



**Transformational Leadership and Health Related NGOs in Ethiopia:
Members' perspectives of their leaders: A case study of
Addis Ababa Network of PLHIV Associations (ANOPA+)**

By

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To

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Declaration

I hereby declare that this mini thesis entitled “Transformational Leadership and health related NGOs in Ethiopia: members’ perspectives of their leaders: a case study of Addis Ababa Network of PLHIV Associations (ANOPA+)” is my own work and that I have not previously submitted it at any university for a degree or examination. All sources that I have quoted have been indicated and duly acknowledged by means of referencing.

Berhane Tessema Dinbabo

Signature: _____

August, 2016.



Abstract

Clarifying the nexus between leadership and organisational effectiveness across the world remains a significant challenge that has raised robust scholarly debate. A wide range of conceptual models have been provided on effective leadership. But, at the global level few empirical studies have been done to examine transformational leadership in the context of Non-Government Organisations (NGOs).

In line with the leadership theory and conceptual framework, this study sought to analyse members' perception of their leaders, using a case study NGO in Addis Ababa. The researcher employed both quantitative and qualitative research methods. Quantitative methodology used questionnaire surveys based on the Multifactor Leadership Questionnaire to assess the dominant leadership style within ANOPA+. Qualitative methodology was applied through semi-structured interviews, in order to deepen the understanding of the existing leadership style based on the members' perception of the organisation.

The results of the study indicated that transformational leadership motivated followers to attain more than they thought possible, by appealing to followers self-esteem and inspiring them to go beyond self-centered interests. In addition, the research process identified five important gaps that impede the successful implementation of ANOPA+'s programme. First, this study revealed that ANOPA+ leaders failed to use, or lacked a proper understanding of, transformational leadership skills. Second, this empirical research, discovered that the dominant leadership style within ANOPA+ was transactional leadership. Third, this research confirmed that there was no statistically significant difference between the perception of staff and volunteers regarding the leadership style within ANOPA+. Fourth, the field data assessment showed that HIV/AIDS status is the crucial criterion for appointment as a leader in ANOPA+. However, ANOPA+ members believed that effective leaders should have a combination of the knowledge, skills and competencies that followers can use to perform their day-to-day work. Fifth, the study identified that the appointment of women in leadership positions within ANOPA+ is very low. Within the context of the above mentioned analysis, the study finally brings into focus general observations gained from the investigation and provides recommendations to policy makers and other stakeholders.

Keywords

- Activism,
- Addis Ababa,
- Health,
- HIV/AIDS,
- Leadership,
- Traditional,
- Transactional, and
- Transformational.

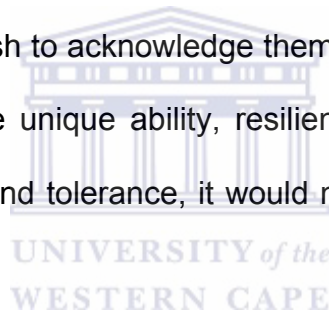


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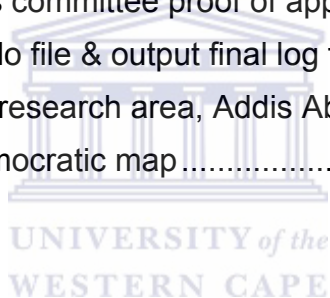
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Acronyms

ANOPA+	Addis Ababa Network of PLHIV Associations
ART	Anti-Retroviral Treatment
CBOs	Community Based Organisations
FDRE	Federal Democratic Republic of Ethiopia
GO	Government Organisations
HIV/AIDS	Human immunodeficiency virus/Acquired immunodeficiency syndrome
IMF	International Monetary Fund
M&E	Monitoring and Evaluation
MLQ	Multifactor Leadership Questionnaire
MOFED	Ministry of Finance and Economic Development
MoH	Ministry of Health
NGO	Non Government Organisation
OPED	Office of Planning and Economic Development
PHLWA	People Living With HIV/AIDS
PLHIV	People Living with HIV/AIDS
SNNPR	Southern Nation and Nationalities People's Region
TAC	Treatment Action Campaign (TAC)
WB	World Bank

Chapter 1: Introduction and Background

1.1. Background/contextualisation

Understanding, conceptualising and clarifying the nexus between leadership and organisational effectiveness and success remains a significant challenge that has raised robust scholarly debate (Burns, 2003; Northouse, 2004). Accordingly, a wide range of theories and conceptual models have been developed for tracking effective leadership, ranging from great man theories, trait theories, behaviourist theories, situational leadership, contingency theory, transactional theory and transformational theory (Burns, 2003; Northouse 2004).

Currently, in both developed and developing countries, there is increasing recognition of the crucial role that NGOs play and here leadership appears to be a factor in the successful implementation of NGO projects. Scholars (Adair, 2002; Bennis and Nanus, 2004; Edwards and Fowler, 2002; Hailey, 2006) indicate that leadership development programmes need to focus on both the values and identity of individual leaders while also assisting leaders to understand and proactively respond to their rapidly changing external environment. James (2003) argues that effective NGO leaders are expected to balance a range of competing pressures from different stakeholders in ways that do not compromise their individual identity and values. There is also a new awareness of the important role that leadership plays in shaping the alliances of local NGOs. In this regard, Friedman and Mottiar, (2006) note that the Treatment Action Campaign (TAC) had a fight against high drug prices and government denialism over HIV/AIDS in South Africa. Friedman and Mottiar (2006:34) also noted that the 'TAC leadership approach issues in a way that can be described as 'thinking alliances''. Such kinds of alliance politics are not merely accepting the supporters of those who agree, but also require a common ground or agreement that needs to be obtained from those who differ. For example, seeking alliances with who had clear differences like Catholic Church who resist the distribution of condoms and also working with COSATU in an enthusiastic approach was the great strategy of TAC leadership to become highly effective on the campaign.

Some researchers (Bennis and Nanus, 2004; Edwards and Fowler, 2002) noted, however, that a wide range of leadership research has looked at the role and character of leaders in the context of the private sector and not the non-profit or public sector. Hailey and James (2004) also argue that most of the existing leadership research therefore is not pertinent to the different social, cultural and political environments in which NGO leaders work alongside their members and fellow activists. Despite the major importance of research on leadership and NGOs, there has been very limited research on this in sub-Saharan Africa in general and Ethiopia in particular.

The purpose of this research is to examine members' perceptions of their leaders' using the 'Full Range Leadership Model', which consists of the transformational, transactional, and laissez-faire leadership styles as the basis of a theoretical framework. The Addis Ababa Network of PLHIV Associations (ANOPA+), a non-government organisation in Ethiopia, was used as a case study organisation.

In the following sections of this chapter, the researcher presents (a) a contextualisation of the situation of leadership in Ethiopia; (b) the background/rationale of the study and logical explanations for the research; and (c) a discussion of the problem statement, hypothesis, research questions, aim and objectives of the research. The chapter concludes with a set of outlines of the chapters of this thesis, and identifies the topics which will be addressed in this research.

1.2. Ethiopia: an overview

With a population of 96.5 million, Ethiopia is the second most populous country in Sub-Saharan Africa (World Bank, 2015b). In the past few years Ethiopian

households have experienced rapid progress in wellbeing (World Bank Group; 2015:2). For example, in 2000 Ethiopia had one of the highest poverty rates in the world, with 56% of the population living below US\$1.25 PPP a day and 44% of its population living below the national poverty line World Bank Group (2015:1). In 2011 less than 30% of the population lived below the national poverty line and 31% lived on less than US\$1.25 PPP a day (World Bank Group (2015:1). The average household in Ethiopia also has better health, education and living standards today than in 2000. Life expectancy increased and progress was made towards the attainment of the Millennium Goals (World Bank Group, 2015:3). The economy has experienced strong and broad based growth over the past decade, averaging 10.8% per year between 2003/04 and 2013/14, compared to the regional average of 4.8% (World Bank Group, 2015:3). Table 1.1 below shows a decade of progress in Ethiopia from 2000 to 2011.

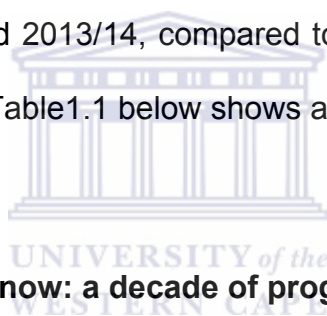


Table 1.1. Ethiopia then and now: a decade of progress from 2000 to 2011

Percentage of the population	2000	2011
Living below the national poverty line	44	30
Living on less than US\$1.25 PPP a day	56	31
Without education	70	50
With electricity	12	23
Piped water	17	34
Percentage of children under five years that are stunted	58	44
Percentage of rural women receiving an antenatal check-up	22	37
Life expectancy (years)	52	63
Total fertility rate	6	4

Source: World Bank Group (2015: xvi)

Ethiopia is among the countries most affected by the HIV epidemic. Health records indicate that the HIV/AIDS epidemic started in Ethiopia in the early 1980s, with the first evidence of infection in 1984 (ANOPA+ 2014:6). According to the Ethiopian Central statistical Agency (2014:12), EPP/Spectrum modelling report, there were an estimated 793,700 (716,300-893,200) people living with HIV in 2013. Ethiopian Central statistical Agency (2014:12), further indicates there was approximately 45,200 AIDS related deaths in 2013 and about 898,400 AIDS orphans in the same year. Since the first case of HIV was identified in Ethiopia in the early 1980s, the HIV epidemic has spread rapidly from urban areas across the country and from key high risk groups to the general population (ANOPA+ 2014:6). According to the HIV single point estimate of 2012, in 2012 Ethiopia had a generalised epidemic with approximately 759,268 people living with HIV (of which 168,598 or 22% were children). There were also around 848,267 orphans due to AIDS. Adult HIV prevalence was estimated at 1.3% during the same year and shown to be almost twice as high among females at 1.8% compared to 0.9% in males. During the same period, a further 20,158 people are estimated to be newly infected with HIV, and 41,444 people who were living with HIV (PLHIV) would lose their lives to AIDS (ANOPA+ 2014:6).

The new Government of Ethiopia put in place many political and socio-economic transformation measures. Among these is the development of the National Health Policy on HIV/AIDS, which was followed by the formulation of four consecutive phases of comprehensive Health Sector Development Plans (HSDPs). The development of the National Health Policy on HIV/AIDS in Ethiopia was based on critical reviews of fundamental national health problems and a broader recognition of

newly emerging health problems in the country, mainly HIV/AIDS (Hladik, et al. 2006).

In response to this urgent need, in 1987 the Ethiopian government established a National Health programme under the Ministry of Health. Accordingly, several measures were undertaken by government, NGOs and other partners, but were not guided by a national policy. For example, the Ethiopian government established the National Health Policy on HIV/AIDS as one of the major policy developments since the beginning of 1991 (Ministry of Capacity Building, 2004). The most important policy document was the Strategy for Prevention and Control of HIV/AIDS. Accordingly, in August 1998 the government endorsed a National HIV/AIDS policy as a foundation for understanding that HIV/AIDS is not only a health problem but also a social and economic challenge (FMoH 2008). The overall mandate for implementation on the policy was given to the Department of Health, and the development of a HIV/AIDS policy provided a strategy to combat the economic and social challenges that the country faced as a result of HIV/AIDs (FMoH 2008).

The primary purpose of the HIV/AIDS Policy is to provide an enabling environment for the prevention and control of HIV/AIDS in the country (National HIV/AIDS Policy, 1998; Hladik, et al., 2006). The HIV/AIDS Policy includes a set of objectives which establish effective HIV/AIDS preventive and control strategies in order to curb the spread of the epidemic. It promotes a broad multi-sectorial response to the HIV/AIDS epidemic, the coordination of the activities of different sectors, and the mobilisation of the activities of different sectors and resources for the control of the epidemic. It encourages government sectors, non-government organisations, private sectors and communities to take measures in order to alleviate the social and economic impact

of HIV/AIDS. It promotes proper institutional, home and community based health care and psychological support for people living with HIV/AIDS, including orphans and surviving dependants. It safeguards the human rights of people living in groups to take action to protect themselves against HIV/AIDS, and promotes and encourages research activities targeted towards preventive, curative and rehabilitative aspects of HIV/AIDS. It also provides for a comprehensive and co-ordinated approach to address current social problems, and to recognise the special needs of HIV/AIDS victims (National HIV/AIDS Policy, 1998).

In Ethiopia, there is a wide range of NGOs who undertake HIV/AIDS programmes. One of the NGOs who works in the area of HIV/AIDS is the Network of Networks of Associations of People Living with HIV (NEP+). It is an umbrella organisation of 11 regional networks consisting of more than 492 registered associations throughout the country (NEP+, 2014; Action Aid Ethiopia, 2014). The network provides an important forum for sharing and a unifying voice to promote and protect the rights of people living with HIV (PLHIV). It also plays a critical role in improving access to and delivery of services to people infected and affected by HIV/AIDS. There are more than 100,000 individual people living with HIV within ANOPA+ making it possible for people living with HIV/AIDS to collectively raise their voices to be heard (Action Aid Ethiopia, 2014).

The Addis Ababa Network of PHLIV associations - ANOPA+ - is one of the NGOs established by five proactive and committed people. It is of socio-economic, demographic and geopolitical importance to the region as well as to the nation, and it is founded on a strong belief in the tremendous capacity of PHLIV. ANOPA+ is also

a pioneer and an umbrella organisation which has significant experience of working with the community, government officials and international organisations.

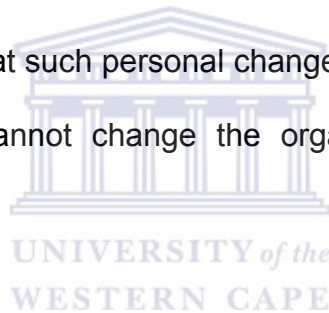
1.3. Rationale of the study

In the past few decades, there has been a dramatic increase in the number of health NGOs both in the developed and developing worlds (Hailey, 2006; Kelloway & Barling, 2010). Although health NGOs are not a new phenomenon, they are now seen as the preferred vehicle for running health care services. They are seen to be less hampered by bureaucratic constraints and inefficiencies than government health care services (Gilson, Sen, Mohammed & Mujinja, 1994). Health NGOs are very diverse in terms of their origins, motivations, and overall contribution to social development. Health NGOs provide a range of services which include basic health services; health promotion and exchange; resource mobilisation and allocation; health advocacy, and monitoring the quality of health care services (WHO, 2008). According to Jareg and Kaseje (1998) the aim of many health NGOs is to improve access to and coverage of health services for the poorest communities, and they are often the primary service providers for vulnerable groups such as HIV/AIDS victims, the disabled, women, and children. Eisenberg (2004) also notes that health NGOs play a vital role in social and economic development. According to (Penderis, 2012) these organisations are unique places and institutions where people can play a responsible citizenship role at the grassroots level.

Hailey (2006) indicates that despite the concentration on the character and competencies of successful leaders, many researchers argue that one cannot understand the dynamic role of a leader unless one sees it in the context of their relationship with their 'followers', i.e. colleagues, subordinates, or team members.

Seyhan (2013) notes that a leader inspires the followers to support each other while accomplishing the objectives, and stimulates team spirit by demonstrating enthusiasm for shared goals. He further argues that the application of transformational leadership to NGOs strengthens the effectiveness of the NGOs.

Most health NGO leaders work in environments that are changing rapidly. Societies have been devastated by HIV/AIDS, and health NGOs and their leadership have had to develop a range of new strategies and skills to enable them to continue to function. Interestingly, these strategies and skills are similar to those displayed by the conceptual framework of transformational leadership (Hailey & James, 2002). Hailey and James (2002) further indicate that research in both the private and NGO sectors reinforces the point that such personal change is crucial. For example, Quinn (2000) notes that leaders cannot change the organisation unless they change themselves.



1.4. Problem statement

Transformational Leadership (TFL) is a relationship between a leader and followers based on certain characteristics/behaviours such as motivational stimulation, intellectual inspiration, and individual reflection (Bass & Avolio, 1994). In the contemporary non-profit environment, there is a growing demand for better management and competent leaders. It is also believed that the leadership capacity of non-profit and voluntary organisations will definitely determine whether or not the basic goals and ambitions of these organisations are effectively accomplished (Edwards and Fowler 2002). However, at the global level very few empirical studies have been done to examine the interplay between TFL and non-profit organisations.

In the context of Ethiopia in general and Addis Ababa Network of PLHIV Associations (ANOPA+) in particular, no study has been undertaken using the framework of TFL. Therefore, this research is aimed at providing reliable data and solid conclusions to fill this gap. The purpose of this research is to investigate members' perceptions of their leaders styles. This study also examines whether there is a relationship between the followers' perception of their leaders on the different leadership behaviours using a selected case study, i.e. Non-profit Sector (ANOPA+) in Ethiopia. The study provides suggestions and recommendations for stakeholders involved in HIV/AIDS prevention and control in Ethiopia.

1.4.1. Aim the research

The general aim of the research was to examine members' perception of their leaders' according to Bass's (1985) transformational, transactional and laissez-faire leadership model in the selected case study, i.e. Non-profit Sector (ANOPA+) in Ethiopia and to provide suggestions and recommendations for stakeholders involved in HIV/AIDS prevention and control in Ethiopia.

1.4.1. Objectives of the research

The specific objectives of the research are listed below.

- To provide analysis of applicable leadership theories and concepts.
- To understand the case study NGO (ANOPA+) and explore the characteristics and structure of the HIV programme implementation strategy.
- To assess if there are transformational, transactional and laissez-faire leadership styles at play and why particular styles have become dominant, and to identify the sources of the influence of leaders on members.

- To determine whether there is a relationship between the members/volunteers' perception of their leaders, i.e. transformational, and transactional leadership models' style and perceived leadership outcomes, i.e. extra effort, effectiveness, and satisfaction.
- To examine if there is a statistically significant difference between paid staff and volunteers' perceptions of their leaders within ANOPA+.
- To provide an analysis of gender and age of members and link this to perceptions of leaders
- To provide relevant conclusions and recommendations for stakeholders involved in the health related NGOs in Ethiopia and in ANOPA+ in particular.

1.5.6. Research question

In view of the background outlined above, the fundamental empirical question for this research: "Is there is a relationship between the followers' perception of their leaders' transformational, transactional and laissez-faire leadership models' style and the followers' own levels of work engagement in the selected case study, i.e. Non-profit Sector (National Network of Associations of HIV Positives) in Ethiopia"?

Specific research questions include:

- How members perceive about leadership behaviours within the Addis Ababa Network of PLHIV Associations (ANOPA+)?
- Are transformational, transactional and laissez-faire leadership model associated with Leadership outcomes , i.e. extra effort, effectiveness, satisfaction in the context ANOPA+? [is there any correlation?)

- Are the relationships stronger for transformational, transactional and laissez-faire leadership model in the selected case study, i.e. (ANOVA+)?

1.5. Research agenda

The research is organised in seven chapters. **Chapter One** is the introductory chapter, providing the background to the study, the research problem, and research questions together with the aim and objectives of the study.

Chapter two presents relevant theories and concepts underpinning the research. Explanations of the major leadership theories, including: the great man theories, trait theories, behaviourist theories, situational leadership, contingency theory, transactional theory and transformational theory are provided. The chapter also gives an explanation of the Full Range Leadership Model, which consists of the transformational, transactional, and laissez-faire leadership styles.

Chapter three provides a comprehensive review of literature and investigates the impact of the transformational leadership style on organisational outcomes and the personal outcomes of the follower. This chapter presents a review of the relevant empirical literature starting with an investigation of global, African and Ethiopian literature in the area of transformational leadership style on organisational outcomes and the personal outcomes of the follower.

It also gives detailed information about the research design, methodologies, procedures and the overall framework of the research. The chapter provides a description of the sampling techniques, data collection methods, data analysis process, and the statement of ethics that guided the conduct of the research.

Chapter four starts with a detailed explanation of the research design. It presents the methodology adopted for the study and explains the research processes employed throughout in the study.

Chapter five: provides background information on the case study, focusing on Addis Ababa Networks of People Living with HIV Associations (ANOPA+) in Ethiopia. It also gives detailed information about the rationale and conception process, organisational structure, and the demographic and socio-economic overview of the case study organisation.

Chapter six: focuses on the analysis of the quantitative data collected and provides a discussion of the descriptive and inferential statistical facts/findings. It responds to the research questions and objectives of the research as indicated in the first chapter of the study. In general, it gives quantitative facts and assesses if there are any transformational, transactional or laissez-faire leadership styles based on members' perception of their leaders. The chapter explains the findings in relation to the theoretical and conceptual framework adopted for the study.

Chapter seven: focuses on the qualitative data analysis and presentation. It provides an analysis of the kind of leaders that have emerged in ANOPA+; assesses how leaders interact with members; provides quantitative facts on what members think of their leaders; assesses if there are any transformational, transactional or laissez-faire leadership styles, and why particular styles have become dominant, and identifies the sources of the influence of leaders on members.

Chapter eight presents the researchers' suggestions and recommendations. The chapter also provides an appropriate conclusion for the thesis.

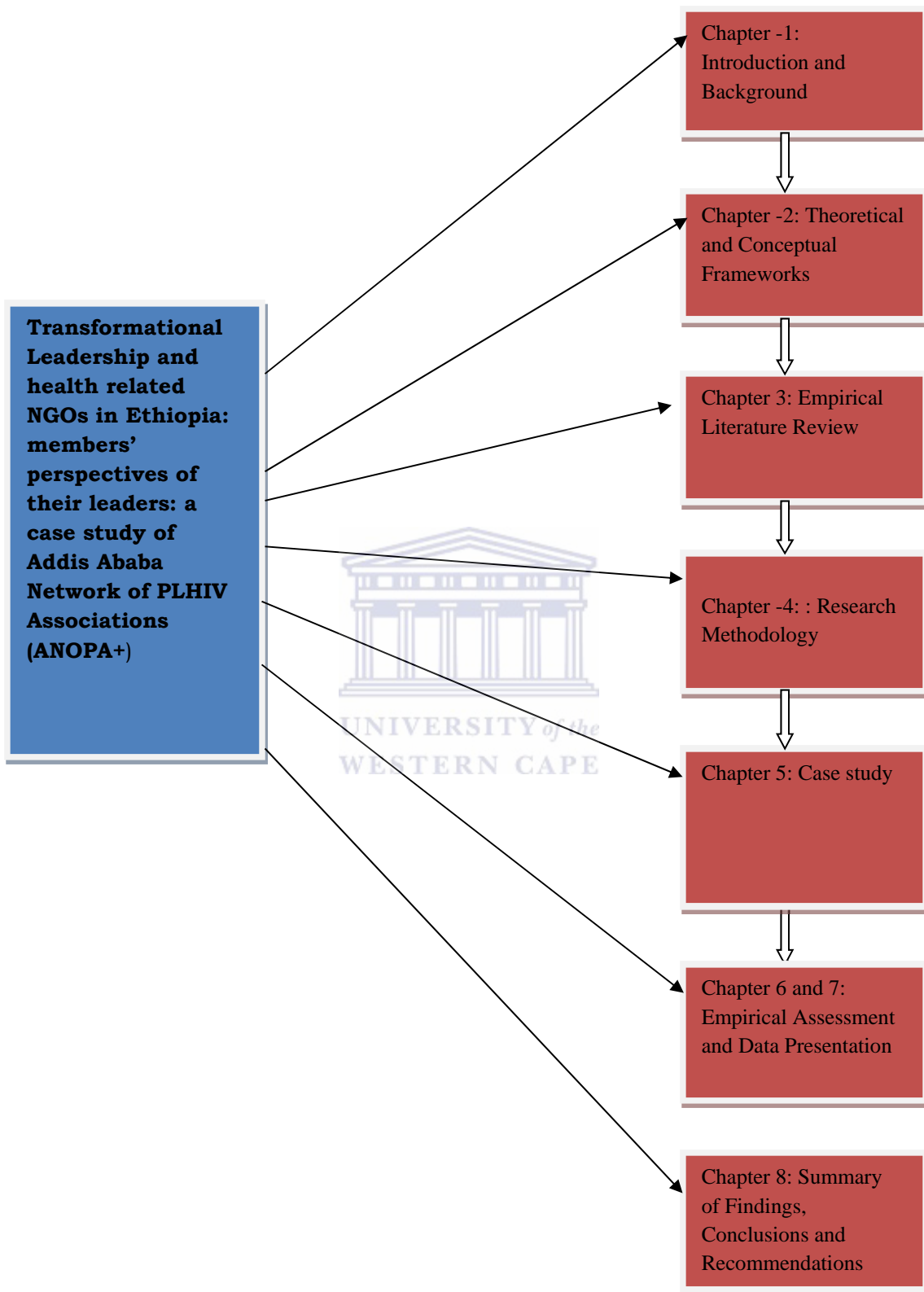


Figure 1.1. Logical relationships between the chapters that make up the thesis

Source: Own compilation

Chapter 2: Theoretical and Conceptual Frameworks

2.1. Chapter overview

Diverse schools of thought have developed different theories of leadership. The leadership theories mainly focus on the characteristics and behaviours of leaders, however, later theories began to consider the role of followers and the contextual nature of leadership. The major leadership theories include great man theories, trait theories, behaviourist theories, situational leadership, contingency theory, transactional theory and transformational theory.

In the context of this research, the Full Range Leadership Model, which consists of the transformational, transactional, and laissez-faire leadership styles was used as the basis of the theoretical framework. The Full Range Leadership Model helped the researcher to distinguish the kinds of leaders that emerged, leaders' interaction with members, members' perceptions of their leaders, and to assess leaders in the context of NGOs.

