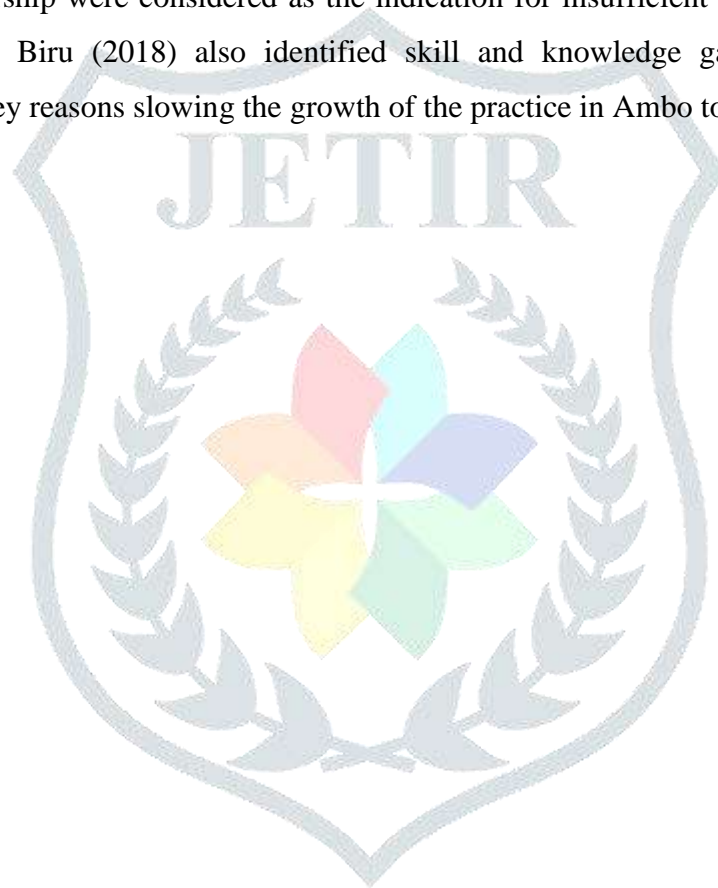
Chapter Five: Summary, Conclusion and Recommendation

5.1 Summary

The main objective of the research was to assess the effect of transformational leadership on employee work motivation within Adama City Administration.

To this end, both quantitative and qualitative research approaches were used to achieve the research objectives. The study was based on primary data that was collected from sampled employee and managers using questioner and interview methods, respectively. The investigation was based on simple descriptive statistics, correlation analysis and qualitative approach to uncover the information behind the collected data. The major findings of the study are discussed below:

The study revealed that transformational leadership is relatively the dominant style of leadership in the organization, with 52% of the sampled employees positively agreeing to the scaled questioners provided to them. However, the result also exposed that a significant number of respondents (31%) perceive their managers as un-transformational. Answering why, some of them accused their managers using authoritative approaches. Correspondingly, the interviewed managers, asserted that though they always effort to stay transformational, they occasionally resort to controlling to manage unintended circumstances.

According to the findings, the majority of the sampled employee's expressed their content with their job, mentioning the positive relationship they have with their immediate and higher managers and also their coworkers, the freedom they have in the workplace, and the excitement in the work they do as their main sources of motivation. On the other hand, for those who expressed their discontent with their job, inadequacy of their salaries, lack of incentives, weak relationship with their immediate managers, and repetitiveness with the work they do was listed as their source of discouragement. In regard to, the effect of transformational leadership on motivation in the organization, the correlation analysis displayed that there is significant positive relationship between the two variables. The result also echoes with what the majority of respondents expressed, when they said, they are motivated to the bigger part due to the positive method their managers often depend on to treat them.

The study identified skill gap among managers as one of the main factors impeding the development of transformational leadership in the organization. It was explained that transformational leadership is a new concept in the organization and many of the managers lack adequate skills and knowledge to remain transformational and avoid resorting to the old ways, as they sometimes do. The other difficulty emphasized by the interviewed managers was inadequate response by some employees to their transformational approaches, forcing them to resort to controlling.

The respondents also gave suggestions on how to redress the complications slowing the growth of transformational leadership in the administration. According to many of them, the managers ought to take an effort to strengthen their experience with structured education and the organization should support them by

creating the opportunity. Some of the managers also recommended that employees should share the initiative to motivate themselves and collaborate with them.