The following section provides a brief explanation about the various leadership theories (a) great man theories, (b) trait theories, (c) behaviourist theories, (d) situational leadership, (e) contingency theory, (f) transactional theory, and (f) transformational theory. The chapter also analyses the main understandings of the Full Range Leadership Model, traces its main essences and practical applications, and indicates the relationship with NGOs.

2.2. Conceptualisation of leadership

Max Weber was the first scholar to discuss charismatic leadership. Max Weber's 1947 model of transactional and transformational leaders indicates three types of authority as forms of control that people will accept. These include traditional, legal/rational, and charismatic. According to Weber (1947) charismatic leaders were transformational, these type of leaders were almost divine in nature, and were often compared to heroes. For example, Weber (1947: 358-359) defined charismatic leaders

...as being set apart from ordinary people and treated as endowed with supernatural, superhuman, or at least specifically exceptional powers or qualities $\frac{1}{4}$ regarded as of divine origin or as exemplary, and on the basis of them the individual concerned is treated as a leader.

Max Weber's (1947) believes that charismatic leadership shows the specific and exceptional heroism or exemplary character of an individual person. He also indicated that charismatic leaders lead by virtue of people's personal trust in them and their revelations. Weber believes that charismatic leaders must be successful in bringing benefit to followers; and they should be set apart from ordinary people and endowed with supernatural and superhuman powers and abilities. Weber also indicates that the followers of charismatic leaders live in a communistic relationship with their leaders do so voluntarily.

Various authors, Hailey (2006), Kelloway and Barling (2010), Northouse (2004) and Northouse (2010), defined the concept of leadership in different ways. For example, Northouse (2010) defined leadership as a process whereby on individual influences a group of individuals to achieve a common goal. Kelloway and Barling (2010) indicated that leadership is a process of social influence that is enacted by

individuals in formal positions of power or leadership positions in an organisation, such as managers and supervisors. Northouse (2004) stated that leadership is a process that involves influence, occurs in a group context and comprises the attainment of pre-planned goals. .

Hailey (2006:2) indicated that leadership is the art of mobilising others; the art of getting someone else to do something you want done because s/he wants to do it. According to Hailey, leaders empower others, leverage more than their own capability, articulate vision, embody values and create an environment within which things can be achieved. The following section provides a description of the different leadership theories.

2.2.1. Great Man Theory (GMT)

The Great Man Theory (GMT) became popular during the 19th century. According to Kirkpatrick and Locke (1991:48) leadership qualities were inherited, especially by people from the upper classes of the social structure. They further indicated that great men were born, not made. In those days nearly all business leaders were men. Accordingly, Borgatta, Bales and Couch (1954) GMT often focused on those men who were already great leaders, such as Gandhi, George Washington, Napoleon Bonaparte, Abraham Lincoln, Winston Churchill, and Adolf Hitler.

Northouse (2004), and Hoffman, Woehr, Maldagen-Youngjohn and Lyons (2011) point out that this theory often portrays great leaders as heroic, mythic and destined to rise to leadership when needed. According to Northouse (2004) the term 'Great Man' was used because, at the time, leadership was thought of primarily as a male quality, especially in terms of military leadership. The very popular theory known as the Great Man Theory of Leadership states that leadership traits are mainly inbred.

2.2.2. Role Congruity Theory of Prejudice toward Female Leaders

The role congruity theory of prejudice toward female leaders indicates that gender is very crucial aspect to be successful in the leadership position. Attitudes within the society towards male and female gives more favour to men than females in the leadership position. A role congruity theory of prejudice toward female leaders indicate that:

perceived incongruity between the female gender role and leadership roles leads to 2 forms of prejudice: (a) perceiving women less favorably than men as potential occupants of leadership roles and (b) evaluating behavior that fulfills the prescriptions of a leader role less favorably when it is enacted by a woman. One consequence is that attitudes are less positive toward female than male leaders and potential leaders (Eagly & Karau, 2002:573).

Eagly & Karau (2002) argue that the distinctions between women and men in any kinds of leadership positions are justified on the basis of a perceived congruence. They further indicate that stereotypic perceptions and societal acceptable norms play a crucial role in determining the role of women in leadership positions. Eagly (1987) also notes that even if women make a large amount of contributions within a society, due to perceived incongruity, certain leadership behaviours are considered as being more typical for male leaders. He further argues that the failure to value their work, limits women's leadership positions. Neubert, and Palmer, (2004) argue that women represent an overwhelming majority of the healthcare workforce in both developed and developing countries, however they are considerably underrepresented in the leadership positions, mainly at the decision-making levels.

From researcher's personal experience, Ethiopian women's participation in decision making process is low. The majority of them, don't have access to education which

ensures the development of skills, and capacitate them with decision making techniques. Over burden of family responsibilities, cultural expectations and stereotype, marginalized them at all levels.

2.2.3. New Public Management Theory

The idea of the New Public Management (NPM) is drawn mainly from the private sector and is widely used at various regional, national and local level government offices (Brignall and Modell, 2000; Hood, 1995; Maesschalck, 2004). The main purpose of the NPM was to move away from the traditional public administration system and introduce new practices and management in the public sector. According to Hood (1995) and Maesschalck (2004) the key elements of the NPM were the decentralisation of management in public services, improved performance and increased output. This necessitated the creation of agencies, increased use of competition and marketing in the provision of public services, together with an increased emphasis on performance and output.

Alexandre (2008) also argued that one of the factors that led to the emergence of NPM was the practical change of the various state ideologies. He argued, for example, that since the late 1970s, very advanced capitalist countries or those who followed the neo-liberal framework, mainly rejected the welfare state. In general, this approach denigrates public bureaucracy and encourages a private sector management style with emphasis on private sector salaries, competition and service delivery.

2.2.4. Behaviourist theories

The behaviourist theory of leadership provides a theoretical foundation for the assumptions regarding methodology and behavioural analysis (Hothersall, 2004; Hergenhahn, 2005). Behaviourism as a theory of learning is based on the idea that all behaviours are developed through training. Any person can be trained to undertake any activities, irrespective of things like inherited background, character traits, and internal opinions (within the limits of their physical competencies); all it takes is the correct training (Watson, 1913). He further argued that when a behaviour is followed by the necessary consequence, the behaviour becomes more likely to arise again in the future.

2.2.5. Situational leadership

Situational leadership was first recognised by a behavioural scientist and businessperson called Paul Hersey. According to Hersey (1984) the crucial foundation of the situational leadership theory is that there is no single 'best' style of leadership. He further argues that effective and efficient leadership is task-relevant, and the most successful leaders are those who adapt their leadership style to their followers.

Situational leadership includes the capacity to set high, but attainable vision, mission, goals, objectives, willingness and ability to take responsibility for the task, and the relevant education and/or experience of an individual or group who are attempting to lead or influence (Graeff, 1983). Effective leadership varies, not only with the person or group that is being influenced, but it also depends on the task, job or function that needs to be accomplished.

According to Hersey (1984) this leadership model clearly shows that there is no 'one size fits all' approach to leadership. Depending on the situation, varying levels of leadership and management are necessary. However, in order to be successful, leaders should first be able to identify their most important tasks or priorities. Second, leaders must consider the readiness level of their followers by analysing the group's ability and willingness. Depending on the level of these variables, leaders must apply the most appropriate leadership style to fit the given situation. According to the situational leadership theorists, Blake and Mouton (1979) and Hersey (1984) the four different types of situational leadership include directing, coaching, supporting and delegating.

2.2.6. Transactional theory

Transactional leadership involves motivating and directing followers primarily through appealing to their own self-interest. Lazarus and Folkman (1987) posit that the power of transactional leaders comes from their formal authority and responsibility within the organisation. The main goal of the follower is to obey the orders, directions and guidelines of the leader

In general, transactional leaders believe in motivating through a system of rewards and punishment. If a follower does what is desired, a reward will follow, and if he/she does not follow the wishes of the leader, a punishment will follow commensurate with the importance of the task delegated to the subordinate. Here the exchange between leader and follower takes place in order to accomplish routine performance goals. These exchanges involve two dimensions: contingent rewards and active management by exception. Transactional leaders link the goal to rewards, clarify expectations, provide necessary resources, set mutually agreed upon goals, and

provide various kinds of rewards for successful performance, passive management by exception and laissez-faire (Rosenblatt, 1994; Jamil, 1998).

2.2.7. Transformational leadership theory

The concept of transformational leadership may be defined in different ways. For example: Felfe, Tartler and Leipmann (2004:266) describe transformational leadership as typical of leaders who inspire subordinates to attain more than they thought possible by boosting their self-esteem and inspiring them to go beyond self-centred interests. Bass and Avolio, (1994) indicate that transformational leadership is a relationship between a leader and followers based on certain leader characteristics/behaviours that could be seen by subordinates, such as motivational stimulation, intellectual inspiration, and individual reflection. They further note that transformational leaders inspire their followers to feel that they have a special calling for their particular work. Thanks to transformational leaders, employees feel more satisfied with their particular jobs. This is due to the fact that employees consider that they are performing necessary work for a society that values their contributions. They further explain that transformational leaders can increase subordinates performance to an acceptable standard. Bass (1985) noted that transformational leadership theory shows that transformational leadership arises more effectively in conditions of high crisis or uncertainty. He further notes that transformational leaders help subordinates to change their previous routines, bring about creative solutions and respond appropriately to new environments. According to Bass (1985:17) transformational leaders:

...attempt and succeed in raising colleagues, subordinates, followers, clients or constituencies to a greater level of awareness about issues of consequence.

According to Srivastava, (2003:360) in transformational leadership the:

...accelerated rate of changes poses serious challenges to organizations to anticipate and manage change effectively or meet the fate of knock out. In this regard, transformational leadership is needed because the old theories of leadership, operating through the power of performance-reward linkage have become less relevant.

2.2.8. Components of Transformational Leadership

According to Bass (1985) transformational leadership consists of four major components. They are Idealised Influence (attributed), Idealised Influence (behaviour), Inspirational Motivation (IM) and Intellectual Stimulation (IS). The following section gives detailed explanations of the four major components of transformational leadership.

Idealised Influence (attributed) refers to the attribute of charisma of the leader. Because of the leader's positive attributes (e.g. perceived power, focusing on higher-order ideals and values), followers build close emotional ties with the leader. Accordingly, trust and confidence are likely to be built in followers (Avolio, 2005).

According to Antonakis et al. (2003:264) Idealised Influence (attributed):

refers to the socialized charisma of the leader, whether the leader is perceived as being confident and powerful, and whether the leader is viewed as focusing on higher-order ideals and ethics;

Avolio (2005) notes that these are people who see the good in others first and when it is not obvious they work to draw it out because of a concern for people. He concludes that leaders with Idealised Influence (attributed) walk their talk, and lead by their example. Bass and Riggio (2006) note that in addition, these leaders are believed by their followers to have exceptional capabilities, determination, and strength of character.

Idealised Influence (Behaviour) emphasises a collective sense of mission and values, as well as acting upon these values. In this regard Avolio (2005) shows that these kinds of leaders talk about their most important values and beliefs, specifically the importance of having a strong sense of purpose. According to Antonakis et al. (2003) and Humphreys, (2001) Idealised Influence (Behaviour) refers to:

charismatic actions of the leader that are centered on values, beliefs, and a sense of mission (Antonakis et al. 2003:264)

transformational leaders act in ways that let them serve as role models for their members. He further notes that their subordinates admire them for their charismatic personality and seek to emulate them. (Humphreys, 2001:153)

Inspirational Motivation (IM): Transformational leaders using Inspirational Motivation attract huge numbers of people to the vision and mission of the organisation with their effective communicating personality. Inspirational leadership means communicating a vision and mission of an organisation with fluency and confidence, increasing positivity, passion, eagerness, and giving interesting talks that energise others (Bass, 1985). According to Jandaghi, Zarei Matin, and Farjami (2009:213) inspirational motivation is:

One of the capabilities of Transformational Leadership that introduces the leader as a figure who encourages the followers to suitable behaviours inspirationally. When transformational changes should be posed in the organization, the leader shall encourage the followers to accept that new beliefs and ideas (change) continuously. Therefore, transformational leaders should behave in a special way and stimulate their followers. Implicitly, such behaviour shows the tendency to be optimistic and encourages team working.

Inspirational Motivation is also about raising the consciousness of participants about the organisation's vision, and committing to the vision (Bass & Riggio, 2006). The

key indicators of inspirational motivation are organisational vision, mission, communication, workers encouragement, working with the workers, and allowing self-sufficiency. Working with the workers, and allowing self-sufficiency are the core values of inspirational motivation. According to Moghali, 2002, cited in Jandaghi, Zarei Matin and Farjami (2009:214)

Inspirational Motivation includes speaking optimistically about the future; talking enthusiastically what needs to be done; presenting an attractive perspective of the future; stating confidently that the aims will be met, drawing an exciting picture of what should be considered; and taking up challenging problems.

Intellectual Stimulation (IS): is one of the qualities of transformational leaders which plays a key role in educational processes in organisations (Jandaghi, Zarei Matin & Farjami, 2009:213-214). Such leaders inspire change in thinking, suggest new methods of problem solving and use descriptions and examples. They further note that through intellectual stimulation, transformational leaders show their followers new ways of looking at problems. Such leaders encourage their followers to use non-traditional thinking to deal with problems and they listen to subordinates' ideas, even if different from their own. Avolio (2005) also notes that leaders who are intellectually motivating see the advantages of diversity. By thinking collectively, leaders will be in a position to create genuinely new ideas and initiatives. The goal of intellectual stimulation is to constantly elicit the highest levels of creativity from the subordinates. According to Moghali, 2002, cited in Jandaghi, Zarei Matin, and Farjami (2009:214) intellectual stimulation consist of revisiting basic assumptions and questioning them; looking for new and different perspectives when resolving problems, asking others to look at a problem from different points of view and encouraging non-traditional thinking to address problems.

Individualised Consideration (IC): Transformational leaders help their members to achieve their full potential by applying their talents and increasing their responsibilities in the organisation. Transformational leaders differ from transactional leaders in identifying needs because the transactional leader tries to meet lower needs, rather than higher needs such as development and maturity (Jandaghi, Zarei Matin, & Farjami (2009:214). In general, transformational leaders pay special attention to each individual follower's needs for achievement. Bass and Riggio (2006) note that colleagues are developed successively to the higher levels of their potential. According to them, individualised consideration is practised when new experience and learning opportunities are created in an understanding environment. According to Moghali (2002, cited in Jandaghi, et al., 2009:214), individualised consideration focuses on spending time teaching and coaching; treating others as individuals rather than just group members; paying attention to others as people who have different needs, capabilities, dreams and wishes; helping others to develop and grow their own capabilities; listening to others' demands and interests; developing individuality and facilitating individuals' growth.

Individual differences in terms of needs and desires are accepted. For example, the leader delegates tasks as a means of developing followers. Delegated tasks are monitored to identify if the followers need further support. In general, transformational leaders are seen as helpful and friendly, and therefore followers would use a friendliness strategy that is learned from their leaders.

2.3. Application of the theoretical framework

In the context of this research, the Full Range Leadership Theory/ Conceptual Model (which consists of transformational, transactional and laissez-faire leadership styles)

is used as the basis for the research. The following section analyses the main elements of the Full Range Leadership Theory/Conceptual Model, and traces its main essences and practical applications to ANOPA+.

2.3.1. Full Range Leadership Theory (Model)

Antonakis and House (2002) note that the Full Range Leadership Theory (Model) is an extension of transformational leadership theory using the nine major components of leader behaviour. Bass and Avolio (1990) argue that the previous conceptual frameworks and models that have been developed, have fallen short in explaining a 'Full Range' of leadership styles. Bass and Avolio (1990) show that the Full Range Leadership Model of leadership consists of transformational, transactional and laissez-faire leadership styles. As discussed earlier (in Section, 2.2.7) the transformational leadership major components include: Idealised Influence (behaviour), Idealised Influence (attributed), Inspirational Motivation (IM); Intellectual Stimulation (IS), and Individualised Consideration (IC). The main elements of transactional leadership include Contingent Reward, Management-by-Exception (Active) and Management-by-Exception (Passive). In the past three decades the 'Full Range' model has been used by scholars in the field to test the validity across different types of organisations.

2.3.2. Multifactor Leadership Questionnaire (5X)

According to Avolio and Bass (2004) the Multifactor Leadership Questionnaire (MLQ (5X) is closely linked to the concepts of Transformational Leadership and of Full-Range Leadership. They further note that MLQ (5X) provides a concise computer based feedback form that can be used at different levels. In general, MLQ (5X) helps to measure the different leadership styles and it consists of 45 items, covering what

is known as the 'Full-Range' leadership model (See Annexure 1). In addition, in the context of this research, details of the application of the MLQ, Form (5X) will be explained in the Methodological Chapter (See Section 5.4.2).

The theoretical/conceptual model in Figure 2.1, below shows the Full Range Leadership Theory. As has been indicated in the theoretical/conceptual model the relationships between transformational, transactional, and laissez-faire leadership styles are explained. This research is based on the MLQ Form (5X), a psychometric instrument that was developed by Bass and Avolio (2004).



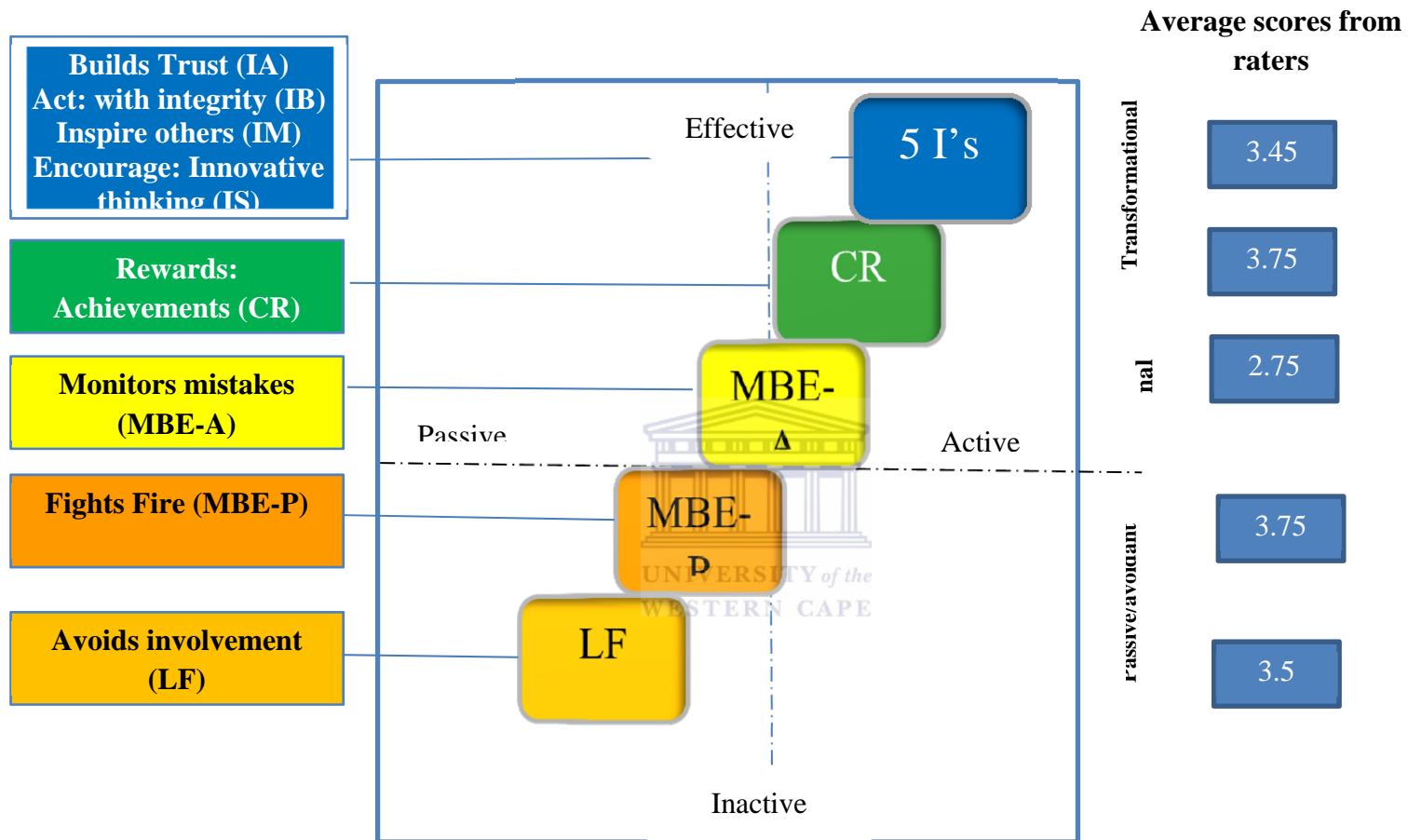


Figure 2.1.Theoretical/conceptual model: the Full Range Leadership Theory

Source: (Adapted from Avolio and Bass, cited in Sample, 2007:4)

2.4. Chapter summary

This chapter analysed the various leadership theories and traced their main characteristics and practical applications. It also examined the relationship between Transformational Leadership, Full Range Leadership Model, MLQ (5X) and its empirical application. The chapter concluded that the Full Range Leadership Theory/ Conceptual Model is more relevant and has been used as the basis of the theoretical framework.

The proper implementation of the Transformational Leadership Theory in health related NGOs has the potential to bring about significant improvement in the management of ANOPA+ in particular, and generally in health related NGOs in Ethiopia. In this regard the conceptual framework of a Transformational Leadership model provides a guide for the analysis of a case study organisation, i.e. Addis Ababa Network of PLHIV Associations (ANOPA+) in Ethiopia. The following chapter presents a review of literature and investigates the impact of the transformational leadership style on organisational outcomes and the personal outcomes of the follower.

Chapter 3: Literature Review: Empirical Studies

3.1. Chapter overview

Transformational leadership is a very popular research topic and a number of empirical studies have been conducted in different parts of the world. The purpose of this chapter is to review literature and investigate the impact of the transformational leadership style on organisational outcomes and the personal outcomes of the follower. One of the analytical tools used was the Full Range Leadership Model (conceptual framework) and Multifactor Leadership Questionnaire (MLQ). It measures a broad range of leadership styles and identifies the dominant leadership style in an organisation.

This chapter presents a review of relevant empirical literature on the subject of transformational leadership. The chapter starts with an investigation of global, African and Ethiopian literature on transformational leadership style on organisational outcomes and the personal outcomes of the follower. The chapter ends with concluding remarks.

3.2. Empirical studies on transformational leadership

The MLQ was conceptually developed and empirically validated to reflect the complementary dimensions of transformational and transactional leadership with sub-scales to further differentiate leader behaviour. The MLQ has been utilised with varying degrees of success by several researchers (Antonakis, Avolio and Sivasubramaniam, (2003), Bass and Yammarino (1991), Judge and Piccolo (2004); Kleinman (2004), Lowe, Kroeck and Sivasubramaniam (1996), and by evaluators

and development organisations working in different parts of the world. The following paragraphs review some of the empirical findings.

In the USA, a number of empirical research studies, namely Antonakis, Avolio and Sivasubramaniam (2003), Bass and Avolio (1989), Bass and Yammarino (1991), Judge and Piccolo (2004), Kleinman (2004). Lowe, Kroeck and Sivasubramaniam (1996), Muenjohn and Armstrong (2008), and Spangler and Braiotta (1990) were undertaken using the MLQ.

Bass and Avolio (1989) undertook research with 87 respondents who completed the MLQ ranking questionnaire describing their immediate superior, using a five point leadership scale. According to them, three represented transformational leadership constructs (charismatic leadership, individualised consideration and intellectual stimulation); and two reflected transactional leadership constructs (contingent reward and management-by-exception). The items constituting these scales measured two outcomes-satisfactions with the leader and effectiveness of the leader. The remaining scales measured each participant's leadership prototype, the participant's tendency to be lenient in his/her ratings, and a general measure of satisfaction. The result of the survey clearly indicated that factor scores were more highly correlated, with factor scores reflecting transformational leadership more than factor scores portraying transactional leadership. Bass and Avolio (1989) further indicated that the tendency of participants to be more or less tolerant in their rankings and their general level of satisfaction were of little or no consequence among the leadership and outcome factor scales.

Lowe, Kroeck and Sivasubramaniam (1996) undertook a meta-analysis of transformational leadership using the (MLQ) to (a) integrate the diverse findings, (b)

calculate an average effect for different leadership scales, and (c) examine for certain moderators of the leadership style-effectiveness relationship. According to them, transformational leadership scales of the MLQ were found to be consistent and significantly predicted work unit effectiveness across the set of studies examined. The Lowe, Kroeck and Sivasubramaniam (1996) research clearly shows that the moderator variables suggested by the literature, including the levels of the leader and the organisational setting (government or non-government), were empirically tested and found to have differential impacts on correlations between leader style and effectiveness.

On the other hand, with the objective to examine the audit committee efficiency in terms of the leadership styles, Spangler and Braiotta (1990) undertook research in the USA. They argued that despite the growing position of audit committees on corporate governance and despite the growing consideration given to corporate financial fraud by the media, little research has been done to investigate the factors of audit committee effectiveness. Spangler and Braiotta (1990) findings indicated that audit committee members, external auditors, and senior management suggest that transformational leadership and active management by exception have considerable influence on the performance of audit committees.

Kleinman (2004) undertook a research project with the objective of describing perceptions of managerial leadership behaviours associated with staff nurse turnover, and to compare nurse manager leadership behaviours as perceived by managers and their staff nurses. Kleinman (2004) conducted a descriptive, correlational study at a 465-bed community hospital in the north eastern United States. Procedurally, the study used staff nurses and nurse managers in both ambulatory and acute care

nursing units. The study comprised 79 staff nurses and 10 nurse managers. The result of the study indicated that the transactional leadership style is a deterrent to staff nurse retention, but also reflected leadership insights among staff nurses who work evening and night shifts. The study further indicated a trend in which nurse managers and staff nurses did not agree on the frequency of transformational leadership behaviours but did prove their agreement on the transactional leadership behaviours.

An analysis of 45 gender studies of transformational, transactional, and laissez-faire leadership styles has undertaken by Muenjohn and Armstrong (2008). The result clearly indicated that female leaders were more transformational than male leaders. The study further showed that male leaders were usually more likely to manifest transactional leadership and laissez-faire leadership. Muenjohn and Armstrong (2008) further posit that the effects of these findings are inspiring for female leadership.

3.2.1. Empirical studies in developing countries

Walumbwa and Lawler (2003) using an empirical field data from 577 employees from banking and financial sectors in three emerging economies, namely: China, India and Kenya, examined the moderating effect of collectivism on the relationships between transformational leadership, work-related attitudes and perceptions of withdrawal behaviours. In cross-cultural research on transformational leadership, Walumbwa and Lawler (2003) supported the view that transformational leadership is effective across cultures.

Zhu, Avolio and Walumbwa (2009) undertook a quantitative research in the context of South Africa. The study examined whether follower characteristics moderate the relationship between transformational leadership and follower work engagement. Zhu,

Avolio and Walumbwa (2009) collected field data from 140 followers and their 48 supervisors from a diverse range of industries in South Africa. The result of this empirical study clearly indicated that the hierarchical linear modelling results show that follower characteristics moderate the positive relationship between transformational leadership and follower work engagement. Based on the empirical analysis, they further argued that transformational leadership has a more positive effect on follower work engagement when follower characteristics are more positive.

Walumbwa, Orwa, Wang and Lawler (2005) compared Kenya and the United States. Data for this study were collected from seven foreign and local banks in Kenya and five banks in the United States. Participants, who were mainly tellers and clerks, were asked to rate the leadership behaviour of their bank branch managers as well as their own level of job satisfaction and organisational commitment. Having the empirical data set as a background Walumbwa, Orwa, Wang and Lawler (2005) argued that transformational leadership had a strong and positive effect on organisational commitment and job satisfaction in both cultures.

With the objective of investigating the differences in preferred managerial leadership behaviour among genders and racial groups in South Africa, Littrell and Nkomo (2005) undertook a research project using data collected from part time MBA students in South Africa. Samples were collected from Asian, black, coloured and white South Africans, further categorised by gender. The result of the study showed that coloured subjects were most dissimilar from the other samples in their preferred leader behaviours. They further found that the most similar grouping was black males with white males and females. The study also indicates that programmes of

managerial leadership development and practice need to be considered and need to be more inclusive of all groups.

3.2.2. Empirical research in Ethiopia

With the objective of describing the concepts of transformational leadership and its correlation with subordinate satisfaction with the leader, Shibru (2011) undertook empirical research in the leather industry in Ethiopia. For the purposes of this study, the researcher employed a quantitative methodology and used 145 valid participants from ten sampled leather companies who responded to the adapted MLQ. The study indicated that participants were direct subordinates to their leader and evaluated the behaviour of their immediate leader using the adapted MLQ. The result of the statistical analysis indicated that Pearson correlation analysis showed that all components of transformational leadership are highly correlated for idealised influence and inspirational motivation. Shibru (2011:693) indicated that:

similarly, all components of transformational leadership are statistically significant and strongly correlated with subordinate satisfaction with the leader.

He further notes that as transformational leadership practice increases, so does subordinate satisfaction with the leader. Shibru (2011:693) confirmed that

transformational leadership is an important leadership style to increase subordinate satisfaction with the leader.

Tesfaw (2014) recently undertook research to examine the relationship between the transformational leadership of school principals and teachers' job satisfaction. A random sample of 320 teachers was taken and a three-part instrument was used (the transformational leadership questionnaire, the teachers' job satisfaction questionnaire and a demographic section). Tesfaw (2014) found that there was a

moderate, positive significant relationship between transformational leadership (overall) and overall teachers' job satisfaction. His empirical research further indicated that the relationship between each component of transformational leadership and teachers' job satisfaction was found to be moderate, positive and significant. The findings from this study confirmed that principals of government secondary schools in Ethiopia should pay more attention to developing efficient teamwork and the expression of warm concern and trust to co-workers through transformational leadership behaviours.

With the objective of investigating the relationship between the leadership style of nurse managers and nurses' job satisfaction in Jimma University Hospital, Negussie and Demissie (2013) undertook an empirical study. The result of the study showed that nurses prefer transformational leadership style over transactional leadership style and had a moderate-level intrinsic ($M=2.72$, $SD=0.71$) but a low level of extrinsic job satisfaction ($M=1.83$, $SD=0.68$). In addition, the study proved that a statistically significant relationship existed between extrinsic ($B=0.45$, $p<0.01$) and intrinsic job satisfaction ($B=0.32$, $p<0.05$). In general, the study concluded that nurses in Jimma University Hospital tended to be more satisfied with the transformational rather than the transactional leadership style. Based on the above findings, it was recommended that nurses' managers should use the transformational leadership style in order to increase nurses' job satisfaction

3.2.3. Empirical evidence from NGOs

Shiva and Suar (2010) undertook an empirical study to examine the relationship between transformational leadership influences and organisational commitment. The Shiva and Suar (2010) study also examined the nexus between transformational

leadership, organisational commitment, NGOs' effectiveness in terms of health, income, education and the happiness of villagers. The study used a database, which comprises about 312 NGOs in India. The findings of the study showed that transformational leadership directly influences organisational commitment in the context of NGOs in India. The Bratton (1990) study analysed the organisational conditions under which national NGOs in Africa have been able to influence the formulation of agricultural and rural development policies. Bratton (1990) used a case study of three African NGOs. He concluded that policy advocacy is most likely to be effective in organisations that have several key characteristics, such as a homogeneous membership, a combined structure, a focused programme, informal ties with political leaders, and the existence of a local funding base. An Apostu (2013) study assessed the role of leaders and leadership in non-governmental organisations. This study undertook an analysis of recent research into the characteristics of NGO leaders, and explored the challenges of designing leadership development programmes appropriate to the needs of NGOs. The study finally identified the major components of fruitful leadership development, and identified the skills or capabilities that need be developed.

Only few qualitative studies (Yemer, 2009) have carried out empirical research in order to ascertain the effect of transformational leaders in the Ethiopian context. For example Yemer (2009), using a qualitative methodology, determined if transformational leadership could be successfully implemented in Ethiopia. Using semi-structured interviews, the researcher gathered information on 56 Ethiopian leaders. Yemer (2009) identified that quality leadership is required to transform an organisation, adapt to social change, and create an environment of positive change.

There is, however, an apparent lack of empirical research on transformational leadership and NGOs at the global level in general and Ethiopia in particular. This study thus intends to bridge the gap as it focuses on the examination of transformational leadership and health related NGOs in Ethiopia using a case study of Addis Ababa Network of PLHIV Associations (ANOPA+).

3.3. HIV/AIDS activists and transformational leaders

3.3.1. Lesson from South Africa

Zackie Achmat is a South African HIV/AIDS activist and transformational leader; he co-founded the Treatment Action Campaign in 1998. He is also an activist for lesbian, gay, bisexual, and transgender people's rights, representing a multiplicity of identities and issues in the new South African Constitution (Berwick, Sykes & Achmat, 2002). He exposed abuses based on sexual orientation and gender identity in South Africa, including unjust laws, unequal treatment, discrimination in health, jobs and housing, domestic violence, and the denial of family rights and recognition. He played an active role advocating for laws and policies that protect everyone's dignity (Friedman & Mottiar, 2006). Achmat publicly announced his HIV-positive status in 1998 and refused to take antiretroviral drugs until all who needed them had access to them (Aldrich & Wotherspoon, 2002). According to Kaiser (2003) Achmat stood very firm in his pledge until August 2003 when a national congress of TAC activists voted to urge him to begin antiretroviral treatment. He finally declared that he would start treatment shortly before the government announced that it would make antiretroviral accessible in the public sector. Considering his excellence, leadership in HIV/AIDS activism, strong discipline; consistent and excellent community services; proven leadership in

community, good working relationships with local authorities, dedication, and commitment; Zackie Achmat received a number of awards.

He won the inaugural Desmond Tutu Leadership Award in 2001, the Jonathan Mann Award for Global Health and Human Rights in 2003, and the Nelson Mandela Award for Health and Human Rights in 2003. In 2004, he was voted 61st in the Top 100 Great South Africans, as well as being nominated for the Nobel Peace Prize. In 2012, he was awarded an honorary doctorate by the Sussex University (Ndifuna Ukwazi, 2016:2).

To summarise: Based on the above proven leadership in community and various awards received, it can be argued that Zackie Achmat is one of the few HIV/AIDS activists and transformational leaders in Africa who has demonstrated exemplary service, leadership, and reflected the spirit of devoted commitment to social transformation. Zackie Achmat has promoted the vision, mission and values of social transformation and a culture of justice for minorities' rights transformation both internally and externally. He also demonstrated social responsibility, and made a significant contribution to addressing issues like HIV/AIDS, the rights of minorities, demonstrated excellent leadership qualities, including exemplary leadership; promoted diversity, inclusiveness and transformation; and was team-oriented and created opportunities for a team to grow and develop.

3.3.2. Ethiopian experience

The personal experiences of people living with HIV are important aspects of transformational leaders (Gebre, 2009; Gusman, 2009; Hartwig, et al., 2006). Personal experience is considered to be the backbone of many interventions worldwide to combat the social and economic challenges of HIV/AIDS. According to Gebre (2009) the personal experiences of people living with HIV and the aspect of

transformational leaders were first voiced in 1983 at a national AIDS conference in the USA. Gebre (2009) and Martha (2003) noted that the pioneers of PLWHA associations in Ethiopia were Mekdim (1996) and Dawn of Hope (1998). These associations were founded by a few HIV-positive people and AIDS orphans with the help of organisations working on HIV/AIDS (Gebre, 2009). Since the establishment of the first associations, PLWHAs have played an active role in HIV/AIDS prevention, treatment, care and support (Gebre, 2009; Martha, 2003). They have begun to be represented in higher HIV and AIDS related structures in the country, including the National AIDS Council (NAC), the Country Coordinating Mechanism (CCM), the National Partnership Forum and others. The minimisation of stigma, encouragement of positive living, involvement of HIV-positive people in planning and policy decision are among the changes registered as a result of the active participation of PLWHA associations. Following the footsteps of Mekdim and Dawn of Hope, several indigenous associations with various focuses have been formed in Ethiopia over the years. To have a better understanding on the personal experiences of people living with HIV/AIDS and the aspect of transformational leaders in Ethiopia, first of all it is necessary to review the experience of Ms Berhane Kelkay and Mr Zewdu Getachew as an examples.

Ms Berhane Kelkay

Ms Berhane Kelkay was one of the few activists of transformational leadership in Ethiopia (Gebre, 2009; Zena, 2006). She was a woman living with HIV who educated other Ethiopians about the virus and decreased the stigma surrounding it. Ms Berhane Kelkay is a founder and the executive director of the Association of Women Living with HIV, a group known as 'Tilla', which means 'umbrella' or 'shelter.' (Gebre,

2009; Zena, 2006). The Association was registered under the Federal Ministry of Justice in December 2005.

The Association works to increase awareness and change attitudes about HIV through education, advocacy and promoting positive living. It has a large number of members, primarily focuses on women, who are often more vulnerable to the pandemic (Zena, 2006).

According to Global Education (2006), when Ms Kelkay officially started campaigning against the virus and transforming her community, she was the only woman head of an HIV/AIDS association. As a result of her active involvement and being a transformational leader, now all the associations in her network are led by women (Gebre, 2009; Zena, 2006). Ms Kelkay in various occasions, including the public debates, community meetings and in different awareness creation programme, she has tried her best in addressing the knowledge gaps which is associated with HIV stigma, and creating awareness of medical interventions to prevent HIV disease. She also contributed in building community-based attitudes about the importance of supporting and showing compassion for PLWH (Global Education, 2006).

Her association helps mitigate the spread and impact of HIV/AIDS in the community by facilitating access to medical care through referrals, and mobilising members to advocate for the rights of PLWHA in different parts of the country. Ms Kelkay believes there has been some progress in the fight against AIDS, but that there is much more to be done. She said.

...but I am far from being satisfied. Still people are being infected with the virus. I don't feel really satisfied until I see the last person to be caught with the virus(Global Education, 2006:13).

Although there were organisations to support women and raise awareness about gender-based violence, Kelkay said they lacked support for their activities, particularly in rural areas, where women's rights were largely ignored (Global Education 2005; 2006:3)

Global Education (2005; 2006) indicate that Ms Kelkay is a widow who quietly started serving people affected by the pandemic in her community, and grew to become a national figure on HIV issues. Speaking publicly at international symposiums and workshops, she challenges Ethiopians and those outside her country to confront the stigma often associated with HIV and understand the need to care for those affected. In addition, Ms Kelkay confidently challenged AIDS stigma and discrimination that triumphed in the country. She also influenced money women to speak confidently at schools, clinics, and other mass congregations.

Based on researcher's personal experience, Ms Kelkay has special leadership qualities such as good communication skills, fair and evidence based judgment, reputation of excellent competence of leadership within the Network of Positive Women Ethiopians, interpersonal skills as well as confidence when she makes a public speech

Mr Zewdu Getachew

Mr Zewdu Getachew, began his humanitarian work in the fight against HIV and AIDS in the early 1990s, he became a national icon of activism in Ethiopia. Mr Zewdu was the head of Dawn of Hope Ethiopia Association (DH-EA), an association representing people living with HIV. DH-EA is an indigenous NGO established in June 1998 and all the founding members are people living with HIV/AIDS. Mr Zewdu was the first HIV/AIDS activists who called on the country's leaders and officials at all

levels to undergo serological tests in a bid to encourage others to follow suit. He vowed to fight against HIV/AIDS renewing the slogan "It shall be enough with us, let the generation be saved." Mr Zewdu continued struggling to eradicate the pandemic from the face of Ethiopia if not from the earth. For many years he believed that victims of HIV/AIDS are part of the solution finders and they shall burn like candles to teach the society and save the generation. His focus was to go into the society personally at any time and place and teach it candidly in order to enable prevent itself from being infected by the virus and also to take care of people living with AIDS and patients as well as the orphans. But, Mr Zewdu Getachew who had been working for Dawn of Hope for years as its president and vice president has passed away in 2004.

Based on researcher's personal experience, Mr Getachew for many years he effectively coordinated the HIV/AIDS related activities. These include regular meeting with various stakeholders; participation in strategic planning at the national and provincial departments of health and others. In collaboration with his colleagues, he also developed and implemented the creation of achievable objectives for the National HIV/AIDS and TB response. In addition, in many occasions, he shared his personal experience and undertook awareness creation programme at the grass roots level in different parts of the country.

To summarise:Based on the above evidences, it can be argued that Ms Berhane Kelkay and Mr Zewdu Getachew are the successful HIV/AIDS activists and transformational leaders in Ethiopia. They are involved in a wide variety of activities at all levels to fight against AIDS, from appearing on posters, bearing personal testimony, supporting and counselling others with HIV/AIDS, and participating in major policy-making activities (Gebre, 2009; Zena, 2006; Pankhurst, 2004; Global

Education 2005 and 2006). It can also be argued that Ms Berhane Kelkay and Mr Zewdu Getachew are HIV/AIDS activists and transformational leaders in Ethiopia who has effectively demonstrated commitment to HIV/AIDS, serving 20 years or more in strategic and significant roles; enhanced the success and knowledge of other non-profit organisation and non-profit leaders; and worked across boundaries to develop transformational solutions. They also demonstrated the ability to develop and implement creative and effective organisational leadership strategies; created and nurtured valuable collaborations and partnerships to advance the work of HIV/AIDS activists, which resulted in tangible benefits to the community.

3.4. Culture and leadership (Individualism vs. Collectivism)

The cross-cultural literature (Chen, Chen & Meindl, 1998; Earley & Gibson, 1998; Gelfand, Bhawuk, Nishii & Bechtold, 2004; Emrich, Denmark and Den Hartog 2004; Wagner & Moch, 1986) has generally stressed a strong connection between culture and leadership styles. There has been a plethora of studies that have examined the relationship between culture and leadership styles (Gelfand, Bhawuk, Nishii & Bechtold, 2004). For example, Emrich, Denmark and Den Hartog (2004) argued for a direct impact of culture on leadership styles, by specifying traditions, values, ideologies, and norms are 'bound to differentiate as much or even more than structural factors between societies'.

3.5. Culture and leadership in Ethiopia

Ethiopia has a very diverse culture and is generally structured along ethno linguistic lines. Barth (1998) and Munro-Hay (2002) noted that it is a country with more than 80 different ethnic groups, each with its own language, culture, customs and traditions. Lanza and Woldemariam (2008) noted that one of the most significant areas of

Ethiopian culture is its literature, which is represented predominantly by translations from ancient Greek and Hebrew religious texts into the ancient language Ge'ez, modern Amharic and Tigrigna languages.

In the Ethiopian context, scholars (Abbink, 1997; Abbink, 2007; Jetu and Riedl, 2013;) emphasised the role of culture and leadership in Ethiopia. Jetu and Riedl (2013) investigated the cultural values in ten public and private organisations in the services sector in Ethiopia. They undertook a multivariate model analysis to identify the most important cultural values. According to them, personally focused cultural values (e.g. openness to change) rather than socially focused cultural values (e.g. self-transcendence) have the most significant influence on project team performance. They further indicated that in the Ethiopian context cultural values were found to have a strong relationship with two out of three dimensions of project team success, namely, project team learning and development, and project team working spirit, when compared to project team leadership.

How does Western culture compare to Ethiopian culture? Some scholars (House, Hanges, Ruiz-Quintanilla, Dorfman, Javidan, Dickson, & Gupta, 1999) indicate that Ethiopia has a highly collectivist culture that focus on relationships, group obligation, and interpersonal harmony. On the other hand, Western cultures, in particular the United States, are highly individualist, and focus on self-interest, self-expression, and the uniqueness of every person (House, et, al. 1999). They further noted that leaders from the United States, which is a low-context culture, tend to be more direct, explicit, and structured in their communication, particularly in verbal messages. Leaders in high-context cultures, such as Ethiopia, tend to communicate more implicitly, using

more non-verbal communication and expressing more vague verbal messages (House, et, al. 1999).

In this regard Poluha (cited in Mains 2007:660) indicates that “Yiluññta” is one of the aspects of Ethiopian culture which affects most Ethiopian social interactions. “Yiluññta” is to have a strong sense of shame based on what others reflect and say about one and one’s family. He further indicated that in Ethiopia, employment is perceived of as social interactions related to particular jobs not only in terms of labour and earnings because of “Yiluññta”.

3.6. Contextualisation of leadership in Ethiopia

In Ethiopia there is a long-established traditional leadership structure that includes a domain for men only. It is also believed that men are the only people with the capacity to govern and make decisions (Abute, 1997). Men command profound respect among rural communities (Aredo, 2002). In the Ethiopian context, the traditional leaders are honoured and feared. Their commands are followed. According to Aredo, (2002) traditional leaders within a community is considered as the custodian of the residents and their guidance is always totally trusted.

In Ethiopia, especially in a few ethnic groups, such as Gurage¹, Kembata², Hadiya³ Woliyyta⁴, and Oromo traditional leaders play an important part in social life,

¹ The Gurage tribe (also known as Guragie or ገራጌ) is an ethnic group inhabits the Gurage Zone within the larger multi-ethnic Southern Nations, Nationalities, and People’s Region in southwestern Ethiopia.

² Kembata/Kambaata is one of the indigenous ethnic groups of people who inhabit Southern Ethiopia. Kembata, as a geographic region, is situated at about 350 km south from Addis Ababa the capital city of Ethiopia. It borders Wolaita to the South, Hadiya to the West and Arsi-Oromo to the North.

³Hadiya is the name of one of the Ethiopian ethnic group of people who speak the Hadiyya language. The Hadiya Zone is named after the Hadiya people, whose homeland covers part of this administrative division.

weddings, funerals, settling fights, kinship matters and all other affairs of the community. However, within the individual household, the father is the head of the family. The authority is mainly vested in the father and all persons within the household fall under his authority. The following part provides a review of literature on the experience of the leadership tradition of the Oromo people.

According to (Jalata, 2013), the Oromo people (አሮጌ⁵) are the single biggest ethnicity in Ethiopia and approximately 40% of Ethiopia's population. Oromos speak the Oromo language, which is part of the Cushitic family. Ethiopian literatures (Asmarom, 2000; Baissa, 1994; Jalata, 2012; Jalata, 2013; Legesse, 1973; Sirna, 2012) indicate that the people of Oromo have an extensive and very rich indigenous democratic leadership tradition which have been accumulated for centuries and have been handed down from generation to generation as a source of pride of the people. For example, Jalata, (2012; 2013) argue that the culture of the people is deeply rooted in the Gada⁶ system which is a democratic political, economic and social system. Baissa, (1994) and Asmarom (2000) note that the Gada system is a democratic system that has been guiding the lives, mode of governance, socio-economic circumstances, philosophical viewpoints, etc., and which has ensured ensure the unity and harmony of among the people as well as the practice of non-violent conflict resolution approaches.

⁴ Wolayta (also spelled *Wolaitta*) (Ethiopic: ወላይታ *Wolaytta*) is the name of an ethnic group and its former kingdom, located in southern Ethiopia.

⁵ The Oromo people (Oromo: Oromoo; Ge'ez: አሮጌ; 'Oromo) are an ethnic group inhabiting Ethiopia, northern Kenya, and parts of Somalia.

⁶ A social stratification and an indigenous leadership style/system partially based on an eight-year cycle of age sets. A democratically elected leader, the *Abba Gada*, presided over the system for an eight-year term. Gadaa is no longer in wide practice but remains influential.

In general, (Baissa, 1994; Jalata, 2013) argues that Gada is a form of constitutional leadership style and also a social governance system. In the culture of Oromo, traditional leaders were elected by the men of the community every eight years (Legesse, 1973). The Oromo people has strong social control mechanism, whereby corrupt or dictatorial leaders would be removed from power through *buqisu* (recall) before the official end of their term (Baissa, 1994). Oromo women had a parallel institution known as "*siqqee*⁷". It is believed that this institution promoted gender equality in Oromo society (Baissa, 1994; Jalata, 2013;). In general, the Gada system in the history of Oromo, closely associated with the social and political structures (Baissa, 1994; 2013;). Male Oromos were organized according to age and generation for both social and political activities. According to Asmarom, (2000) the gada government was based on democratic values and principles. In the traditional leadership of Oromo, the *abba boku* was an elected "chairman" who presided over the *chaffee* (the general assembly) and proclaimed the laws (Jalata, 2012; Jalata, 2013;). The *abba dula* (defense minister) was a government leader who directed the army. A council known as *shanee* or *salgee* and retired gada officials also helped the *abba boku* to run the government (Baissa, 1994).

All gada leaders were elected for eight years (Jalata, 2012; Jalata, 2013). The main criteria for selection includes bravery, knowledge of leadership, honesty, conflict negotiations skills, demonstrated ability, and courage. In general, the gada leadership styles worked on local, regional, and central levels (Baissa, 1994). The political viewpoint of the gada system was embodied in three main principles: terms of eight years, balanced opposition between parties, and power sharing between

⁷ *Siiqqee* comes from the Oromo language meaning stick

higher and lower levels. These checks and balances were created to prevent misuse of power (Asmarom, 2000). It is believed that the government's independent executive, legislative, and judicial branches also were a way of balancing power. Some elements of gada are still practiced in southern Oromia (Asmarom, 2000; Jalata, 2013).

Experience of the researcher as an Ethiopian woman shows that the role played by informal social governing arrangements, such as the traditional leadership style, the council of elders, is also very pivotal for the Ethiopians. A social leadership institution, which controls the rules and function of many ethnic groups in the Southern Regional State is called "Serra"⁸. In many parts of the country the traditional leaders play a significant role in counteracting poor performance and inappropriate behaviour within the community members. In this regard, Aredo (2002) shows that sometimes, depending upon the type of crime, it could extend to being socially excluded from the community activities, such as Idir and Iquib⁹.

The Addis Ababa city is considered as modern as compared to other provincial cities. Few of the residents believe that they are advanced and try to adapt the western culture, such as spending time in Cinema, movies, night clubs and drinking wine. But, most of the residents in Addis Ababa enjoy the culture and tradition which is accepted by the rest of the country, such as cultural dance, music and religious festival. One of the unique culture of the Addis Ababa city is the existence of a number of "Azmaris"¹⁰. The famous and popular "Azmaris" in Addis Ababa city includes the district of Piassa, Legehar, Kazanchis, Merkatto, and Bole. But Azmaris may be found in a

⁸ Serra is a traditional association which includes a group of Gott's members. Serra is very influential whose orders have to be obeyed by the community

⁹ Iquib and Idir can be characterised as traditional financial associations. While Idir is a longterm association, Iquib can be temporary or permanent, depending on the needs of the members.

¹⁰ It is an Amharic word azmari comes from the word azemere, which means singing

number of places such as weddings, clubs and important concerts. In most “*Azmari Bet*” a local drink call “Teji” is served with Ethiopian traditional food called Enjera¹¹. The most popular foods that are consumed *Azmari Bet* include: *Keye Doro Wet, Tibs, Tire Ketefo, Tire-Sega (Gorede Gorede)*. *Azmari Bet* is considered as a place of *traditional gathering* to enjoy with traditional food and drinks.