5.2 Conclusion

Thus, based on the findings of the research the following conclusions were made.

The study revealed that transformational leadership has positive effect on the motivation of employees to encourage them to deliver their responsibilities to help their organization achieve its goals. It can be perceived that the more the manager's acted transformational, the more the employees will feel motivated in the workplace, revealing the positive relationship between the two. But at the same time, even though the managers might have acted transformational on most occasions, the employees could still regard them un-transformational, stressing the few times they criticized or scolded them. So, it's important for the managers to try to stay transformational.

It was observed that some people could feel motivated and others discouraged depending on how they understand and perceive the situation around them, even if they are operating in the same environment. This tells that personal motivation is personal, may be it is more than external. This also stresses that managers as much as they are transformational , might not be able to motivate their employees, as long as, they are ready to be motivated.

5.3 Recommendation

Based on the findings and the conclusions made, the following recommendations were given.

5.3.1 Recommendations for the Managers and Organization

The managers need to take the lead to develop their transformational skills by involving themselves into continuous education. The organization should support the managers in this area by investing to create learning opportunities. The organizations can develop certain training programs to develop leadership skills especially for managers who have a big span of control. Even mentoring programs, sessions by executive coaches help senior leaders hone their skills. Professionals and trainers can use the results from the current study to develop leadership development training interventions, based on organizational and individual needs

The managers ought to pay minute by minute attention while dealing with employees to stay transformational and avoid relapsing to the old ways of authoritative methods. This is especially important in the 21th century, where freedom is considered as an essential part of people's life. They should not only endeavor to be consistent with their approach, they also need to act with the highest possible proficiency to gain the respect and loyalty of their subordinates. In this way, they will be able to influence and motivate anyone that works for them to achieve the objectives of the organization.

The managers should have their own vision and development plans for team members, working groups and organizations. They should motivate followers to challenge themselves, move out of comfort zone and explore the untapped potential. They should be good coaches as well, showing others the direction to follow, mainly by walking the talk and setting an example. Empathy also lays the foundation for an effective leader-follower relationship. By being change agents and visionaries and having the ability to deal with complexity, ambiguity and uncertainty, they exercise a tremendous amount of willing control on the performance of their followers.

The managers should also endeavor to amend and rectify their relationship with employees that often give them hard time. They should take an initiative to know and understand them at the deeper level. After all, individual consideration is one of the key qualities of transformational leader.

The managers also need to support each other to strengthen their transformational skills. Those who have better experience need to openly share their knowledge with their colleagues to develop each other. Moreover, in the long term, this could enable the organization to have synchronized leadership style in its entire departments.

In addition, the organizational culture should be such that employees are encouraged to get involved in decision making, strategic thinking and futuristic planning. The reward and recognition system, HR policies should all be geared towards creating a more positive working environment, thereby increasing productivity. Such an enabling setup automatically helps in employee motivation and retention.

5.3.2 Recommendation for the Employee

The employees can assist their managers to stay transformational by being more collaborative and engaged. They need to realize that they can play a big role in making their environment more conducive for them by maintaining their bosses happy and satisfied with their performance.

The employees should not always expect motivation to come from their managers or supervisors. They ought to understand that self-motivation is the key for high productivity and it comes within.

5.3.3 Recommendation for Further Research

Depending on the researcher's online investigation, the studies done in Ethiopia focusing on transformational leadership are very limited. This could be the only study done within Adama. So, there is a need to do more research on transformational leadership in the country to close the knowledge and skill gap in the area.

This research was focused on investigating the effect of transformational leadership on employee motivation in Adama City Administration. But, other researchers should effort to understand to understand its relationship with other dependent variables including performance, loyalty, retention and other, within the administration or somewhere else.

This study examined how supervisor's leadership approach affected employee motivation. The low level of employee motivation was attributed to supervisor's leadership style, but there are still other factors that would affect employee motivation. Future research could focus on other factors that might also affect employee's motivation and satisfaction in the workplace.

The influences of gender and personality on the perception of transformational leadership behaviors were not investigated in this study, but they would influence the relationships between transformational leadership and employee motivation. Investigating the influence of gender differences on these variables may provide additional information for leaders to adjust leadership behaviors in the work processes to meet the needs of different demographic groups. So a recommendation is to investigate the influence of demographic differences on the perception of transformational leadership behaviors in order to develop leadership training programs.

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