Other major cultural events in the city include: “*Timkat*” (Epiphany) and “*Maskal*” (the Cross). *Timkat* is one of the interesting festival of Christians and it is a remembrance of the Baptism of Jesus Christ. It is a three-day festival followed by a special dance by the priests, ringing of bells, and blowing of trumpets. “*Maskal*” is also one of the annual religious festival commemorating the discovery of the cross of Jesus Christ. During these festivals, a crowd of people (priests, deacons, choir, residents, tourists, etc. wear their best and special Ethiopian traditional costumes.

To summarize: Ethiopian scholars (E.g. Asmarom, 2000; Baissa, 1994; Jalata, 2012; Jalata, 2013) argue that the traditional leadership system has been practiced in most Ethiopian culture for the governance, democracy, culture and civilization. It can also be argued that such kinds of traditional leadership style, helped Ethiopians maintain political, economic, social, and religious institutions for many years. In addition, the traditional leadership system and military organization enabled Ethiopians defend themselves against enemies who were competing with them for land, water, and power.

3.7. Chapter summary

In brief, this chapter through the review of relevant literature, has provided a discussion on the relationship between empirical studies at global, sub-Saharan and

¹¹ Injera is usually made from the tiny, iron-rich cereals

African levels. The empirical studies reviewed in the chapter suggest that transformational leadership is an essential tool for improving organisational performance, while it also fosters learning and accountability, enhances decision making processes and promotes capacity building. In addition, the empirical studies confirm that there is a positive correlation between transformational leadership and the success of an organisation as a result of the use of high energy, enthusiasm and passion to inspire and motivate employees. Literature also indicates that transformational leadership is seen in nearly every aspect of operations from training to corporate planning.

In the view of the researcher, this broad exposition into the subject matter allows for a much clearer and vivid understanding of current knowledge on the study topic and therefore provides an empirical basis for the comparison of findings emanating from this study. In the next chapter, the researcher presents the case study organisation upon which this study has been launched.

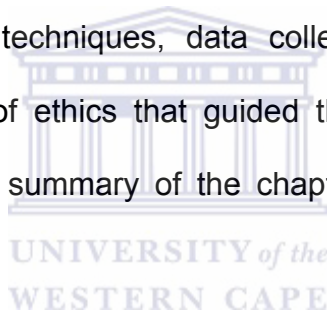


Chapter 4 : Research Methodology

4.1. Chapter overview

This chapter presents the methodology adopted for the study and explains the research processes employed throughout in the study. The methodology of the research is important as it helps to emphasise systematic ways of providing answers to research questions and solving the research problem.

The chapter starts with a detailed explanation of the research design. It also gives a description of the sampling techniques, data collection methods, data analysis process, and the statement of ethics that guided the conduct of the research is discussed. Finally, there is a summary of the chapter, and an introduction to the successive chapters.



4.2. Research design

A research design provides a blueprint for how research will be conducted. In the context of this study, a cross sectional research design was adopted (Aaker et al., 2001; Babbie, 2008; Craig, 2009). A cross sectional research design entails the collection of data on more than one case at a single point in time in relation to two or more variables with the view to examining the variations, connections or pattern of association among such variables (Bryman & Bell, 2007). Cross sectional studies are very useful in depicting an overall picture as it stands, especially at the time of the study (Craig, 2009). For this study, relevant data collection instruments were initially gathered and reviewed. These instruments provided more comprehensive and

detailed information to guide the design of the questions relevant for the study. Both quantitative and qualitative data were thereafter collected using questionnaires and semi-structured interviews respectively from members and volunteers within ANOPA+ in order to assess the dominant leadership style of the organisation.

4.3. Research methodology

Research methodology is a systematic way of solving a problem (Mouton, 1996). In the context of social science, there are two broader categories of research methodologies, i.e. quantitative and qualitative research methodologies (Mouton 1996, Mouton & Marais, 1998).

According to Cresswell (1994) and Mouton (1996) quantitative methodologies are mainly aimed at verifying the validity of the theoretical and hypothetical generalisations with respect to the identified research problem. Cresswell (1994) indicates that qualitative methodologies help to achieve the goals, while quantitative research analyses research problems by testing theories using numerical and statistical tools. Dabbs (1982) indicates that the major forms of quantitative research include experiments, quasi-experiments and surveys. In general, quantitative methodology assumes that social reality is constructed, places emphasis on the contextualisation of research, uses deductive reasoning, and includes the personal involvement and partiality of the researcher (Johnson & Christensen, 2008). One of the limitations of quantitative research is that a large sample of the population must be studied.

Qualitative research methods attempt to tap the deeper meanings of particular human experiences and are intended to generate rich data; they often involve the direct observation of social phenomena in their natural settings (Johnson &

Christensen, 2008). The major methods of data collection under the qualitative school of thought include: in-depth interviews, focus group discussions, participant observations and the life histories of the participants (Berg, 1989). These methods are suitable for collecting specific types of qualitative data which are normally in the form of field notes, audio or video recordings, and transcripts (Johnson & Christensen, 2008). According to Blackstock et al. (2007), the qualitative methodology allows for a detailed and in-depth study of cases, providing for the explanation and description of cause and effect, rather than proving cause and effect. Limitations of qualitative methodology include that it is heavily dependent on the skills of the researcher and can be easily influenced by personal biases. In addition, the quantity of data makes interpretation and analysis time-consuming (Rubin & Babbie, 2011).

According to Jick, 1979, cited in Creswell (2013:15):

recognizing that all methods have limitations, researchers felt that biases inherent in any single method could neutralise or cancel the biases of other methods. Triangulating data sources - a means for seeking convergence across qualitative and quantitative methods - were born.

In addition, Babbie (2008) indicates that the choice between methodologies primarily depends on the objective of the research and on the type of data available. In this study the researcher decided to employ both qualitative and quantitative research methods. Quantitative methodology involved using questionnaire surveys based on a Multifactor Leadership Questionnaire (MLQ 5x) rater form to assess the dominant leadership style within ANOPA+. By means of semi-structured interviews, a qualitative methodology was used in order to deepen the understanding of the existing leadership style based on the members' perceptions of the organisation.

4.4. Sampling Procedure

According to Babbie and Mouton (2001) sampling procedures refer to as the process of selecting observations from a population. In this study different sampling techniques were used to select samples out of the population. With respect to the questionnaire administration, systematic random sampling was used to select respondents sampled. Babbie and Mouton, (2001:190) note that systematic sampling is a technique which involves the systematic selection of every “*kth*” element in the population. According to the information obtained from ANOPA+, there were about 240 members, volunteers and staff members. However, 114 questionnaires were administered and constituted the basis of the analysis. Purposive sampling was employed to choose respondents interviewed. In this regard, Babbie and Mouton (2001) note that a purposive sample is a type of non-probability sampling technique, which is based on researchers judgmental, subjective decision. The main goal of purposive sampling is to focus on particular characteristics of a population that are of interest, which will best enable researcher to answer his research questions. In this study, semi-structured interviews were conducted with 12 participants of which 6 staff members and 6 volunteers, while secondary data were gathered by reviewing the relevant literature.

4.4. Methods of data collection

For this study data collection started on 15 January 2015 and was completed on 22 February 2015. To facilitate easy communication and understanding among the participants, the English version of the questionnaires was translated into a local

language “Amharic¹²”. This means that each and every participant was asked to complete one questionnaire. These sets of evaluations (listed in Annexure 5) provided the basis for this data collection. This allowed effective communication without any barriers. With the objective of capturing all the personal interviews information, the researcher used a mini-cassette recorder. The length of interviews varied according to the availability of time, the issues under discussion, and the knowledge and interest of the individuals.

The data collected centred around the following major areas (1) the biographical characteristics of respondents, (2) analysing the overviews of the case study NGO (ANOPA+), (3) type of leaders that emerged (assessing if there are any transformational, transactional or laissez-faire leadership styles, and (4) determining whether there was a relationship between the members’ perception of their leaders, and perceived leadership outcomes, i.e. extra effort, effectiveness, and satisfaction.

4.4.1. Questionnaire survey

As Langdridge and Hagger-Johnson (2009) posit, questionnaire administration represents a valuable means of data collection from a large number of respondents for the main purpose of statistical analysis. Bass (1985) also suggest the Multifactor Leadership Questionnaire (MLQ 5X) rater form could be adapted, used and completed by respondents who describe how their members act when they are leading.

This study utilised probability sampling, as well as a specific method called ‘stratified random sampling’, which forms part of probability sampling (Babbie, 2008). The

¹²Amharic: አማርኛ *Amarəñña*: It is the second-most spoken Semitic language in the world, after Arabic, and the official working language of the Federal Democratic Republic of Ethiopia.

sampling design was used to collect the data from the questionnaire. These sampling methods identified a subset of the population as well as giving each element of the population being studied a chance of being selected (Babbie, 2008; Cochran, 1977; Fink, 1995). The total population was 240 (volunteers and staff members). The target was $N = 120$, but only 114 individuals responded to the request to participate. One questionnaire was submitted in an incorrect format, which made it impossible to encode. The percentage of the sample that responded was thus 95%. A total of 114 respondents were therefore deemed to constitute an acceptable response rate. The final sample of respondents included staff members (54) and volunteers (60) of ANOPA+. The inclusion of these categories of leaders was based on the premise that effective leadership is not confined to the occupants of the highest or most prominent positions in terms of influencing others (Bass & Avolio, 1994); effective leadership can be found at all levels of the organisations' hierarchy (Avolio, 1999).

4.4.2. Operationalisation/measuring instruments (MLQ 5X)

Babbie (2008) indicates that operationalisation is the process of developing measures or indicators of variables and showing how those indicators will be used to measure the concepts that the researcher is interested in. The Multifactor Leadership Questionnaire (MLQ-5X) is the standard instrument for assessing leadership styles, such as transformational, transactional and laissez-faire leadership styles.

MLQ-5X was implemented in various contexts, including public, private and NGOs sector in various parts of the world. For example an empirical investigation was made by Dilip Khankhoje on "Advances in women's leadership styles: Implications on subordinates' competencies using the Indian NGO in 2004. Using (Multifactor Leadership Questionnaire 5x short Form), a case study in Pakistan and Turkey was

undertaken and an examination of transformational leadership, gender role orientation and leadership effectiveness, has been made by Nasiha Begum, Farzand Ali Jan and Saif-Ud-Din Khan. In 2014, Carlos M. Taylor examined transformational leadership as displayed by community leaders in two diverse communities, i.e. a city and a rural area. In the Ethiopian context, Bekele Shibru, and G.M Darshan studied transformational Leadership and its Relationship with Subordinate satisfaction with the Leader (The case of Leather Industry in Ethiopia).

According to Bass and Avolio (2000) and Avolio and Bass (2004) there are two different forms of MLQ-5X, i.e. the self-rating form that allows the leader to rate his own leadership style and rater forms which are used by followers to assess the quality/leadership style of their leaders. For this study, the researcher used the MLQ-5X rater form. The MLQ-5X rater form contains 46 items. Of this 36 items contain leadership factors and the remaining items measure the leadership outcomes. The rater form includes major attributes such as Idealised Influence (behaviour); Idealised Influence (attributed), Individualised Consideration (IC), Intellectual Stimulation (IS), Inspirational Motivation (IM), Contingent reward, Management-by-exception (active), Management-by-exception (passive) and Laissez-faire. Whereas, the leadership outcomes are extra effort, effectiveness and satisfaction.

The MLQ-5X result is an individualised, computer-generated report that provides an in-depth summary of how often leaders are perceived to exhibit specific behaviours along a full range of leadership performance. Accordingly, both descriptive and inferential statistics have been done using a five-point scale ranging from (0) not at all to (4) frequently, if not always. Table 4.1 shows the components of leadership dimensions (45 items) in the MLQ 5x rater form questionnaire.



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Table 4.1. Components of leadership dimensions in the MLQ 5x rater form

Leadership styles/dimension		Number of items
Transformational	Idealised Influence (behaviour);	4
	Idealised Influence (attributed);	4
	Intellectual Stimulation (IS);	4
	Inspirational Motivation (IM)	4
	Individualised Consideration (IC)	4
Transactional	Contingent Rewards,	4
	Management-by-exception (active)	4
	Management-by-exception (passive)	4
laissez faire	Non leadership	4
Leadership outcomes	Extra effort	3
	Effectiveness	4
	Satisfaction	2

Source: Adopted from Bass and Avolio, (1997)

4.4.3. In-depth interviews

Interviews were conducted with the main purpose of gathering information on identifying the members' perceptions of their leaders. Purposeful sampling was used and 12 people were interviewed with the aid of a tape recorder and a semi-structured checklist to enable it to be 'flexible, iterative and continuous' (Rubin & Rubin, 1995:43). This approach intends to provide a clear understanding of how ANOPA+'s members and volunteers perceive their leaders.

4.4.4. Participant observation

Participant observation in research is important as it helps in providing a deeper understanding of the phenomenon under investigation (Neuman, 2000). The purpose of observation of the study is to gather non-verbalised data, such as understanding

the emotions, feelings and opinions of research participants and the physical features of the organisation, as well as the surrounding environment. These help in observing participants throughout the data collection process.

4.5. Data analysis and presentation

4.5.1. Quantitative data analysis

Kumar (2005) points out that quantitative and categorical responses need to be dealt with differently from descriptive ones. Quantitative data go through a process which is primarily aimed at transforming the information in numerical values or codes that can be easily analysed manually or by computer. Data coding was done for the questionnaire and analysed using STATA-12. This offered a summary of the data entered, examined relationships among variables and helped to organise data in tables, graphic and diagrammatic presentations. On the other hand, descriptive information was done through a process of content analysis, to identify the main themes that emerged from the description given by respondents in answer to questions (Kumar, 2005). Selected inferential statistics were also used to examine the relationship of dependent and independent variables.

4.5.2. Reliability test Cronbach's alpha

One of the most popular reliability statistics in use today is Cronbach's alpha (Bryman, 2008; Cronbach, 1951). Cronbach's alpha determines the internal consistency or average correlation of items in a survey instrument to gauge its reliability (Cronbach, 1951).

Zikmund (2000) notes that reliability is the degree to which measures are free from error and therefore yield consistent results. According to him, it refers to the

consistency of measure of a concept. Bryman (2008) also indicates that there are three factors that are considered when assessing reliability. These are stability, internal reliability and inter-observer consistency. According to (Veal 2006) reliability is the extent to which research findings would be the same if the research were to be repeated. Veal (2006) notes that validity is the extent to which the data collected truly reflect the phenomenon being studied. In this research, four procedures were used to increase the reliability of the research: 1) the attitudes and the ideas of this research were taken from concepts from the literature review; 2) 5-point scales were used in the questionnaires; 3) the MLQ (5X-Rater Form) instrument was used because it is very popular among researchers who are interested in leadership styles; 4) a pilot study was conducted with n=20. Moreover, the researcher used Cronbach's alpha to measure the reliability of the instrument. According to Nunnally and Bernstein (2010), Cronbach's alpha coefficients of between 0.5 and 0.6 are acceptable for basic research purposes, whereas descriptive statistics and Cronbach's alpha were calculated for independent and dependent variable (leadership styles).

4.5.3. Statistical analysis

Grenander, Rosenblatt and Blachman (2009) note that statistical analysis is the way of describing data to be analysed, exploring the relation of the data to the underlying population; creating a model to summarise understanding of how the data relate to the underlying population. It also helps to prove (or disprove) the validity of the model, and undertake a predictive analysis. Velleman (1989) indicates that there are two major statistical data analysis methods: descriptive statistics and inferential statistics.

Kumar (2005) and Mouton (2001) indicate that descriptive statistics are those mathematical quantities (such as mean, median, standard deviation, frequencies,

percentage, etc.) that summarise and interpret some of the properties of a set of data. In this research descriptive statistics were used to present quantitative descriptions of transformational leadership, i.e. Idealised Influence (behaviour); Idealised Influence (attributed), Inspirational Motivation (IM), Intellectual Stimulation (IS), and Individualised Consideration (IC); Transactional Leadership, i.e. Contingent Reward, Management-by-exception (active) and Management-by-exception (passive) in a manageable form and laissez faire. In general, it helped the researcher to simplify large amounts of data in a sensible way.

In this research to see the relationship a correlation coefficient was also used. Langdrige and Hagger-Johnson (2009) note that inferential statistics make inferences about populations using data drawn from the population. Accordingly, instead of using the entire population, the researcher collected a sample from ANOPA+ and made inferences about the entire population.

Velleman, (1989: 233) indicates that

Correlation coefficients measure the degree of some kinds of association between two variables. The Pearson product-moment correlation is the statistic commonly called correlation. It is a multifaceted statistic that shows up in a variety of apparently unrelated places. Pearson's correlation coefficient when applied to a sample is commonly represented by the letter r and may be referred to as the sample correlation coefficient or the sample Pearson correlation coefficient.

The correlation coefficients measure is given by the following formula:

$$r = r_{xy} = \frac{\sum_{i=1}^n (x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum_{i=1}^n (x_i - \bar{x})^2} \sqrt{\sum_{i=1}^n (y_i - \bar{y})^2}}$$

Where:

- n, x_i, y_i are defined as above

$$\bar{x} = \frac{1}{n} \sum_{i=1}^n x_i$$

• (this is the sample mean: the term for y is similar)

Source: Velleman (1989: 233)

In this regard, statistical correlations were computed between the components of transformational, transactional leadership and laissez-faire (non leadership) styles. Bass and Avolio (1994) also indicate that a relationship between a leader and members is based on certain leadership characteristics/behaviours as seen by subordinates, such as transformational, transactional and laissez faire. The data were collected in Microsoft Excel format before being imported into STATA Software Version 12.0 for analysis and interpretation.

4.5.4. Qualitative data analysis

Qualitative research is used to examine and social phenomenon's within societies. There are different types of qualitative data collection and analysis techniques. These includes; indepth interviews, focus groups and participant observations (Babbie & Mouton, 2001).

4.5.4.1. In-depth interviews

Interviews were conducted with the main purpose of gathering information on the assessment of transformational leadership, transactional leadership and laissez-faire (non leadership) within ANOPA+. 12 people (six members and six volunteers) were interviewed with the aid of a tape recorder and a semi-structured checklist to enable the interview to be 'flexible, iterative and continuous' (Rubin & Rubin, 1995:43). This approach intends to provide clarification on how project participants understand various leadership styles. Purposive sampling was used to select members, based on the need to collect information on ANOPA+ leaders. The rationale for the adoption

of the latter approach is given credence by Leedy and Ormrod (2005) who asserted that it is imperative for researchers to select respondents based on their ability to provide the most relevant information (both in quality and quantity) for the research. Analysis of information and data presentation were also made using text, tables and figures. In order to arrive at conclusions and recommendations, the degree of correlation between gathered information was used as a guiding principle and parameter.

4.6. Ethics statement

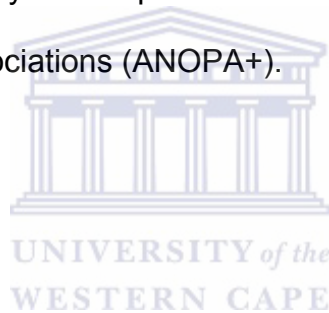
This study was undertaken in accordance with the ethical research standards of the University of the Western Cape. The study commenced only after approval was granted by the University of the Western Cape Senate. Permission was also sought from the Addis Ababa Network of PLHIV Associations (ANOPA+), the leadership of the project beneficiaries in which respondents were drawn, as well as the respondents themselves. The study did not intend to cause any harm to any party involved, hence respondents' participation was voluntary. At all stages of data collection, the researcher made clear the purpose and objectives of the study to all who participated in the study. Finally, the researcher ensured anonymity, and all gathered information was kept confidential and used for the intended purposes of this study only.

4.7. Chapter summary

The chapter has provided a thorough elucidation of the research methodology used for the research. After the initial reconnaissance data were collected, systematic random sampling and purposive sampling were used to sample respondents for the quantitative and qualitative research methodologies, respectively. The Multifactor

Leadership Questionnaire MLQ 5X; rater form (Bass & Avolio, 1995) was used to get an evaluation of leadership behaviour and outcomes. The MLQ is a questionnaire containing 45 items describing behaviour, each rated on a 5-point scale (0=seldom, 4=to a large extent). The research employed a translation of the MLQ 5X (Form 5x–Short) for the Amharic version. A combination of both descriptive and inferential statistics was used in the analysis of the quantitative data. Qualitative analysis was done through the use of thematic content analysis. The chapter ends with an ethics statement which is an important requirement for conducting the research.

Based upon the foregoing methodological approach and tools of analyses, Chapter 5 presents quantitative data analysis and presentation using a case study of the Addis Ababa Network of PLHIV Associations (ANOPA+).



Chapter 5: Case Study Organisation: Addis Ababa ANOPA+

5.1. Introduction

This chapter provides some background information on Addis Ababa and a detailed description of the case study organisation: Addis Ababa Networks of People Living with HIV Associations (ANOPA+) in Ethiopia. Data were drawn from in-depth interviews with different people and the case study. Direct quotations are also taken from the raw data of the study to illustrate and expand on certain themes. Finally, concluding remarks will be made to provide a broad platform for the subsequent chapter.

5.2. An overview of Addis Ababa

Addis Ababa is the capital city of the Federal Democratic Republic of Ethiopia and the hub of political, economic and cultural activities of the country (MoEFD, 2015). It is the headquarters of the African Union (AU), the United Nations Economic Commission for Africa (UN-ECA) and the host for multi-lateral funding organisations such as the World Bank, the European Commission, UNDP and others (Central Statistical Agency of Ethiopia 2015). In addition, the city has over 103 embassies and heads of diplomatic missions, different international, regional and sub-regional organisations and several international NGOs (CSA¹³, 2014). The Addis Ababa City Council is administered by three administrators, the Speaker, Deputy Speaker and Secretary.

¹³ The Central Statistical Agency (CSA; Amh.: ማዕከላዊ ስታቲስቲክስ ኤጀንሲ) is an agency of the government of Ethiopia designated to provide all surveys and censuses for that country used to monitor economic and social growth, as well as to act as an official training center in that field.

Addis Ababa is the largest city in Ethiopia, with a population of 3,048,631 according to the 2007 population census, and with an annual growth rate of 3.8%⁴ (Central Statistical Agency of Ethiopia 2015). According to figure 5.1 below, the total population of Addis Ababa was estimated at 3,048,631 of whom 1,595,968 were females and 1,452,663 were males. This is 3.71 percent of the Ethiopian population of 84.3 million and 22.42 percent of an urban population (14 million). The population size of sub-cities varies in space. As a result, Kolfe Keranyo (15.66%), Yeka (12.65%), Nefas Silk (11.55%) and Bole (11.28%) have the largest share of the population of the city respectively. On the other hand, Lideta (7.36) sub-city has the smallest share of the city's population.

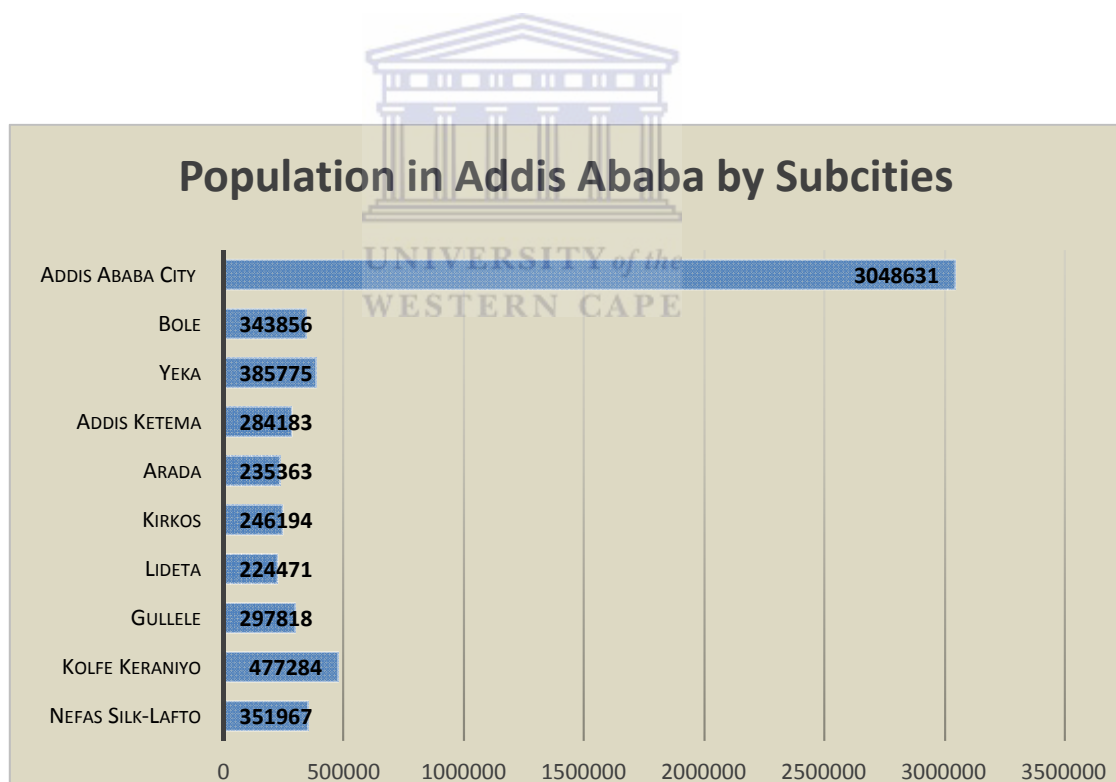


Figure 5.1: Population in Addis Ababa by sub-cities

Source: City Government of Addis Ababa (2013:15)

For the capital city 662,728 households were counted living in 628,984 housing units, which results in an average of 5.3 persons to a household. Although all Ethiopian ethnic groups are represented in Addis Ababa due to its position as capital of the

country, the largest groups include the Amhara, Oromo and Gurage. Table 5.1 below shows the Ethiopian ethnic groups in Addis Ababa.

Table 5.1: Ethiopian ethnic groups represented in Addis Ababa

Ethnic	Percent
Amhara	47.04%
Oromo	19.51%
Gurage	16.34%
Tigray	6.18
Silte	2.94
Gamo	1.68
Others	6.31
Total	100%

Source: Adopted from Central Statistical Agency of Ethiopia (2014).

5.2.1. Economic characteristics

There is a wide range of economic activities in Addis Ababa. According to the Central Statistical Agency of Ethiopia (2014:45): 119,197 people in the city are involved in trade and commerce; 113,977 in manufacturing and industry; 80,391 homemakers (e.g. those caring for sick people; cleaning the house, washing clothes, driving children to school, to sports); 71,186 in government employees; 50,538 in transport and communication; 42,514 in education, health and social services; 32,685 in hotel and catering services; and 16,602 in urban agriculture. At the time Addis Ababa was in a construction boom with new buildings rising in many places. In addition, a number of luxury services have also become available and the construction of shopping malls has recently increased.

However, the city has a great urban poverty challenge, which is aggravated by factors such as poor housing and unemployment. The Central Statistical Agency of Ethiopia (2015:48) indicates that the unemployment rate in Addis Ababa has reached 31.4 percent. Some scholars argue that even more worrisome is the continually

growing population, outpacing by far job creation. The UN Habitat report (2015:8) shows that in Addis Ababa the monthly income of the majority of the employed households (60%) does not exceed USD \$68. According to the report, this low income is intensified by a dependency ratio of 28%. The UN Habitat report (2015:8) argues that for every 10 employed, there are nearly three dependent persons aged under 15 years or over 65 years of age.

5.2.2. Governance structures

As indicated in the Ethiopian Constitution (1995), the city of Addis Ababa is one of the two federal cities that are accountable to the Federal Government of Ethiopia. According to the Ethiopian Constitution (1995) the other similar city with the same status is Dire Dawa in the east of the country. In terms of governance structures, Ethiopian cities are organised through smaller units called “Woreda¹⁴”, or sub-cities.

The governance of Addis Ababa city consists of the Mayor, who leads the executive branch, and the City Council, which endorses city regulations (Federal Negarit Gazeta, No 86 of 2003). However, the Federal Government enacts laws that are mandatory in Addis Ababa. Members of the City Council are directly chosen by the inhabitants of the city, and the Council, in turn, elects the mayor amongst its members. The term of office for elected administrators is five years (Federal Negarit Gazeta, No 86 of 2003).

¹⁴ Districts or woreda (Amharic: ወረዳ) (also spelled wereda) are the third-level administrative divisions of Ethiopia. They are composed of a number of wards (kebele) or neighbourhood associations, which are the smallest unit of local government in Ethiopia.

5.2.3. Tradition, culture and norms

In the context of Ethiopia in general and Addis Ababa city in particular, traditional institutions such as Iddir¹⁵, Iqquib¹⁶ and Senbette are common community based structures. For example, Iddir is one of the indigenous CBOs, which mainly serve as insurance associations for families to cover burial costs. It exists at numerous levels such as the Kebele, neighbourhood or local church. In the context of Ethiopia several types of Iddir were identified including the “Yesefer Iddir”¹⁷, “Yegorebet Iddir”¹⁸, “Yebetseb Iddir”¹⁹, “Yemuya Iddir”²⁰ and “Yesetoch Iddir”²¹. Attendance at Iddirs' meetings and mourning ceremonies are obligatory and failure to perform such kinds of social obligations could lead to exclusion from the community.

Iqquib is a rotating saving and credit association. According to Aredo (2010) members pool their small (weekly or monthly) savings and receive the collected money on a lottery basis. Thus, each member receives an amount equivalent to what has been paid by him/her for the whole period in one lot. As opposed to an ordinary lottery, members of the Iqquib who have paid into the association are guaranteed to get out what they have cashed or invested in the system. UN-HABITAT (2015) indicates that although most of the inhabitants of Addis Ababa (about 51.5%) are women, the roles and involvement of women in the leadership structure as well as

¹⁵ Iddir is a social association which all the members provide support on the death of the member or the relative of the member.

¹⁶ Iqquib is an association established by a small group of people in order to provide substantial rotating funding for members in order to improve their lives and living conditions, while Iddir is an association established among neighbours or workers to raise funds that will be used during emergencies, such as death within.

¹⁷Yesefer Iddir mainly constitutes membership of any households residing in a set of villages.

¹⁸Yegorebet Iddir constitutes membership restricted to households residing within a defined neighbourhood.

¹⁹Yebetseb Iddir comprises membership restricted to relatives, members from different villages and peasant associations.

²⁰Yemuya Iddir represents membership of certain professions, like teachers and extension agents.

²¹Yesetoch Iddir is restricted to women who are tied to each other by place of residence and other factors.

decision-making processes is very limited. The researcher's personal experience also indicates that the degree of women's participation in decision-making at all levels is extremely low. This could be due to the fact that the importance of women's contribution in the society is underestimated. In this regard Hora (2014:101) states that:

Women in Ethiopia occupy low status in the society. In spite of their contributions to the wellbeing of their family and community affairs in general, women experience lower socio-economic status as a whole and hence are marginalised from making decisions at all levels.

Based on researcher's personal experience, in the Ethiopian context, women involve in all aspects of life. For example in rural areas, they involve in carrying loads over long distances, grinding corn manually, working in the homestead, raising children, and cooking, etc. The researcher argues that their roles within the society have not always been recognised. The patriarchal rules and regulations prevail most women from enjoying their rights. When compared with men, they have lagged behind in all social and economic aspects of life. However, this research argues that the exclusion and marginalization of women from decision-making processes or senior positions should be addressed and the contribution of women within a society should not be neglected.

5.2.4. Health services

The Central Statistical Agency of Ethiopia (2015) reports that the health service provision in Ethiopia, and Addis Ababa, has been improving for the last five years. The current health coverage in the capital has increased to 85 percent, the distance travelled to find a health facility is less than two kilometres, vaccination coverage is 95 percent, and the rate of HIV/AIDS infections has started to decline. For instance,

for the age group 15 to 19, the rate of new infections of HIV/AIDS for women has declined to 7.7 percent, yet is still nearly double that of men, at 3 percent (Central Statistical Agency [Ethiopia] and ORC Macro, 2006).

The Ethiopian Ministry of Health Report (2014:4) confirms that the government introduced a three-tier health care delivery system. *First Level:* is a Woreda health system comprised of a primary hospital (for 60 000 to 100 000 people), health centres (for a 15 000 to 25 000 population) and their satellite health posts (for a 3 000 to 5 000 population), connected to each other by a referral system. The primary hospital, health centres and health posts form a primary health care unit. *Second Level:* is a general hospital for 1 to 1.5 million people. In addition, the *Level Three* is a specialised hospital for 3.5 to 5 million people. According to the Ethiopian Ministry of Health Report (2014) the total number of hospitals in Addis Ababa city is 41. Out of the total of 41 hospitals, about 10 of them are public. The rest, about 31 hospitals, are run by private investors and non-profit organisations.

Table 5.2: Number of health facilities in Addis Ababa (both private and government)

Health institutions	Owner	Year-2013
Health post	Government	2
	Private	**
Health clinic	Government	**
	Private	700
Health centre	Government	53
	Private	**
Hospital	Government	6
	Private	36
Pharmacy	Government	**
	Private	293
Drug store	Government	**
	Private	235

Source: Adopted from City Government of Addis Ababa (2013:29)

UN-HABITAT (2015) believes that this is an encouraging result as compared to the past two decades in Addis Ababa. The report points out that the private sector has also been playing a substantial role in improving coverage. According to UN-HABITAT (2015), however, considering the alarming population growth rate in Addis Ababa, the practical access remains a challenge, as the private health institutions are not affordable for the majority of the population.

5.2.5. HIV/AIDS situation

Addis Ababa was one of the regions of the country that was hardest hit by the HIV/AIDS epidemic (Central Statistical Agency of Ethiopia 2015). During the past few years, the epidemic has decreased in terms of both prevalence and incidence rate. According to HIV Related Estimated & Projection for Ethiopia cited in ANOPA+, (2015:26) the prevalence rate is 4.6%, hosting about 86,233 PLWHAs of which 54,340 are women and 31,892 are men. The number of HIV positive persons

needing ART was estimated at 51,039. In the same year, new HIV infections were estimated at 2,011 (all ages), at an incidence rate of 0.10%. The report also indicates that, there are an estimated 1,854 HIV-positive pregnancies and the number of children living with the virus is estimated to be 7,035. Furthermore, total AIDS deaths are also estimated to be 427 (all ages) (Central Statistical Agency of Ethiopia, 2015).

Based on the information obtained from several respondents it became clear that Addis Ababa City Administration HIV/AIDS Prevention and Control Office (AA HAPCO) in collaboration with others stakeholders plays a leading role in coordinating and implementing HIV&AIDS prevention, and care and support programme interventions across the city. Some of the major HIV/AIDS services in Addis Ababa are summarised in the following tables.

Table 5.3: Detailed information on HIV/AIDS services

Detailed information on HIV/AIDS services	Year-2013
Number of Health Facilities Providing HCT	230
Number of Health Facilities Providing PMTCT Services	104
ANC Clients in Facilities Providing PMTCT72504	72504
Pregnant Women Tested for HIV	66750
Pregnant Women Tested Positive for HIV	1864
Number of people getting ART services	44151
Institutions providing ART service	53
Number of Mothers who get pre-natal service	72,504
Number of Mothers getting ART services	1595
HIV/Prevalence Rate	5.7%

Source: Source: Adapted from City Government of Addis Ababa (2013:32)

5.2.6. HIV/AIDS and supporting institutions

Addis Ababa City Administration HIV/AIDS Prevention and Control Office (AA HAPCO) in collaboration with other stakeholders is playing a lead role in coordinating and implementing HIV&AIDS prevention and care and support programmes. As part of this research, a secondary analysis of data was undertaken and an inventory was drawn up of HIV/AIDS support institutions in Addis Ababa. Accordingly, a number of government organisations, non-government organisations and community based organisations provide a number of services in the area of HIV/AIDS prevention and control. Table 5.4 gives details of selected care and support institutions in Addis Ababa city.



Table 5.4: Health NGOs by name and type of service provided

Name of Organisation	Type of Service Provided
Aba Woldethensaye Gizaw Mathers & children	Medical, Financial and Educational Support
Abebech Gobena Orphan Project	Medical, Financial and Educational Support
Addis Ababa Networks of People Living with HIV Associations (ANOPA+)	Medical, Financial and Educational Support
Birhane Hiwot Children's Village & Family Services Organisation	Medical, Financial and Educational Support
Hiwot HIV/AIDS Prevention, Care & Support Organisation	Financial, Educational, Clothing, and Skill Training
Mary Joy Aid Through Development	Medical, Financial, Nutritional, Educational, Clothing, Recreational, and Social Support
Medical Missionaries of Mary-MMM (Counselling and Social Service Centre)	Medical, Nutritional, Material, Educational, Clothing, Shelter, and Psycho-Social
Pro Pride	Educational, and Counselling
Selame Children's Village	Medical, Educational, Clothing, and Housing
Children AID Ethiopia (SHAD-ET)	Medical, Nutritional, Educational, and Skill Training
Dawn of Hope-Ethiopia	Medical, Material, Educational, Home-Based Care
Mekdim Ethiopia	Medical, Financial, Nutritional, Educational,
Burial Associations (<i>Iddir</i>)	Nutritional, Educational, and Clothing
Medical Missionaries of Mary (MMM)	Nutritional, Financial, Skill Training
Organisation of Social Service for AIDS	Nutritional, Financial, Micro-Credit Facility
Pro Pride	Financial, Nutritional, Material, Educational
Medhin Social Centre	Financial, Nutritional, Material, Educational,
Mary Joy Aid Through Development	Medical, Nutritional, and Religious
Children AID Ethiopia	Medical, Nutritional, Shelter, Micro-Credit Facility
Dawn of Hope Ethiopia	Medical, Legal, and Home-Based Care
Mekdim Ethiopia	Medical, Nutritional, Legal, Shelter,
Woreda HIV/AIDS	Financial, Nutritional, Educational,
Burial Associations (<i>Iddir</i>)	Nutritional, Educational, and Clothing

Source: Adapted from Gebre, (2015:27)

5.3. Case study organisation

5.3.1. ANOPA+

ANOPA+, a regional consortium of PLHIV associations, was initiated in April 2007 by five proactive and committed PLHIV associations to create a collective voice for better access to prevention, treatment, care and support services. Its vision was to

see Addis Ababa free from HIV and its impacts. It is located in Addis Ababa, Ethiopia and registered as a local NGO operating in Addis Ababa.

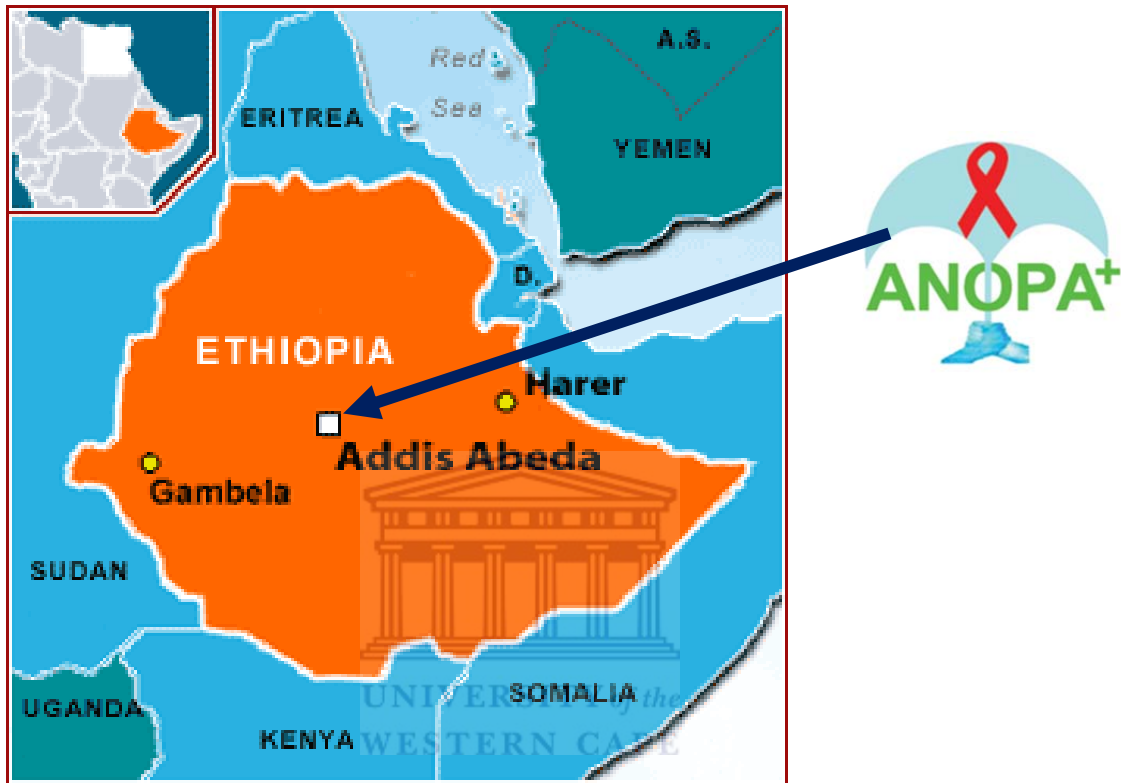


Figure 5.2: ANOPA+'s location in Addis Ababa, Ethiopia

Source: Source: Addis Ababa Municipality, (2014)

ANOPA+'s General Assembly (GA) is the supreme governing body in the organisation. The General Assembly comprises two individuals from each of the 16 member associations. According to the constitution of ANOPA+, the General Assembly approves the budget and establishes the financial assessments of member associations. The General Assembly defines and institutes the detailed criteria for member associations. It makes recommendations on the general principles of the associations; discusses questions within the range of the

associations; initiates studies and develops organisation by-laws, and encourages collaboration with stakeholders. The General Assembly, meets twice a year.

The second level within ANOPA+ is the Executive Board. It consists of seven members who oversee the general direction and policy issues of the organisation. The Board is also responsible for controlling resources and providing guidance. They meet once in every quarter. In addition, the Secretariat Office, headed by the Executive Director, is responsible for the day-to-day activities of the organisation. The organisation's project team is directly accountable to the Executive Director. The project team handles the overall day-to-day management of the project in close consultation with the Executive Director. There are more than 200 staff members and volunteers, including the senior working group coordinator, administrator, HIV/AIDS working group coordinator, social workers, psychologists, campaign organisers, communications advisor, accountants, and volunteers (ANOPA+, 2014). Currently, the total number of PLHIVs included within ANOPA+ is 12,481. This includes 3,619 males and 8,862 females. Figure 5.3 below shows ANOPA+'s, organisational structure.

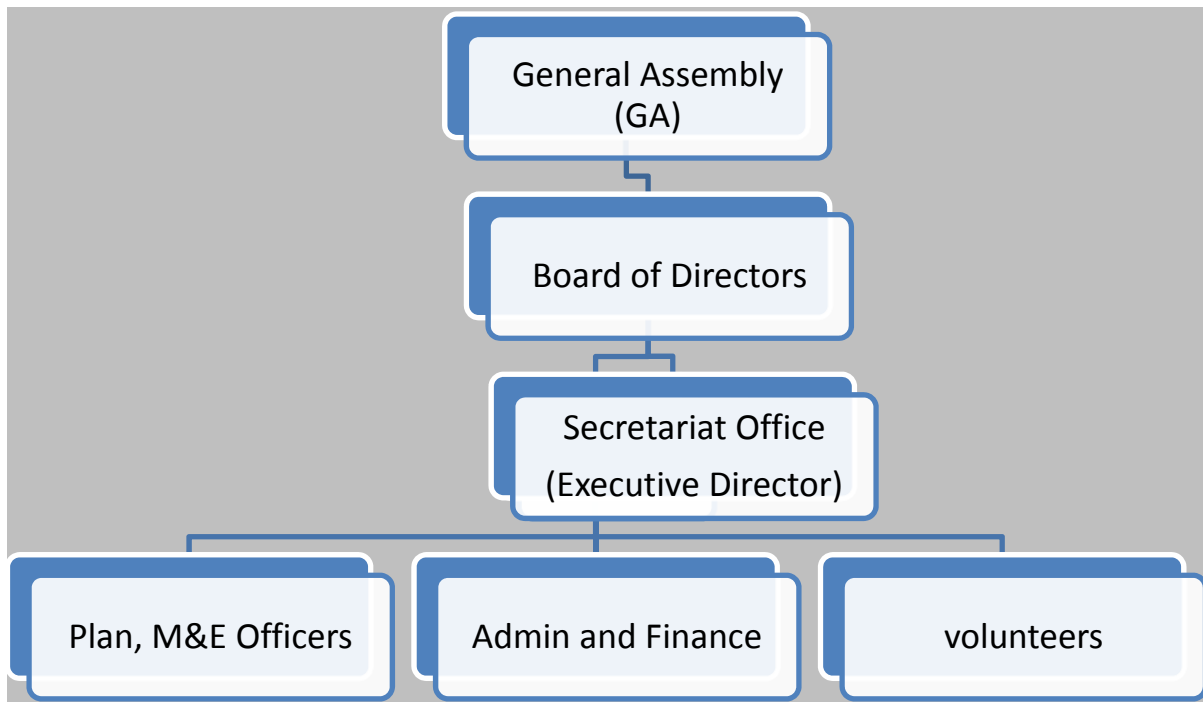


Figure 5.3: ANOPA+, organisational structure

Source: Field Survey (2015)

Analysis of secondary data (ANOPA+, 2014) indicates in the last seven years ANOPA+ has implemented various useful programmes on the prevention of HIV infection as well as care and support for the infected and affected individuals and groups. These include the provision of necessary care services, nutritional support, psychosocial support, economic strengthen and vocational skills training, community awareness raising and mobilisation.

5.3.2. Vision and mission of ANOPA+

In order to assess the vision, mission, and goal of ANOPA+ and to examine the effect on their leadership performance, informants were asked different questions. ANOPA+ has a strategic document which clearly indicates the strategic direction of the organisation.

The mission of ANOPA+ is to foster the involvement of PLHIVs, and their associations in prevention, treatment, care and support to HIV and AIDS and its socioeconomic impact activities through networking, partnerships, capacity building, resource mobilisation and relaying the voices of PLHIVs at all levels. (ANOPA+, 2014:4)

Some of the respondents also indicated that the overall goal of ANOPA+ is to contribute to the national and regional efforts to reduce new HIV infection by 50%, and mitigate the impact of HIV/AIDS on individuals, families and communities in the region during 2014 and 2015.

The major core values and guiding principles of ANOPA+ include: gender sensitivity; best use of resources; results orientation; justice and equity; multisectoralism and empowerment. With the objective of investigating participants' perception about the 'Guiding Principles' pertaining to ANOPA+, informants were interviewed and asked open questions. Analyses of the feedback of numerous respondents indicated that there are philosophies and values about the ANOPA+ (such as helping each other, commitment and dedication) that staff members use as driving forces on their daily activities, as well as in the implementation of strategic plans. These values and guiding principles dictate the norms and discipline in the institutions, and assist in achieving the vision, mission and goal of the organisation.

5.3.3. Major activities in ANOPA+

Since its establishment, ANOPA+ has been involved in various activities aimed at the reduction of HIV-related stigma and discrimination. ANOPA+ undertook capacity building and awareness on the prevention of HIV transmission within the community. Moreover, ANOPA+'s staff members and volunteers work on the distribution of condoms and encouraging behavioural change. ANOPA+'s staff members and volunteers play a role in supporting victims in prevention activities and assisting them

in scaling up access to ART. The main current contribution of ANOPA+'s staff members and volunteers is HIV treatment and the promotion of enrolment and adherence. Most importantly, they remind clients to take medication regularly and on time. Some of the volunteers visit individual clients twice daily to make sure that they adhere to the regimen. They also take clients to the hospital when they need medical care. For example in the past few years more than 5 000 people received proper services from the organisation and about 2 000 people received support with seed money to start their own income generating activities (ANOPA+, 2014). Furthermore, 320 PLHIVs mothers were able to give birth of healthy babies. Participants also believed that peer counselling in ANOPA+ will bring more success in the future. A summary of the major services provided by ANOPA+ is given below.

Table 5.5: Summary of the services provided by ANOPA+

Type of services
1. Basic nursing care: for people living with HIV
2. In home/community: pre- ART patient counselling
3. In home/community: ART adherence support
4. In home/community: HIV pre-test information
5. In home/community: HIV post-test counselling
6. Social support (e.g., shelter, clothing, social workers, etc.)
7. Emotional support
8. Livelihood support (e.g., income-generating activities, savings groups)
9. Nutritional support/referral for nutritional support
10. Referral of clients to clinical services (clinics, hospitals)
11. Organise or provide transport for health facility visits
12. Educating members of the client's household and others.

Source: Field survey 2015

5.4. Chapter summary

The main purpose of Chapter 5 was to provide a detailed description of the case study area. ANOPA+ as a regional consortium of PLHIV associations was initiated by five proactive and committed PLHIV associations to create a body of collective voices for better access to prevention, treatment, care and support services with a vision to see Addis Ababa free from HIV and its impacts. Its mission is to foster the involvement of PLHIVs, and their associations in the prevention, control and responses to HIV and AIDS and its socio-economic impact activities.

The chapter began by providing an overview of Addis Ababa. Information on demographic and economic characteristics, the various governance structures, explaining the different traditional, leadership, culture and norms; detailing the different health services, HIV/AIDS situation, HIV/AIDS orphans and the supporting institution was provided. Details were also provided about the case study organisation, i.e. ANOPA+. These included, leadership in ANOPA+, strategic leadership plan in ANOPA+, the vision and mission of ANOPA+ and project and programme management within ANOPA+. This chapter also discussed the origin, vision, mission, goals and principles and core values of ANOPA+. The following chapter will provide the research methodology employed and the analysis techniques that were used throughout the research process.

Chapter 6: Quantitative Data Analysis and Presentation

6.1. Introduction

This chapter presents an analysis of the quantitative data collected and provides a discussion of the descriptive and inferential statistical facts and findings. It responds to the research questions and objectives of the research as indicated in the first chapter of this thesis. In general, it gives quantitative facts and assesses if there are any transformational, transactional or laissez-faire leadership styles based on members' perception of their leaders (See Appendix 5).

The chapter is organised as follows. Section 6.2 shows the analysis of biographical data of the research participants; section 6.3 presents the reliability test (Cronbach's alpha); section 6.4 provides quantitative assessment of leadership style; section 6.5 assesses the correlation between leadership styles and leadership outcomes; section 6.6 examines the difference between leadership styles (t-test); and section 6.7 provides the concluding remarks.

6.2. Biographical data

6.2.1. Gender

Connell (2014) notes that gender relates to the socially constructed roles, behaviour, activities and attributes that a particular society considers appropriate for men and women. This section deals with the gender of respondents to the survey. Data analysis of the respondents by gender as indicated in Table 6.1 shows that the majority of the respondents were female as this accounted for 63.8% of the total sample surveyed. In other words, out of the 114 respondents, 72 were female, while 42 were male, constituting 36.8% of the sample. However, in the ANOPA+s context,

the representation of women in decision making structures is found to be low. Hora (2014: 101-103) also found that women are under-represented in the decision making structure in both the formal and informal sectors of employment. This finding corresponds with the evidence in the literature.

Table 6.1: Biographical data (gender of the respondents)

Gender	Frequency	Percent
Male	42	36.8%
Female	72	63.2%
Total	114	100%

Source: Field Survey, 2015

6.2.2. Age

Data analysis of the field sample survey also shows that the majority of the respondents were adults, the age ranging between 25 and 60 years. As indicated below in Table 6.2, about 29.82% of the total respondents were within the age range of 25 to 35 years, while 56.14% of the total respondents were between 36 and 45 years old, and only 14.03% were aged between 46 and 60.

Table 6.2: Biographical data (age of the respondent)

Variable	Frequency	Percent
Age of the respondent		
25 – 35	34	29.82
36 – 45	64	56.14
46 – 60	16	14.03
Total	114	100

Source: Field Survey, 2015

The age structure within ANOPA+ shows that the overall dependency ratio within the organisation is low. This is probably due to the fact that ANOPA+'s leaders are

cognisant of the need to hire people in the active and productive age category. An important implication of the age structure within a society is the concept of dependency. According to Assefa (2003), those aged between 15 and 59 years are considered the working age population, while those under 15 years of age and over 60 years of age are considered to be their dependents.

6.2.3. Education

Researchers (Bogue, 1994 and Murphy, 1992) identified that education contributes to the quality of leadership and it is a key factor driving the transformation of most organisations. In order to understand and analyse the educational background of the survey participants, respondents were asked about their educational background. Based on the information provided in Table 6.3, the educational background of the survey participants shows that 48.25% was less than matric, while 21.93% of the participants had completed matric. About 26.32% comprised a group of tertiary education (university, colleges), whereas 3.51% of the population fell within no formal schooling. Interestingly, although females predominate in all age groups, the field data analysis clearly shows there is vast difference in terms of respondents' educational background.. Table 6.3 below shows the respondent's level of education.

Table 6.3: Biographical data (education of the respondents)

Level of education	Frequency	Percent
Less than matric	55	48.25
Matric	25	21.93
Tertiary (University, colleges)	30	26.32
No formal schooling	4	3.51
Total	114	100

Source: Field Survey, 2015

6.2.4. Position

Several NGOs depend on the service of volunteers as well as paid staff members (Caligiuri, Mencin & Jiang, 2013). Generally, these types of workers bring NGOs vision, missions and goals to life. According to Bussell and Forbes (2002), the simple difference between these two types of workers is that employees get paid and volunteers do not. Data analysis clearly indicates that ANOPA+ has volunteers who undertake organisational activities. ANOPA+'s volunteers are mainly responsible for identifying new testing locations; helping in linking newly identified PLWHAs to medical treatment and case management; coordinating HIV/AIDS counselling events as needed, assisting in coordinating condom distribution in high risk communities and others.

The respondent's position within the organisation is shown in Table 6.4 and it is clearly evident from the table that the majority of the respondents were HIV/Aids volunteer members, which accounts for about 52.63%. ANOPA+ staff members, on the other hand, account for 47.89% of the respondents. Table 6.4 below shows respondent position within the organisation.

Table 6.4: Respondent position within the organisation

Respondent position within the organisation	Frequency	Percent
ANOPA+ staff member	54	47.89
HIV/Aids volunteer member	60	52.63
Total	114	100

Source: Field Survey, 2015

6.3. Reliability test (Cronbach's alpha)

According to Singh (2007), Cronbach's alpha is commonly used to test internal reliability. It calculates the average of all possible split-half reliability, coefficients. A computed alpha coefficient varies between 1, denoting perfect internal reliability and 0, denoting no internal reliability. In this research the researcher undertook a pilot study with $n=20$ and also used Cronbach's alpha to measure the reliability of the instrument (MLQ 5X rater form). The research received a 95% response rate in which the targets understood all questions and agreed to have face validity. According to Nunnally and Bernstein (2010), Cronbach's alpha coefficients of between 0.5 and 0.6 are acceptable for basic research purposes. Avolio and Bass (2004) have validated the MLQ 5X rater form on their studies that the reliabilities of the leadership dimensions of the questionnaire range from 0.63 to 0.93. The data analysis for the reliability test (Cronbach's alpha) found the coefficients to be 0.6426 which is considered as acceptable/ideal coefficients to undertake further statistical analysis. Looking at the total variance explained in Table 6.5, it can be observed that the values calculated for independent and dependent variable (leadership components) is quite a bit larger than the acceptable minimum value for research purposes. Additionally, the first factor accounts for 65% of the total variance. This suggests that the scale items have relatively high internal consistency. Table 6.5 summarises Cronbach's alpha was calculated for independent and dependent variable (leadership components).

Table 6.5: Cronbach's alpha for independent and dependent variable (leadership components)

Item	Obs	Covariance	Alpha
Idealised Influence (behaviour);	114	0.033875	0.6508
Idealised Influence (attributed),	114	0.033350	0.6467
Inspirational Motivation (IM).	114	0.030154	0.6068
Intellectual Stimulation (IS)	114	0.025027	0.5676
Individualized Consideration (IC)	114	0.028526	0.6010
Contingent Reward	114	0.037017	0.6706
Management-by-exception (active)	114	0.033963	0.6471
Management-by-exception (passive)	114	0.031182	0.6304
Extra effort	114	0.027428	0.5749
Effectiveness	114	0.034090	0.6359
Satisfaction	114	0.037087	0.6549
Test scale		0.0319917	0.6426

Source: Field Survey, 2015

6.4. Quantitative assessment of leadership style

This section presents the analysis obtained from the Multifactor Leadership Questionnaire (MLQ 5x rater form) using the components of the three leadership styles, i.e. transformational leadership, transactional leadership, laissez-faire (non leadership) and leadership outcomes within ANOPA+ (See Annexure 5).

The respondents rated the leadership styles of their leaders according to the dimensions of each leadership style; the responses were then averaged to find the mean scores. Scholars in the field, Avolio and Bass (2004), recommended that the greater mean score on any of the leadership dimensions would most likely represent the groups or individual preferred leadership styles. In this regard, Bass and Riggio (2006) suggested that for optimal leadership, a mean of 3.0 or higher should be reflected in all of the four transformational leadership dimensions. The mean rating of contingent reward and active management by exception ideally should be at about 2.5 and passive management by exception and laissez-faire leadership at 1.0 or

below the average (Bass, 1998). Based on these facts, participants in this research were asked different questions using to (MLQ 5x) rater form questionnaire with a five point scale, where 4= 'frequently, if not always', 3 = 'fairly often', 2 = 'sometimes', 1 = once in a while' and 0 = 'not at all' to investigate which leadership style is dominant in ANOPA+. A letter of consent was provided to the research participants and they understood, and were allowed to ask, any questions about the project. The following section will present the leadership style of the organisation.

6.4.1. An assessment of transformational leadership

Transformational leadership is a style of leadership where one person or a leadership team takes control of a situation and motivates the group to follow (Zhu et.al., 2005; Xenikou & Simosi, 2006; Tesfaw, 2014). The objective was to investigate the existence of these qualities of the leaders in the organisations, and the participants rated their leadership style according to the components/dimensions of transformational leadership style which are: Idealised Influence (attributed), Idealised Influence (behaviour), and Inspirational Motivation (IM), Inspirational Motivation (IM), and Intellectual Stimulation (IS). The following paragraphs provide a summary of the findings.

As shown in Table 6.6: a similar pattern of transformational leadership styles, i.e. Idealised Influence (attributed), Idealised Influence (behaviour), and Inspirational Motivation (IM), Inspirational Motivation (IM), and Intellectual Stimulation (IS) was observed across the respondents. When compared with Idealised Influence (attributed), the Idealised Influence (behaviour), received relatively better responses from the research participants. For example, 37.7% of the respondents indicated that leaders in ANOPA+ sometimes go beyond their self-interest for the good of others.

Whereas about 36% of the respondents believed that leaders rarely go beyond their self-interest for the good of others. 14% of the respondents showed that leaders do not go beyond their self-interest for the good of others. Inspirational Motivation (IM) was rated low compared to other transformational leadership styles.

The important qualities of Inspirational Motivation (IM), such as talking optimistically about the future and envisioning exciting new possibilities by the leaders of ANOPA+ were rated very low by the participants of the survey. This may be attributable to the appointment of people to leadership positions based only on the merit of HIV/AIDS positive status, especially in the senior and middle level management. This shows that leadership appointment within ANOPA+ is not based on competence, academic qualification and experience, but is rather based on HIV/AIDS positive status. Across the board, the assessment of members' using a five point scale was very low for the transformational leadership styles. The proportion of positive respondents to the transformational leadership style within ANOP+ was extremely low. This may be explained by low leadership training, low academic qualification, experience and other factors. Scholars (Bogue, 1994, Murphy, 1992; Tesfaw, 2014; Xenikou & Simosi, 2006) argue there is a positive correlation between leadership training, proper academic qualification, and experience in terms of achieving better transformational leadership style. This research suggest that more workshops and training courses in transformational leadership should be sponsored by the leaders of ANOPA+ to promote organizational commitment among leaders. See Table 6.6 below for details.

Table 6.6: Members' perceptions of the transformational leadership styles of their leaders

Transformational leadership style	Members' assessment to a five point scales				
	Not at all (0)	Once in a while (1)	Some times (2)	Fairly often (3)	Frequently if not always (4)
Idealised Influence (attributed);					
1. Goes beyond his/hers self-interest for good of others	14.0%	36.0%	37.7%	11.4%	0.9%
2. Builds respect by his/her actions	0.9%	33.3%	28.1%	29.0%	8.8%
3. Instils pride in being associated with him/her	4.4%	28.1%	16.7%	28.1%	22.8%
4. Displays extraordinary talent of competence	21.1%	38.6%	11.4%	14.9%	14.0%
Idealised Influence (Behaviour),					
5. Emphasizes importance of commitment to beliefs	20.2%	45.6%	19.4%	9.7%	5.3%
6. Takes a stand on difficult issues	14.9%	48.3%	17.5%	11.4%	7.9%
7. Displays conviction in his/her ideals, beliefs, values	17.5%	47.4%	10.5%	16.7%	7.9%
8. Talks to me about his/hers most important values, beliefs	19.3%	48.3%	20.2%	7.0%	5.3%
Inspirational Motivation (IM).					
9. Talks optimistically about future	26.3%	44.7%	17.5%	8.8%	2.6%
10. Envisions exciting new possibilities	22.8%	44.9%	22.1%	11.4%	1.8%
11. Talks enthusiastically about what needs to be accomplished	27.4%	50.4%	15.9%	6.2%	0.0%
12. Expresses confidence that goals will be achieved	25.4%	45.6%	18.4%	8.8%	1.8%
Intellectual Stimulation (IS)					
13. Re-examines critical assumptions to questions whether they are appropriate	15.8%	50.0%	15.8%	15.8%	2.6%
14. Seeks differing perspectives when solving problems	12.3%	34.2%	21.1%	28.1%	4.4%
15. Gets to look at problems from many different angles	19.3%	46.5%	23.7%	8.8%	1.8%
16. Suggests new ways of looking at how to complete assignments	21.9%	49.1%	14.0%	12.3%	2.6%
Individualised Consideration (IC)					
17. Treats as individual with different needs, abilities	13.2%	41.2%	17.5%	21.9%	6.1%
18. Focuses on developing my strengths	18.4%	48.3%	24.6%	6.1%	2.6%
19. Treats as individuals rather than just a member	26.3%	49.1%	17.0%	7.0%	3.5%
20. Spends time teaching/coaching	19.6%	33.9%	14.6%	17.9%	8.9%

Source: Field Survey, 2015

In summary, based upon the information obtained from quantitative data analysis, the major attributes of the transformational leadership style were very low within ANOPA+. This has a significant implication on the performance of the organisation.

6.4.2. An assessment of transactional leadership style

Scholars (Judge and Piccolo, 2004; Lowe, Kroeck and Sivasubramaniam, 1996) indicate that transactional leadership involves motivating and directing followers primarily through appealing to their own self-interest. According to them, a transactional leader's style involves three important dimensions, i.e. Contingent Rewards, Management-by-exception (active) and Management-by-exception (passive).

As part of the survey, participants were asked about their perception regarding the major transactional leaders' attributes such as contingent reward, management-by-exception (active) and management-by-exception (passive). Of the 114 participants surveyed across the entire organisation, the majority of them positively rated on a five point scale and the proportion of respondents with Management-by-exception (active) is relatively high when compared to the remaining attributes such as Contingent Reward and Management-by-exception (passive), at nearly 10%. This implies that the vast majority of respondents indicated that the dominant leadership style in ANOPA+ is a transactional leadership style. Details of the findings are shown in Table 6.7.

Table 6.7: Members' perceptions of the transactional leadership style of their leaders style

Transactional leaders style	Members' assessment to a five point scales				
	Not at all (0)	Once in a while (1)	Some times (2)	Fairly often (3)	Frequently if not always (4)
Contingent Reward					
21. Tells me what to do to be rewarded for effort	0.9	6.1	28.1	33.3	31.6
22. Works out agreements with me on what I will receive	0.8	10.5	9.7	31.6	47.4
23. Negotiates with me about what I can expect to receive	0.9	15.8	13.2	32.2	37.7
24. Makes sure I receive rewards for achieving targets	0.9	8.8	23.7	33.3	33.3
Management-by-exception (active)					
25. Keeps track of my mistakes	0.9	10.5	9.7	37.6	47.4
26. Focuses attention on mistakes, deviations from standards	0.8	15.8	13.2	32.5	37.7
27. Searches for mistakes before commenting on performance	0.9	9.8	22.7	33.3	33.3
28. Directs his/her attention toward failure to meet standard	0.8	3.5	16.7	29.8	49.1
Management-by-exception (passive).					
29. Things have to go wrong for him/her to take action	0.9	21.9	14.9	22.8	39.5
30. Fails to intervene until problems become serious	0.8	7.9	15.8	36.8	38.6
31. Work falls below minimum for him/her to make improvements	0.8	27.2	10.5	29.8	31.6
32. Problems become chronic before he/she takes action	0.9	17.5	13.2	23.7	44.7

Source: Field Survey, 2015

6.4.3. An assessment of mean ratings

6.4.2.1. Mean ratings of transformational leadership styles

As part of the study, data obtained from questionnaire surveys were statistically analysed, with the aim of describing phenomena, as well as identifying and examining relationships. In this section, only descriptive statistics were used to describe, explain or summarise a given set of data. The descriptive statistics, i.e. mean and standard deviation are presented in Table 6.8. Also, a close look at Table 6.8 shows that a large majority of respondents indicated that the arithmetic mean ratio concerning the overall evaluation transformational leadership style was 1.8, 1.4,

1.2, 1.4, and 1.4 for Idealised Influence (behaviour); Idealised Influence (attributed), Inspirational Motivation (IM); Intellectual Stimulation (IS and Individualised Consideration (IC)], respectively. Table 6.8 compares the response of the mean ratings of the leadership style of ANOPA rated by their members across the five components for the transformational leadership style.

Table 6.8: Mean ratings of MLQ -5X Items Leadership styles/dimensions

Leadership styles/dimensions	Obs	Mean	Std. Dev.
Transformational leadership	114	1.5	0.3
• Idealised Influence (behaviour);	114	1.9	0.7
• Idealised Influence (attributed),	114	1.4	0.7
• Inspirational Motivation (IM).	114	1.2	0.5
• Intellectual Stimulation (IS)	114	1.4	0.6
• Individualized Consideration (IC)	114	1.4	0.6
•	114	1.4	0.6
Transactional leadership	114	2.5	0.4
• Contingent Reward	114	3.0	0.6
• Management-by-exception (active)	114	3.0	0.6
• Management-by-exception (passive)	114	1.4	0.7
Average laissez-faire	114	0.8	0.4
Leadership outcomes	114	1.0	0.4
• Extra effort	114	1.3	0.6
• Effectiveness	114	0.9	0.5
• Satisfaction	114	0.7	0.4

Source: Field Survey, 2015

The above findings are a general reflection of a downward spiralling of transformational leadership in ANOPA+.

However, the above empirical evidence demonstrates that an important component of the transformational leadership style is missing in the context of ANOPA+. It was also confirmed that going beyond leaders' self-interest for the good of others, displaying an extraordinary talent of competence, taking immediate action during

crisis situations, emphasising the importance of commitment to beliefs and displaying conviction, beliefs, and values are missing in the context of ANOPA+. Important values such as talking optimistically about the future, envisioning exciting new possibilities, encouraging and seeking differing perspectives during problem solving are also missing.

6.4.2.2. Mean ratings of transactional leadership style

Data analysis of questionnaires showed a fairly uniform pattern of members' perception about the transactional leadership style. For example members' overall mean ratios of Contingent Rewards, Management-by-exception (active) and Management-by-exception (passive) are 3.3 and 1.7. According to the standard norms of the mean for each leadership style, the data analyses of this research shows that the dominant leadership style is a transactional leadership style, which shows the average mean for the three leadership style. As shown in Table 6.8, the majority of the respondents indicated that transactional leadership style is particularly evident in ANOPA+. This result differs significantly from the assessment of transformational leadership styles within ANOPA+. In general, this empirical result indicates that ANOPA+ has low norms of mean for all the dimensions of transformational leadership style. Compared to the transformational leadership styles, the transactional leadership styles within ANOPA+ are almost 58% greater. The variations observed for the three attributes are quite significant. Table 6.8 shows the overall evaluation of transactional leadership styles within ANOPA+, by members, with regard to contingent reward, management-by-exception (active) and management-by-exception (passive).

All these responses show that the transactional leadership style appears to be one of the dominant styles of leadership practised within ANOPA+. This research argues that building capacity for leadership style, especially transformational leadership skills, is very crucial for achieving the vision of ANOPA+. The proposed transformational leadership style draws on assorted capabilities and approaches to leadership and creates distinct advantages for the organisation. Bass and Avolio (1997) and Bass (1991) indicate that a leader using this approach possesses integrity, sets a good example and clearly communicates their goals to their followers. Transformational leadership inspires people to look beyond their own interests and focus on the interests and needs of the team. This leadership style provides stimulating work and takes the time to recognise good work and good people. In turn, increasing members' commitment and dedication will also have a positive impact on organisational professional performance



6.4.2.3. Mean ratings for an assessment of Laissez-faire (non leadership)

Skogstad, et al. (2007) note that laissez-faire leadership, also known as delegative leadership, is a type of leadership style in which leaders are hands-off and allow group members to make the decisions. This is a type of leadership style that leads to lower productivity among group members.

With the objective of investigating issues pertaining to laissez-faire (non leadership), members were asked various questions. Field data analysis showed that the total mean rating of 2.4 for laissez-faire (non leadership) styles suggests that leaders within ANOPA+ were employing laissez-faire (non leadership) styles more compared to the transformational leadership style which reported a mean value of below 16. Table: 6.8 shows the overall evaluation laissez-faire (non leadership) style within ANOPA+, as perceived by members.

All this implies that laissez-faire (non leadership) served as one of the leadership styles in ANOPA+. However, considering the context of ANOPA+, laissez-faire leadership is not ideal in situations where group members lack the knowledge or experience they need to complete tasks and make decisions. For example, Judge and Piccolo (2004) argue that in such situations, projects can go off-track and deadlines can be missed when team members do not get enough guidance or feedback from leaders. They further show that since the leader seems unconcerned with what is happening, followers sometimes pick up on this and express less care and concern for the project.

6.4.2.4. Mean ratings for Transformational, Transactional and Laissez-faire leadership styles

The result of the survey indicated that the mean ratings for the transactional leadership style is far greater than other leadership styles. Data analysis showed that transformational, transactional, laissez-faire leadership styles and leadership outcomes were 1.4, 2.5, 0.8 and 1, respectively. Table 6.9 below provides a statistical summary, showing the mean, standard deviation of transformational leadership, transactional leadership and laissez-faire (non leadership). In general, the mean value/ratings represent the entire data set with a single value that describes the average value of the entire set, for an assessment of Laissez-faire (non leadership).

Table 6.9: Mean ratings for MLQ-5Z items leadership styles

MLQ (5X leadership behaviour)	Obs	Mean	Std. Dev.
Transformational leadership	114	1.4	0.3
Transactional leadership	114	2.5	0.4
Laissez-faire (non leadership)	114	0.8	0.3
Leadership outcomes	114	1.0	0.2

Source: Field Survey, 2015

6.4.3. An assessment of leadership outcomes

Effective leadership outcome is essential to an organisation's success (Burns, 2003; Graeff, 1983; Lazarus and Folkman, 1987). Analysis of field data showed that the mean ratings for extra effort was 1.3, effectiveness 1, and members' satisfaction was 1.1. In this regard, Table: 6.10 presents the findings of the three leadership outcomes, i.e. extra effort, effectiveness, and satisfaction.

Table 6.10: Summary of mean ratings of leadership outcomes rated by members

MLQ 5X Leadership outcomes	Obs	Mean	Std. Dev.
Extra effort	114	1.3	0.6
Effectiveness	114	1.0	0.5
Satisfaction	114	1.1	0.7

Source: Field Survey, 2015

From the above empirical result, it can be inferred that members of ANOPA+ are not satisfied with the existing leadership style, i.e. the predominantly transactional leadership style. As a result, their assessment of their leaders is very poor and this is evidenced by low mean ratings.

6.5. Correlation between leadership styles and leadership outcomes

As has been indicated in Chapter 5 (methodology) the perceptions of these relationships were measured among the organisational members by using the Multifactor Leadership Questionnaire (MLQ 5X rater form). The data were then analysed using a quantitative approach (Velleman, 1989) to establish answers to the research question asked in this study. The Pearson product-moment correlation (r) tests were used to analyse the relationship between transformational, transactional leadership style and leadership outcomes (extra effort, effectiveness and satisfaction).

The Pearson product-moment correlation (r) tests results showed that there was a positive relationship between extra efforts ($r=0.762$); effectiveness ($r=0.751$); and satisfaction ($r=0.768$), on transformational leadership style. Data analysis also indicated that there was a positive relationship between extra effort ($r=0.341$),

effectiveness ($r=0.432$), and satisfaction ($r=0.422$) on transactional leadership style. However, as compared with the transformational leadership style, the Pearson product-moment correlation (r) between the leadership outcomes and transactional leadership style is relatively weak. It can be argued that to some extent the expansion effects of transactional leadership within ANOPA+, ultimately resulted in low satisfaction of the members. In addition, it did not enhance inspiration and created low enthusiasm to put in extra effort by the members of ANOPA+. Table 6.11 shows the value of *Pearson product-moment correlation (r)* between the transformational, transactional leadership style and leadership outcomes which were extra effort, effectiveness and satisfaction. It has to be noted that this statistical analysis has been done at a confidence level of 95%.

Table 6.11: Summary of the Pearson product-moment correlation coefficient (r) tests

Outcomes	Transformational style	Transactional style
Extra efforts	0.762**	0.341**
Effectiveness,	0.751**	0.432**
Satisfaction	0.768**	0.422**

Source: Field Survey, 2015

In the context of ANOPA+, field data analysis indicates that the mean ratings of participants show that the dominant leadership style is transactional leadership. The mean ratings of the outcomes of the leadership are low and also its correlation (r) between the dominant leadership style and the leadership outcome is relatively weak. In this regard, Bass and Avolio (1996, 2004) argue that transactional leaders are also related to the success of the group, like transformational leaders. They further argue that leaders can learn the techniques and obtain the qualities they need to become transformational leaders. Accordingly, this research argues that ANOPA+'s leaders

need training on basic transformational leadership skills in order to achieve the required leadership qualities.

6.6. Difference between staff and volunteer perception of their leaders (T-test)

Non-profit organizations mainly depend on the service and commitment of volunteers as well as the paid staff members (Drucker and Drucker, 2004). In the context of ANOPA+, it is believed that both types of workers helps to achieve the objectives and goal of the organization. On the one hand, volunteers are those who work toward public service, religious, or humanitarian objectives (Baird, and Jenkins, 2003). They do not get remuneration for services provided. On the other hand, paid staff members receive minimum wage, for the work or service provided to the organization. They are also expected to contribute for government income tax and social security payments (Baird, and Jenkins, 2003).

According to (Stein 1945 and Hakstian, Roed and Lind, 1979) a two-sample t-test can be used to compare whether two independent groups differ. They further note that this test is derived from the assumption that both populations are normally distributed and have equal variances.

This part of the research aimed to examine whether there is a significant difference between staff and volunteer perceptions of their leaders within ANOPA+. When running a two-sample equal variance t-test, it was assumed that the distributions of the two populations were normal, and that the variances of the two distributions were the same. As part of this research the following null hypothesis was tested to identify the statistical relationship.

H01: There is a statistically significant difference between staff and volunteer perception of their leaders within ANOPA+.

The results of t-value for transformational, transactional and laissez-faire, were 0.93, 0.488 and 0.129, respectively. From the Table 6.12 below it is evident that there is no statistically significant difference between leadership styles by the status of the respondents (staff or volunteer) within ANOPA+. In general, the t-values were greater than 0.05 and the null hypothesis was rejected. As a result, it can be concluded that there is sufficient evidence at the 5% level of confidence that there is no statistically significant relationship between leadership styles by the status of the respondents (staff or volunteer) within ANOPA+. Table 6.12 shows a summary of mean, standard deviation and t-test results for staff members and volunteers.



Table 6.12: Summary of mean, SD and t-test results for staff members and volunteers

		Staff members			Volunteers				
Leadership style	Attributes	N	Mean	SD	N	Mean	SD	t-test	Sig (two tailed)
Transformational leadership	Idealised Influence (behaviour)	54	1.76	0.65	60	1.76	0.65	0.38	0.50
	Idealised Influence (attributed)	54	1.48	0.69	60	1.35	0.69	1.08	0.14
	Inspirational Motivation (IM).	54	1.26	0.81	60	1.18	0.81	0.62	0.27
	Intellectual Stimulation (IS)	54	1.47	0.53	60	1.38	0.53	0.71	0.24
	Individualised Consideration (IC)	54	1.45	0.64	60	1.39	0.64	0.46	0.32
Overall transformational leadership		54	1.52	0.41	60	1.45	0.34	0.93	0.18
Transactional leadership	Contingent Reward,	54	2.98	0.54	60	2.97	0.54	0.47	0.47
	Management-by-exception (active)	54	3.02	0.52	60	3.07	0.52	0.20	0.66
	Management-by-exception (passive).	54	2.73	0.64	60	2.77	0.64	0.33	0.63
Overall Transactional leadership		54	2.91	0.45	60	2.96	0.53	0.488	0.69
laissez-faire (Non leadership)		54	2.37	0.63	60	2.51	0.68	0.129	0.87

Source: Field Survey, 2015

Based on the result of the assessment, staff members and volunteers have the same result for Idealised Influence (behaviour) with mean ratings of 1.76. In addition, Idealised Influence (attributed) was more dominant in the staff members with a mean rating of 1.48 compared to a mean of 1.35 for volunteers. It is interesting that both staff members and volunteers have a greater Contingent Reward, Management-by-

exception (active), and Management-by-exception (passive) as compared to the overall transformational leadership styles. When we made a close assessment, the Management-by-exception (active) showed a greater result, both for staff members and volunteers with mean ratings of 3.02 and 3.07, respectively. In general, both groups also showed a greater overall transactional leadership style.

6.7. Chapter summary

Leadership is defined as the ability to influence a group towards the achievement of goals (Bass & Avolio, 1997; Gardner & Stough, 2002). Leadership is a process by which a person influences others to accomplish an objective and directs the organisation in a way that makes it more cohesive and coherent. Thus, the purpose of this chapter was empirically to determine followers' perceptions of their leaders' leadership style and the followers' own levels of worker engagement in the selected case study, i.e. Non-profit Sector ANOPA+ in Ethiopia. For this purpose, a total of 114 members' were asked about their experiences, attitudes and perceptions about the various leadership styles within ANOPA+. Data collection and analysis were employed using a Multifactor Leadership Questionnaire (MLQ 5X). Data entry and analysis was done using statistical software STATA. The main reason for using this software is its ability to handle large data sets relatively easily and quickly. STATA provides the family of commands for organising and summarising data. Analysis of information and data presented were also made using text, tables and figures. In order to arrive at conclusions and recommendations, the degree of statistical correlation between variables and their connectedness to various parameters were used as a guiding principle for the interoperation of the empirical data.

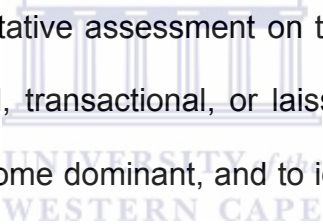
Results showed that the positive correlation between overall leadership styles and leadership outcomes was significant at the level of $P < 0.05$. Also, the correlations between leadership style sub-scales such as transactional leadership, transformational leadership and passive/avoidant leadership and outcomes was significant at the level of $P < 0.05$. Based on these results, among determinants of job satisfaction, leadership style plays a central role and is viewed as an important predictor of success. Leadership is a management function, which is mostly directed towards people and social interaction, as well as the process of influencing people so that they will achieve the goals of the organisation. The result of t-tests between leadership styles by the status of the respondents (staff or volunteer) showed that there is no statistically significant relationship within ANOVA+. The next chapter presents a discussion on the qualitative data analysis and presentation.



Chapter 7: Qualitative Data Analysis and Presentation

7.1. Chapter overview

Yin (2011) asserts that qualitative research represents an alluring and productive way of doing research owing to the fact that it allows for the conduct of in-depth studies about an extensive array of topics in plain and everyday terms. Mouton (2001) also notes that qualitative research helps in understanding the dynamics of people's experience, the structure of their lives, perceptions, assumptions, attitudes, behaviour, judgments and suppositions within the context of their social world. A key feature of qualitative research is thus its ability to do an in-depth analysis of a phenomenon.



The main purpose of the qualitative assessment on this research was to examine if there are any transformational, transactional, or laissez-faire leadership styles and why particular styles have become dominant, and to identify the sources of influence of leaders on members. To facilitate easy communication and understanding among the participants, all interviews were conducted in the local language, Amharic. This technique helped the researcher to gather a large amount of information from different participants. The two commonly used qualitative data collection instruments, in-depth interviews and participant observation, were used throughout the research. This chapter presents an analysis of the data collected and presents a discussion on the analysed data and findings. It responds to the research questions and seeks to fulfil the objectives of the research as espoused in the first chapter of the study.

The chapter presents the result of the qualitative research methodology in two major parts. The first part reports on the assessment results of transformational, transactional and laissez-faire (non leadership); leadership styles within ANOPA+.

The second part presents key findings on the key leadership strategic issues, leadership mandate analysis, leadership, monitoring and evaluation, leading programme management and monitoring and evaluation. Finally, the concluding remarks of the chapter are presented.

7.2. Qualitative assessment of leadership behaviour

This part of the research qualitatively explores the existence of transformational, transactional and laissez-faire leadership styles in the context of ANOPA+. More specifically, it explores how ANOPA+ leaders perform their duties and how this relates to transformational leadership style. For this study, 12 people (six women and six men) were interviewed using a semi-structured checklist of questions. In addition, participant observations were made throughout the research. Table 7.1: below presents the profile of the participants.

Table 7.1: Summary of participants' profiles (sex, age, position and work experience)

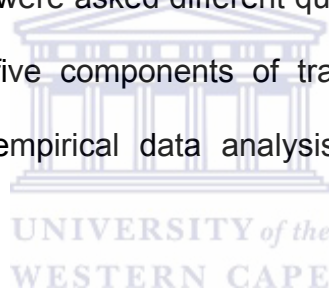
Codes	Sex	Age	Position	Years of experience
001	Female	45	Member	7
002	Male	37	Volunteer	9
003	Female	42	Member	6
004	Male	56	Volunteer	8
005	Female	53	Member	5
006	Male	48	Volunteer	8
007	Female	38	Volunteer	7
008	Male	32	Member	4
009	Female	35	Volunteer	5
010	Male	49	Member	7
011	Female	36	Volunteer	8
012	Male	34	Member	7

Source: Field survey, 2015

7.2.1. Transformational leadership

Followers described leaders who had the greatest influence on them as transformational: inspirational, intellectually stimulating, challenging, visionary, development oriented, and determined to maximise performance (Avolio and Bass, 2004). According to them, the major components of transformational leadership included: Idealised Influence (behaviour); Idealised Influence (attributed), Inspirational Motivation (IM), Intellectual Stimulation (IS), and Individualised Consideration (IC).

With the objective of understanding the existence of transformational leadership style within ANOPA+, respondents were asked different questions which could identify the qualities that represent the five components of transformational leadership. The following section gives the empirical data analysis about these components of transformational leadership.



7.2.1.1. Idealised Influence (behaviour)

Bass (1985) indicates that using idealised influence, transformational leaders act in ways that allow them to serve as role models for their subordinates. Accordingly, the leaders are appreciated, respected, and trusted. To assess the existence of this quality of leadership within ANOPA+, participants were asked various questions. These included: Do your leaders talk about their most important values and beliefs? Do your leaders talk about the importance of trusting each other? Do your leaders instil pride in being associated with him/her? Do your leaders consider the moral and ethical consequence of decisions?

More than 75% of respondents believed that ANOPA+'s leaders mostly do not talk about their most important values and beliefs. Respondents also believed that ANOPA+'s leaders do not try to build members respect by their actions. In addition, it was confirmed that most of ANOPA+'s leaders do not consider the moral and ethical consequence of decisions. In this regard, some of the respondents commented that:

...the relationship that exists between ANOPA+ leaders and members has been connected with the organisational rules and regulations...

(Staff member respondent, age 40, female, interview conducted on, January 16, 2015).

...members within ANOPA+ undertake any kinds of tasks under the direction and control of the leaders...

(Volunteer respondent, age 32, male, interview conducted on, January 16, 2015).

...they do not talk about their most important values and beliefs, they do not consider the moral and ethical consequence of decisions...

(Staff member, age 53, female, interview conducted on, January 17, 2015).

All these responses show that Idealised Influence (behaviour) is not a leadership quality that exists within ANOPA+. Most of the leaders within ANOPA+ do not display the principle of trust and do not take a stand on difficult issues.

7.2.1.2. Idealised Influence (attributed)

According to Bass and Avolio (1994), Idealised Influence (attributed), is a type of leadership behaviour where leaders instil pride in others by being associated with them. In an attempt to understand this quality of the leadership in ANOPA+, different types of questions were put to respondents. These included: Do your leaders go beyond their self-interest for the good of the group? Do your leaders act in ways that build others respect? Do your leaders make personal sacrifices for the benefit of others? and Do your leaders reassure others that obstacles will be overcome?

A range of views was expressed by respondents. For example, participants in the interview explained that most of the time ANOPA+'s leaders do not display any of the above qualities in the organisation. Several respondents stated that leaders do not take a stand on difficult issues and most of the time they do not display conviction in their ideals, beliefs, and values. Respondents also indicated that leaders in ANOPA+ do not display a sense of power and competence

7.2.1.3. Inspirational Motivation (IM)

Bass and Riggio (2006) pointed out that a leader who is inspirationally motivated will behave in ways that motivate and inspire others by implementing necessary changes to the work of the followers and the entire organisation. With the objective of investigating if this kind of leadership style was practised in ANOPA+, participants were asked about leaders' behaviour, talking optimistically about future, leaders'

articulation of a compelling vision of the future and their stand on controversial issues. Respondents indicated that most of the time ANOPA+'s leaders did not show any of the above qualities of a leader. In general, most of the respondents indicated that leaders in the organisation need to be optimistic about the future and confident that the goals can be achieved, as this could motivate their followers. Respondents also believed that talking positively about the future and predicting exciting new possibilities are important organisational values, which the leaders do not practise in the context of their organisation. For example,

I didn't see any articulation or visioning from our leaders... and ...we need clear communication from our leaders because, when the leader is very explicit and clear in delivering his expectations, the follower's should always be sure and certain of the expectation of their leaders Our leaders also do not talk enthusiastically about what to be accomplished and do not express confidence that goals will be achieved.

(Volunteer male respondents, age 56, interview conducted on, January 176, 2015).

All this implies that Inspirational Motivation (IM) is one of the missing components of transformational leadership quality within ANOPA+. Almost all participants indicated that they did not practise quality of a leader, which include stimulating, appreciation and articulating a compelling vision of the future.

7.2.1.4. Intellectual Stimulation (IS)

Transformational leaders inspire their followers to creativity and innovation. Such leaders inspire change in thinking, new methods of problem solving and use descriptions and examples. Therefore, they may use new and creative ideas to resolve many kinds of problems. In general, it is one of the important qualities of a leader to solve any problems which are relevant to the organisations goals and to

encourage followers by having respect for the opinions of others when dealing with their problems (Avolio, 2005).

In order to assess the existence of Intellectual Stimulation (IS) within ANOPA+, participants were asked different questions, which included: 'Do your leaders encourage members to rethink ideas not questioned before?' 'Do your leaders seek differing perspectives when solving problems?' 'Do your leaders emphasise the value of challenging assumptions?' 'Do your leaders question the traditional way of doing things?' According to the information obtained from participants, many of ANOPA+ leaders do not encourage members to rethink ideas not questioned before.

Within ANOPA+ no new ideas and innovative activities have been performed. Rather, always the same routine procedure and work of activities have been practised... As a leader they should be able to tap into the leadership, energy, the full capacity and creativity and the potential within ANOPA+. But these are some of the important elements missing in the ANOPA+'s leadership structure.

(Staff member male respondents, age 34, interview conducted on, January 14, 2015).

Respondents also indicated that leaders do not seek different perspectives when solving problems and do not emphasise the value of challenging assumptions. Participants also believed that they never practised this quality of leadership in their organisation. No one gets a chance to be innovative and creative in day-day activities, and leaders do not include followers in the process of addressing problems and finding solutions. Rather, followers must follow organisational rules and regulations which discourage followers' expressed opinions:

Most of us may work better than our leaders...however, we are not given a chance to share our experience, ideas, and opinions. This is due to the fact that our leaders were appointed as a leader with a merit of their HIV/AIDS status.

(Volunteer male respondents, age 34, interview conducted on, January 22, 2015).

As far as I know, ANOPA+ leaders don't try to build the vision and goals; do not provide stimulation of the members; most of the time does not offer individualised support to the members; do not demonstrate high performance expectations and most of the time do not develop structures to foster participation in decisions.

(Volunteer female respondents, age 35, interview conducted on, January 19, 2015).

All these responses and researcher personal experience, clearly show that Intellectual Stimulation (IS), which is one of the important transformational leadership style components, is missing in the context of ANOPA+. The result of the quantities assessment also supports these findings.

7.2.1.5. Individualised Consideration (IC)

Bass and Avolio (1994) state that individualised consideration is one of the components of transformational leadership and it is an important quality which requires that leaders treat followers as individuals rather than as a group. They note that meaning, considering individuals as having different needs, abilities and aspirations, as well as by spending time to teach and coach in the organisation are very important. This would help subordinates to achieve their full potential and take on additional responsibilities in the organisation. Respondents were asked several questions which were related to individualised consideration. According to the respondents, ANOPA+'s leaders did not treat members as individuals rather than just a member of the group. They also indicated that leaders do not treat individuals with different needs and abilities; rather the followers have to commit themselves always to the rules and regulation of the organisation which they call routine activities. They also believed that ANOPA+s leaders need to bring new ways of thinking that can

motivate the followers. According to them, they never saw a leader spending time teaching and coaching their followers. For example,

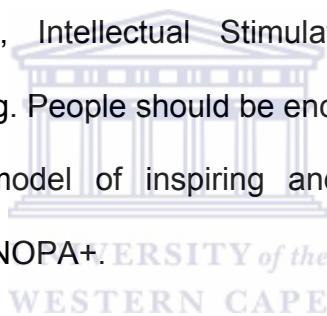
Within ANOPA+ we missed leaders' consideration, we have to do our work on a daily basis from our personal knowledge, without having any coaching and training by our leaders Our leaders need to build their capacity through an appropriate short/long term training on basic leadership concepts so that they can have an idea how to handle their followers considering them as individuals by paying attention to and meeting the needs of individuals.

(Staff member female respondents, age 38, interview conducted on, January 20, 2015).

To summarise: based upon the information obtained from several respondents, the transformational leadership behaviour was generally not practised by the leaders. Many respondents also commented that the leadership approach within ANOPA+'s management did not enhance the motivation, morale, and performance of members. In addition, various respondents commented that the ANOPA+'s leaders usually did not present members with an attractive vision and did not tie that vision to a strategy for its achievement. In general, most of the respondents commented that the leaders did not engage and did not motivate followers to identify with the organisation's goals and values. Some of the respondents added that generally the ANOPA+'s leadership did not foster capacity development or inspire higher levels of personal commitment amongst members to organisational objectives.

The above empirical evidence suggests that the important transformational leadership behaviours were missing in the context of ANOPA+. The result of the qualitative assessment clearly indicated that most leaders at the time did not motivate and inspire people with the strong sense of ownership. Most of the time ANOPA+ leaders did not articulate a vision that connects the purpose of the

organisation to that of the members. They also did not have strong and close communication skills that engaged people in the vision so that members were willing to invest additional effort and undertake more work. The result of the field data analysis also showed that leaders did not understand that each person is unique, and did not play the role of mentor and coach to the people around them. It appeared that leaders in ANOPA+ did not play the role of the change agent. As Bass (1985) argued, transformational leaders should provide intellectual stimulation by encouraging curiosity, discovery, dialogue and debate so that the best ideas can emerge. However, it appears that this important element of transformational leadership behaviour (Idealised Influence (behaviour); Idealised Influence (attributed), Inspirational Motivation (IM), Intellectual Stimulation (IS); and Individualised Consideration (IC) was missing. People should be encouraged to think independently. In addition, the important model of inspiring and integration should also be considered in the context of ANOPA+.



7.2.2. Transactional leadership

According to Kuhnert and Lewis (1987) transactional leadership involves inspiring and guiding followers mainly through engaging with their own self-interest. The authority of transactional leaders originates from their official power and responsibility in the group. Kuhnert and Lewis (1987) further indicated that leaders earn leadership through normative rules and regulations designed by their respective organisations. The three components of transactional leadership are: Contingent Reward, Management-by-exception (active) and Management-by-exception (passive). The following section provides an analysis of transactional leadership in the context of ANOPA+.

7.2.2.1. Contingent reward

According to Bass and Riggio (2006), contingent reward is considered to be transactional when the leader rewards the follower with material things. However, contingent rewards could be transformational when the reward is psychological. In an attempt to understand the existence of contingent reward, different types of questions were raised. These included: Do your leaders tell what to do to be rewarded for effort? Do your leaders work out agreements with you on what you will receive? Do your leaders negotiate with you about what you can expect to receive? and Do your leaders make sure that you will receive rewards for achieving targets?.

Participants clearly indicated that ANOPA+'s leaders were a type of leader that motivates members of the organisation by providing rewards for performance. For example, participants explained that leaders within ANOPA always showed what they need to do, and how their activities, accomplishment or achievements would be rewarded by the organisation.

They also indicated that most of the time leaders made agreements with members of ANOPA+ on what they would receive as part of the motivation for the work that they were undertaking, although they knew and understood their work. ANOPA+'s leaders talked about the link to rewards, clarified expectations, provided necessary resources, set mutually agreed upon goals, and most of the time provided a bonus for successful performance. Some respondents' also commented that sometimes ANOPA+ leaders set SMART (specific, measurable, attainable, realistic, and timely) goals for their members.

Some of the participants indicated that leaders would meet every year to guide, advise and say to the followers what they needed to do to reach the required

standards. They believed that if the members of the organisation performed well and completed the tasks according to the standard, there should not be any reason why they would not be rewarded with the things that they deserved. On the other hand, there should not be any question why she/he would be punished in return for not performing according to the required standard. There were comments to the effect that ANOPA+'s leaders were aware of the link between the effort and reward; ANOPA+ leaders motivated followers by setting goals and promising rewards for desired performance; leaders had power to reinforce members for their successful completion of the job. The following quotations reflect some of the perspectives on this regard:

From my experience working within ANOPA+ for the last five years, ...leaders seek to maintain compliance within existing goals and expectations. They are mainly motivators who inspire success through the use of temporary rewards and using sometimes punishment, mainly deduction of salary.... leaders within ANOPA+ usually prefer to monitor their members' work carefully and assess any deviation from expected standards.

(Staff member, female interview respondents, age 36, interview conducted on, January 22, 2015).

Leaders provide rewards based on meeting ANOPA+'s identified goals. ... From my experience leaders always provide support for a job well done.Such kinds of reinforcement encourages the members in order to effectively complete the tasks and meet the standard of the goals in a timely fashion.such kinds of close rewarding system provide us motivation and commitment to undertake organisational activities.

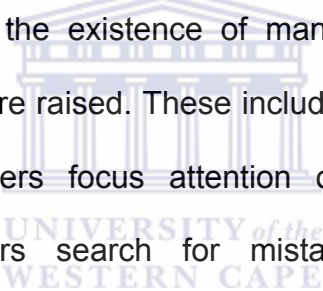
(Staff member, male interview respondents, age 48, interview conducted on, January 22, 2015).

Interview respondents clearly shows that ANOPA+'s leaders indicated the existence of the contingency reward behaviour within ANOPA+; leaders told members what to do and how they are going to be rewarded for their effort. They also negotiated in

advance with members about what they could be expected to receive as reward for achieving their targets, and the leaders also gave members what they wanted in exchange for their support.

7.2.2.2. Management-by-exception (active)

According to Bass (1985) when leaders engage in 'active management by exception', they closely monitor the performance of their members in order to identify poor performance against a pre-planned standard so they can take immediate corrective action. In this regard, Bass notes that the leader mainly searches for mistakes in order to implement appropriate corrective measures.

In an attempt to understand the existence of management-by-exception (active) different types of questions were raised. These included: Do your leaders keep track of mistakes?; Do your leaders focus attention on mistakes, deviations from standards?; Do your leaders search for mistakes before commenting on performance?; Have your leaders direct your attention toward failure to meet the standard?; Do your leaders closely monitor my performance for errors?; Do your leaders spend his/her time looking to 'put out fires'?.


Respondents confirmed that in conjunction with management-by-exception (active); leaders within ANOPA+ rely heavily (up to 90% daily usage) on keeping track of members mistakes and keeping an eye on deviations from standards set at the strategic planning workshops. Respondents also negatively commented on leaders' behaviour, because leaders mainly search for mistakes before commenting on the performance. Respondents added that most of the time, leaders directed their attention to the members' failure to meet standards. In general, most of the respondents believed that ANOPA+'s leaders focused on immediate problems

instead of looking the core problems. As a result, they did not prevent the same problem from happening again within the organisation. The following comments reflect some perspectives in this regard:

Leaders within ANOPA+ actively monitor the work of their members, watch for deviations from rules and standards and good enough to undertake a corrective action to prevent mistakes.

(Staff member, female interview respondent, age 35, interview conducted on, January 26, 2015).

Leaders intervene when members do not meet acceptable performance levels, and initiate corrective action to improve performance.

(Volunteer, female interview respondent, age 36, interview conducted on, January 26, 2015).

Leaders they never stop to analyse the root cause of the problem. Rather, they spend all their time putting out fires.

(Staff member, male interview respondent, age 37, interview conducted on, January 27, 2015).

Responses indicated that management-by-exception (active) is a common practice with ANOPA+ leaders. They actively monitored the work of their members, watched for deviations from rules and standards and were always ready to take corrective action to prevent mistakes. The leaders over-emphasised short-term goals, and did not make an effort to enhance followers' creativity and the generation of new ideas.

7.2.2.3. Management-by-exception (passive)

According to Bass (1985) leaders who engage in passive management by exception wait to intervene until serious mistakes are made and brought to their attention. They are described by their followers as late respondents. In an attempt to understand the existence of management-by-exception (passive) different types of questions were raised. These included: Do your leaders wait things have to go wrong for him/her to

take action?; Do your leaders fail to intervene until problems become serious?; Do your leaders work below minimum for him/her to make improvements?; Do your leaders wait until problems become chronic before he/she takes action?; and Do your leaders require failure to meet objective for his/her to take action?.

A range of views was expressed by respondents. For example, interviewees explained that ANOPA+'s leaders sometimes intervened when standards were not met and only took action after rules had been broken or mistakes made. Some respondents indicated that few executive leaders within ANOPA+ showed the presence of a sort of passive leadership which is associated with lower perceived support, weaker organisational ownership, less commitment to take critical actions, and greater workplace impoliteness. In general, ANOPA+'s leaders showed less management-by-exception (passive) leadership style.

To summarise: based on information obtained from several respondents and detailed analysis made, the existence of the transactional leadership style mainly Contingent Reward, Management-by-exception (active) and Management-by-exception (passive), is evident in the context of ANOPA+. According to Bass (1985) the transactional leadership style mainly focuses on the role of supervision, organisation, and group performance that promotes compliance of members through both rewards and punishments. The empirical data analysis clearly indicated that ANOPA+'s leaders were transactional and they gave special attention to members' work and focused on the role of supervision, organisation, and group performance. In general, all these implies that building the capacity of leaders with relevant transformational leadership skills is very crucial for increasing the performance of ANOPA+. A transformational leader style goes beyond managing day-to-day

operations and designs strategies for taking the organisation to the next level of performance and success. As opposed to transactional leadership, the transformational leadership style focuses on team-building, motivation and collaboration with members at different levels of an organisation to accomplish change for the better. Bass (1985) posits that transformational leaders set goals and incentives to push their members to higher performance levels, while providing opportunities for personal and professional growth for the member/employee. The empirical data analysis shows that the leadership behaviour within ANOPA+ appeared to be transactional leadership.

7.2.3. Laissez-faire (non leadership)

According to Bass, (1985) the laissez-faire leader is one who believes in freedom of choice for the employees, leaving them alone so they can do as they want. With the objective to investigate issues pertaining to laissez-faire, informants were asked about the types of leaders. The following questions were raised. Do your leaders respond to urgent questions?; Do your leaders fail to follow up requests for assistance?; Do your leaders avoid making decisions?; Do your leaders resist expressing their views on important issues?; and are your leaders absent when needed?

Respondents indicated that ANOPA+ leaders gave guidance to members and closely monitored the members to make decisions, and the leaders provided the tools and resources needed. Respondents further indicated that group members were to some extent expected to solve problems on their own. On the one hand, informants commented that sometimes ANOPA+'s leaders' failed to follow up requests for assistance, and members noticed that leaders avoided making decisions. On the

other hand, some respondents also commented that ANOPA+'s leaders resisted expressing their views on important organisational issues. In this regard, frequently raised points by respondents included:

...instead, group members are responsible for all goals, decisions, and problem solving. ANOPA+ leaders have little authority within their group, organisation...

ANOPA+ leadership most of the time didn't show trusting of their members to make any kinds of decisions..... And they never brought trained and reliable members into the group or organisation...

ANOPA+ leaders... didn't ensure self-monitoring, problem solving, and producing successful end products...

I don't believe that laissez-faire leadership style is appropriate and applicable in the context of ANOPA+.

As opposed to laissez-faire leaders, ANOPA+ leaders were characterised by involving themselves with their followers and members; in fact, ANOPA+ leaders did not show that sometimes the laissez-faire leadership is the absence of leadership style. However, it has been observed that ANOPA leaders consistently resisted making team or group based decisions. In general, respondents believed that a non-authoritarian leadership style, laissez faire was not an appropriate type of leadership and not applicable in the context of ANOPA+. Respondents believed that they felt they were left alone to respond to their responsibilities and obligations in their own ways.

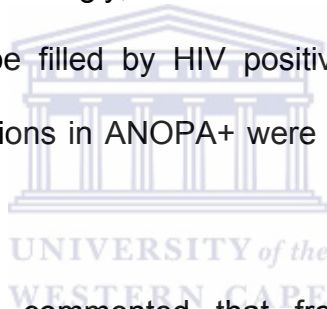
7.2.4. Other leadership styles/quality

7.2.4.1. Leadership entitlement based on HIV/AIDS status

Scandura and Graen (1984) note that a basic premise of assigned leadership is the appointment of people to formal positions of authority within an organisation. In

practice, however, this approach is challenging, partly because little agreement has been reached over what leadership competency actually represents.

In order to assess the appointment of leaders and examine the effect on the leadership performance within ANOPA+, participants were asked various questions. Secondary data analysis showed that ANOPA+ is a regional consortium of PLHIV associations which was initiated by five proactive members. The main purpose of the association was to create an organ of collective voice for better access to prevention, treatment, care and support services, together with a vision to see Addis Ababa free from HIV. Document analysis also indicated that ANOPA+'s mission is to foster the involvement of PLHIVs. Accordingly, the founding members decided that all leadership positions should be filled by HIV positive persons. Respondents also indicated that leadership positions in ANOPA+ were given to individuals based only on their HIV/AIDS status.

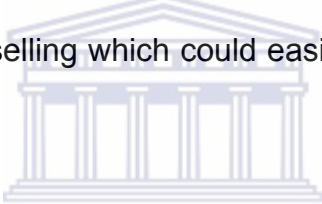


However, most respondents commented that from a leadership perspective, ANOPA+'s leaders struggled to understand and interpret basic leadership concepts. Field data also indicated that leaders within ANOPA+ had very poor leadership skills. For example, participants from staff members said that in ANOPA+ there was a big knowledge gap because most of the leaders were illiterate and had no previous experience for the position. They were only appointed because of their HIV/AIDS status without any assessment of leadership skills and experience which are very important in the leadership position. Accordingly, most participants were not happy about the selection and appointment of leaders in ANOPA+. According to them, other competitive organisations appoint leaders only when they have the necessary qualifications for the position. This is due to the fact that appropriate knowledge and

experience of the leader can be a good guide and point of reference for any kind of leadership position. However, some respondents had different views. For example, one of the respondents said:

I don't have any complaints on the principles of our leaders appointment criteria because that is one of the uniqueness of our organisation.....I feel that our leaders have strong ownership. I do believe that as a guiding principle any kinds of appointment should be based on the HIV status. But I understand that our leaders need training on some basic leadership skills like, staff management, conflict management and communication. These are some of the challenging issues in our organisation. So we can bring knowledge through education (training and coaching) to our leaders.

Respondents also indicated that they could easily receive support from HIV positive leaders when they were sick. In addition, HIV positive leaders always took ownership and provided close peer counselling which could easily give psychological relief. For example:



As a volunteer I have a group of families which I have the responsibility to visit and take care of them.Sometimes I have to tell them my personal experience on how to take the medication which most patients make mistakes and get sick and at the end die..... Because especially for two months the medication makes the feeling very bad; itchy skin and creates nausea that makes the patients hopeless. they really need peer counselling to encourage them by indicating these are some of the steps leaders themselves have gone through in the past.

In principle, I agree with the idea that as a founder of the organisation (ANOPA+), appointing leaders based on HIV/AIDS status is acceptable.However, I believe that they have to be trained with the basic skills of leadership, so that they can bring change to the organisation and motivate members.

The above evidence shows that almost all participants believed that in order to overcome the existing challenges of leadership within ANOPA+, appropriate/basic leadership skills should be provided to the leaders. This would help them get the knowledge and necessary qualities of a good leader to lead the organisation.

7.3. ANOPA+'s leadership/management

7.3.1. Key leadership issues

With a view to investigating the existence of key strategic issues pertaining to ANOPA+'s leadership, informants were asked several questions. Accordingly, respondents indicated that ANOPA+'s management had been considering revising key strategic issues on the situation of HIV and its response analysis, assessment results, the current and emerging needs. In addition, capacity building, resource mobilisation, networking, service delivery in the prevention, care and treatment areas were the main areas that the participants recommended as key strategic issues that ANOPA+ should focus on in the future.

Most respondents also indicated that in ANOPA+ leadership's responses to HIV/AIDS to date, and implementation capacity in all sectors and at all levels had been the major stumbling block. In this regard, respondents indicated that capacity building must be an important strategic component of HIV prevention, control as well as care and support activities. Most respondents agreed that ANOPA+ leadership had a capacity limitation in terms of fighting against HIV/AIDS in the city. In this regard, some of the respondents indicated that:

Strengthening the capacity of ANOPA+ leadership and its associations is of paramount importance in the implementation of the strategic plan by creating an enabling organisational environment and empowering and capacitating them in leadership and programme management areas...

(Interview respondent, age 48, interview conducted on, January 27, 2015)

...leadership capacity building of the Network and the member associations has to be an important strategic issue for ANOPA+ in HIV prevention, control, care, and support intervention.

(Interview respondent, age 45, interview conducted on, January 27, 2015)

As many as 98% of the respondents agreed that the leaders lacked capacity in planning, monitoring and evaluation, and implementation skills. In this regard, participants suggested that governance, leadership, organisational structure, and human resource management should be addressed and given special attention by ANOPA+ leaders. This could be done during the strategic period so as to meaningfully contribute to the regional efforts to fight HIV and AIDS and their impact.

More than 85% of the respondents pointed out that resource mobilisation is an important strategic issue to which ANOPA+ leaders and members need to give particular attention. Considering this, participants suggested that ANOPA+ and its constituents should continue mobilising resources from funding agencies and other sources for HIV prevention, care, and treatment and support services. Moreover, it was suggested that leaders should undertake networking in collaboration with member associations and devise different fund raising strategies and conduct such activities with unprecedented rigor. Respondents also indicated that with increasing demand and the expanding scope of interventions, ANOPA+ leaders should explore long-term financing mechanisms through designing competitive proposals and other alternative fund raising activities.

Parker and Aggleton (2003) note that the impact of HIV/AIDS on the economy of any nations is very high. They also indicate that HIV/AIDS has important social and cultural dimensions. The majority of respondents also commented that HIV/AIDS is not merely a health issue, but that it also has social-cultural, and socio-economic dimensions. It requires the active and persistent involvement of all sectors at all levels. The involvement of a range of Government Organisation sectors, NGOs, community based organisations, private sector, and the community in the fight

against the epidemic is crucial and requires effective coordination, partnership and networking mechanisms.

Almost all respondents confirmed that ANOPA+'s leaders coordination, partnership and networking between stakeholders and programmes strengthen the effectiveness of the HIV and AIDS interventions, avoid resource wastage and duplication of efforts, and enhance success through documenting best practices and research findings. It also makes effective use of technical support and ensures a smooth flow of funds and information dissemination. Based on the information obtained from several respondents, ANOPA+ leaders should give special attention to coordination, partnership and networking at all levels of planning and operation in order to bring about effective coordination and synergy through the active participation of all stakeholders. In line with this, it was also suggested that organising consultation workshops/meetings, joint problem identification, information sharing, planning, implementation, monitoring and evaluation should be conducted with key actors in order to strengthen the coordination and networking activities.

Informants also indicated that people living with HIV/AIDS have tremendous power and influence in teaching about HIV/AIDS from their personal and social experience. The involvement of PLHIVs in the fight against HIV/AIDS had been quite encouraging and had contributed a great deal towards openness and a reduction of stigma, denial and discrimination. According to them, the continued involvement of PLHIVs as a strategic resource should significantly contribute to the reduction of the spread of HIV/AIDS and the improvement in the quality of life of people living with the virus. However, some respondents indicated that there were gaps within ANOPA+ in the effective implementation of projects and programmes.

Respondents indicated that for the effective implementation of projects, ANOPA+ leaders should create a conducive policy and programme environment for its members and associations through advocacy, sensitisation to effective practices, and familiarising stakeholders on networking. Furthermore, they believed that ANOPA+ leaders should organise sensitisation and advocacy workshops/activities on HIV prevention and control activities, and conduct community conversations on stigma and discriminations at communities, schools and workplaces.

Information obtained from respondents during the in-depth interview indicates that the spread of HIV and AIDS is accelerated by the intricate interplay of various dimensions: individual and collective vulnerability stemming from behavioural, social, economic and cultural realities of the society. Analysis of field data also indicated that working on the prevention, care and treatment areas in the battle against HIV and AIDS should be a key strategic issue for ANOPA+ and its constituencies, in order to reduce new infections, promote care and support service delivery to PLHIVs, to promote VCT, ensure the sustainability and ART adherence and treatment services, and to decrease the socioeconomic impacts of the virus on the infected and affected people.

From the above analysis, one can understand that ANOPA+ leaders should play a role in ensuring that affordable, accessible and quality HIV services are provided for people infected and affected by HIV so that new infections are prevented, AIDS deaths are averted, and quality of life is improved. To this end, it is imperative that leaders have a more meaningful engagement with PLHIVs and their associations in service delivery. Given the requisite resources, ANOPA+ leaders, through its members, have a comparative advantage to increase coverage and improve the

quality of HIV prevention, treatment, care and support services using feasible and cost-effective strategies. Respondents also indicated that leaders should create a demand for and uptake of services through prevention, treatment, home-based care, and income generation activities.

7.3.2. Leadership mandate analysis

When asked about the leadership mandate for codifying laws, regulations, or decrees, respondents indicated that mandates are formally defined in the Ethiopian laws and regulations for charity organisations such as the Ethiopian charity organisations. Most respondents also explained that the motive behind the establishment of ANOPA+ is to provide a forum, and an organ to represent PLHIV associations. In addition, to help them use their collective voice to the betterment of their lives in response to prevention, treatment, care and support. Respondents also indicated that ANOPA+ is a registered legal entity with the charities and society's agency as per the new proclamation of the nation. They further indicated that *'Currently, the consortium represents 20 PLHIV associations embracing 11,829 PLHIVs within them.'* The purpose of ANOPA+'s existence and the mandate to operate in the interest of PLHIVs and their associations, emanates from its strong belief in HIV/AIDS positive peoples' capacity and deeper understanding of the causes and consequences of HIV and AIDS.

ANOPA+'s members and volunteers indicated that this was their opinion, and views on the specific mandate of ANOPA+. Several respondents indicated that the more specific mandate of ANOPA+ leaders should include:

...facilitating information exchange and experience sharing between member associations.

Support the effort under way in the national and regional [groups] to prevent and control the spread and impacts of HIV/AIDS.

Encourage PLHIV to fight stigma and discrimination.

Promote and realise GIPA with and for marginalised PLHIVs for their rights, and access to resources at local, national and international levels.

...empowering vulnerable and marginalised women, OVC, youth, PLHIVs and people in disability plus HIV positive

Build capacity of PLHIVS associations, OVCs due to HIV/AIDS and vulnerable groups through institutional capacity building and strengthening their economic status of PLHIV and affected families.

...resource mobilisation, mapping and allocation to scale up the efforts of member associations.

7.3.3. Leadership, monitoring and evaluation

Respondents believed that strengthening information management, monitoring and evaluation system of an organisation is vital to record, transfer, analyse, communicate, and use data and information to manage programme activities and services. They indicated that it is also an important factor for organisational success. Furthermore, strengthening the information, monitoring and evaluation system improves the quality and timely delivery of its programme, and promotes the credibility of ANOPA+ among its constituents and stakeholders. In this regard, respondents believed that an appropriate information management; monitoring and evaluation system is imperative for ANOPA+ and its member associations in order to be able to monitor activities continuously, to support accuracy and timely decision making, and to allow them to assign resources where they will have the greatest impact. Thus, it was also suggested that leaders should strengthen the documentation, monitoring and evaluation system of ANOPA+ and its member associations through training and technical assistance.

7.3.4. Leading programme management

In order to understand and analyse programme management within ANOPA+, respondents were asked about their experiences, attitudes and perceptions. An interview held with the members indicated that ANOPA+ has a three-tier structure with a general assembly at the top of the structure. The general assembly acts as a supreme governing body comprised of two people drawn equally from each constituency. There is a seven-member executive board which deals with policy matters and provides overall direction and is elected by the general assembly. There is a secretariat headed by an executive director, responsible for the day-to-day activities of the network.

It was also mentioned by most of the respondents that ANOPA+ has also well-established human resource management, financial management, M&E systems and procedures to effectively manage different programmes and projects. Respondents added that there should be a transparent financial and programme reporting system that depicts a clear picture of how-and-where funds should be allocated and expended. According to them, an automated and frequent monitoring system for ensuring the accurate and timely reporting of project tasks is very important.

Eighty-five percent of the respondents confirmed that programme management of ANOPA+ has its own structure of organisation management through which the association carries out different activities. ANOPA+ leaders are responsible to lead and manage the overall implementation, coordination, monitoring, supervising and evaluation of the different projects under implementation through its member associations. Respondents also pointed out that programme monitoring should be carried out on a regular basis through M&E, and programme departments. Various

departments also have the responsibility of providing technical support, and providing direction for the effective implementation of projects. The majority of respondents commented that ANOPA+ leaders need basic leadership skills in order to be successful.

7.3.5. Monitoring and Evaluation (M&E)

In order to investigate issues pertaining to M&E, informants were asked about the types of monitoring and evaluation which they had seen throughout the programme implementation. Several respondents agreed that the M&E system helped the organisation to reveal how all interventions, strategies, and programmes contributed to the targeted goal of the organisation. Respondents also indicated that M&E tracked not only what is being done in the organisation, but also gave direction for future corrective actions. A few respondents also commented that by using data from the monitoring and evaluation activities the organisation may be better positioned to share lessons learned that would promote sound programming initiatives. In that way ANOPA+ leaders should be in a better position to examine and analyse the impact, cost-effectiveness, and quality of interventions being provided in order to predict and compare outcomes for future programmes and to identify areas most in need of physical and technical assistance.

Respondents also acknowledged that the strategic plan should be designed to effectively engage in the campaign against the prevention and control of the spread of HIV, and to mitigate its impacts for the following two years (2016 and 2017). Up to 89% of the respondents indicated that ANOPA+ leaders should use M&E as an indispensable management function and strategy, managing resources and

delivering the promised intervention, and determining the result and success of projects.

In this regard, ANOPA+ leaders should also undertake the follow-up implementation of the strategic plan with a view to realising its effectiveness in collaboration with the relevant aforementioned stakeholders. Some commented that the ANOPA+ secretariat has also the responsibility to periodically monitor the progress of implementation and extend supportive supervision to associations. Respondents acknowledged that their ANOPA+ leaders should be responsible to coordinate and lead internal and external evaluation of programmes output and outcome. To facilitate these the M&E department should gather information on a monthly basis, analyse quarterly and submit to the secretariat.

More than 75% of respondents believed that for the effective implementation of this strategic plan, regular supportive supervision, leaders meetings, reports, and evaluation at every end of budget period should be conducted by leaders. Furthermore, performance reports should be collected monthly from associations and presented at the monthly staff review meeting, and should be accompanied with a monthly action plan for each department. Moreover, a project performance report should be compiled according to agreements signed by the respective donors. The M&E department should also take on responsibility of compiling the aggregate report according to the annual budget year period. They added that the ANOPA+ M&E manual of should be revised in order to track input, process, outcome, and impact indicators resulting from the implementation of this strategic plan.

7.4. Chapter summary

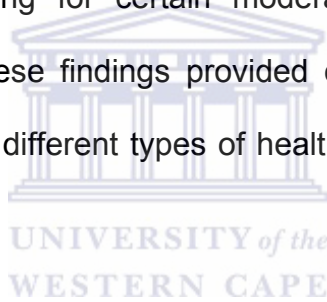
The main purpose of this assessment was to investigate if there are any transactional, transformational or traditional leaders and why particular styles have become dominant, and to identify the sources of the influence of leaders on members and put forward suggestions in terms of improving the leadership style within ANOPA+. Accordingly, six issues were the focus of this assessment, namely: (a) investigating the existence of transformational leadership, b) examining the existence of transactional leadership, c) assessing the existence of laissez-faire (non leadership), d) identifying the key strategic leadership strategic issues and mandates (e) assessing the leadership, monitoring and evaluation, and (f) measuring programme management and monitoring and evaluation.

This chapter has clearly indicated that transformational leadership is an important element in bringing about successful social and economic development in the context of ANOPA+. Through qualitative analysis, the study established that with charisma, individualised consideration, intellectual stimulation and inspirational motivation, transformational leaders have great potential to promote performance beyond expectations and to effect enormous changes within ANOPA+. In general, the study showed that the transformational leadership style is a form of leadership that would be very well suited to these current times which are characterised by uncertainty, global turbulence and organisational instability. Most respondents agreed that transformation within ANOPA+ needs to be accompanied by capacity building and leadership training. The next chapter presents the research conclusions and recommendations. .

Chapter 8: Conclusions and Recommendations

8.1. Introduction

This study was begun with the broader aim of examining members' perceptions of their leaders', using a selected case study organisation, i.e. Non-profit Sector (ANOPA+) in Ethiopia. Accordingly, a scientific method of assessment was carried out to understand if there were any transformational, transactional and laissez-faire leadership styles in the selected NGO. An analysis of the leadership styles was completed using the Multifactor Leadership Questionnaire (MLQ Form 5X), with the objective of integrating the diverse findings; computing an average effect for different leadership scales, and probing for certain moderators of the leadership style-effectiveness relationship. These findings provided evidence regarding the role of transformational leadership in different types of health related NGOs in general and in ANOPA+ in particular.



This chapter provides general conclusions and recommendations related to the research topic. Moreover, some lessons learnt from the experiences in Addis Ababa Network of PLHIV Associations (ANOPA+) in Ethiopia, and guidelines for further research activities in terms of this broad topic will be presented below.

8.2. Conclusion

With transformational leadership leaders motivate followers to attain more than they thought possible by addressing inspiration to their followers self esteem to go beyond self-centred interests (Bass, 1985; Bass & Avolio, 1994, 2004; Nikezic, Puric & Puric, 2012). It is also believed that transformational leadership is a relationship between a leader and followers based on certain leader characteristics and behaviours seen by

subordinates, such as motivational stimulation, intellectual inspiration, and individual reflection (Bass and Avolio, 1994; 2004).

It is a leadership style where leaders inspire their followers in order to feel that they have a motivation or a calling for their particular work. Working with transformational leaders, employees feel more satisfied with their particular jobs. This is due to the fact that employees consider that they are performing necessary work for leaders who value their contributions.

The focus of this research was based upon with fundamental and empirical research question *“Based on members’ perceptions, is there any transformational, transactional and/or laissez-faire leadership within (ANOPA+)?”* Within the limited scope of this study, the research was successful in pointing out members’ perceptions indicating deficient transformational leadership and the prominence/existence of transactional leadership style within (ANOPA+). Investigations conducted throughout the research process also clearly indicated that transformational leadership provides strong support in terms of responding to the needs of leadership in health related NGOs in Ethiopia. In general, the research outcomes clearly indicated that transformational leadership has a positive effect in terms of promoting effective and efficient leadership in health related NGOs in Ethiopia. A summary of the major findings of the research is presented below.

8.3. Summary of research findings

This research identified five interrelated findings that will promote the successful implementation of leadership within the context of health related NGOs in general and ANOPA+ in particular. The following is a summary of the major findings.

First, the empirical research indicated that members' perceptions of ANOPA+ leaders with regard to the major qualities of the transformational leadership, Idealised Influence (behaviour); Idealised Influence (attributed), Inspirational Motivation; Intellectual Stimulation; Individualised Consideration, are found to be very low. This indicates that an overall assessment of leaders by ANOPA+ members shows there is failure to use, or a lack of proper understanding of, transformational leadership skills. ANOPA+s members also believed that the absence of important qualities of transformational leadership has a significant implication on the effectiveness and success of the organisation. As Bass (1991) indicated, transformational leaders motivate, empower, and intellectually inspire their followers. Bass also argued that through intensive and regular training, leaders can obtain the necessary skills to become transformational leaders.

Second, this empirical research revealed that the dominant leadership style within ANOPA+ is transactional leadership. This is evidenced by both quantitative and qualitative data analysis, which shows that the major components of transactional leadership, e.g. contingent reward, management-by-exception (active), and management-by-exception (passive) exist in all the activities of the leaders. Members' assessment of their leaders was evidenced by high mean ratings of the components of transactional leadership. In this regard, scholars in the field such as Avolio and Bass, cited in AlHarthi, et al. (2013:170) recommended that the:

greater mean score on any of the leadership dimensions would most likely represent the groups or individuals preferred leadership styles.

Third, this empirical research confirmed that there was no statistically significant difference between the perception of staff and volunteers regarding the leadership

style within ANOPA+. At the 5% level of confidence t-test carried out, the result for transformational, transactional and laissez-faire, were 0.93, 0.488 and 0.129, respectively. Hence, there is no statistically significant relationship. This result shows that both staff members and volunteers have the same perception of their leaders, i.e. transformational, and transactional leadership models' style as well as about the perceived leadership outcomes, such as extra effort, effectiveness, and satisfaction.

Fourth, the field data assessment showed that HIV/AIDS status is the crucial criteria for appointment as a leader in ANOPA+. However, ANOPA+ members believed that effective leaders should have a combination of the knowledge, skills and competencies that followers use to perform their day-to-day work. The study also showed that leaders must have demonstrated leadership skills so that they can promote organisational effectiveness, such as the willingness and ability to align with the needs, priorities and goals of the organisation.

Fifth, the study showed that the participation of women in leadership position within ANOPA+ is very low. In this regard, Hora (2014) noted that women in the Ethiopian context traditionally have been excluded from decision making processes. This empirical study also revealed that the main reasons for women's exclusion is the patriarchal system in Ethiopia, which some felt could be a barrier for women's participation and inclusion in decision making process. Eagly and Johannesen-Schmidt (2001) argue that compared to men, women leaders demonstrate most of the components of the transformational leadership qualities. According to them, these leadership qualities are rated by managers, subordinates, peers and supervisors. Members also suggested that there is a need to eliminate gender stereotypes in leadership positions in ANOPA+.

It is thus concluded from the above-mentioned findings that the existing leadership style within ANOPA+ was deficient as it was not entirely transformational leadership, and this will have a negative impact on the leadership outcomes, i.e. extra effort, effectiveness and satisfaction.

8.4. Recommendations

Based on the above findings on the transformational leadership and health related NGOs in Ethiopia: members' perspectives of their leaders: a case study of the **Addis Ababa Network of PLHIV Associations (ANOPA+)** in Ethiopia, the following recommendations are provided to further refine and bring about improved leadership of ANOPA+ in particular and the health related NGOs in Ethiopia in general.

- The transformational leadership style draws on various capabilities and approaches to leadership, crafting distinct rewards for the organisation. A leader applying this method possesses honesty, sets a good example and clearly articulates the goal of the organisation to his followers. In general, the leader inspires people to look outside their own interests and focus on the interests the organisation. This research suggests that transformational leadership qualities are very important for leaders in the context of ANOPA+. Hence, it is recommended that ANOPA+'s leaders must be trained in transformational leadership qualities. Bass (1991:27) noted that, *'Transformational leadership can be learned, and it can- and should- be the subject of management training and development. Research has shown that leaders at all levels can be trained to be charismatic.'*

- The findings of the study show that leaders in ANOPA+ are usually appointed based on their HIV/AIDS status. Hence, it is recommended that the appointment of leaders in ANOPA+ should be revised, taking qualifications and expertise into consideration. In addition, ANOPA+ leaders' appointment should not be based on the HIV/AIDS status, rather a leader should have the necessary professional and practical experience.
- Despite their proven abilities as leaders and agents of change, women are under-represented in leadership positions of ANOPA+. Hence, it is recommended that ANOPA+'s leadership appointment criteria must consider these qualities of women and accommodate them in leadership positions to increase women's participation in the decision making process.
- It is also recommended that information on best practices and the outcomes of transformational leadership and health related NGO programmes in Ethiopia be published and disseminated using publications, journals and other media.

8.5. Areas for further research

Transformational leadership is a process where leaders and their followers work together to reach the higher levels of organisational successes. The context of this study should be seen as the emerging discourse around the transformational leadership and health related NGOs in Ethiopia. Detailed comparative studies that look into the interplay between the transformational leadership and health related NGOs in Ethiopia at national, provincial and local level should be undertaken.

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Please mark your preferred answer with an (x) and mark only one answer per question.

A: Biographical data

1. Gender

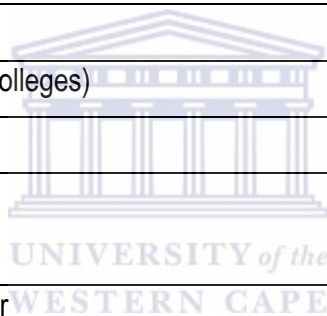
1	Male	
2	Female	

2. Age

1	15 – 35 (youth)	
2	36 – 45 (adult)	
3	46 – 60 (senior citizen)	
4	Above 60 (veteran)	

3. Level of education

1	Less than matric	
2	Matric	
3	Tertiary (University, colleges)	
4	No formal schooling	



4. Position

1	Chief Executive Officer	
2	Programme/project Officer	
3	HIV/Aids volunteer	
4	Administrative staff	
5	ANOPA+ member	
5	Others	

4.2. Members **perceptions of** leadership behaviours

A). TRANSFORMATIONAL LEADERSHIP

Idealized Influence (attributed);

1. Goes beyond his/hers self-interest for good of others

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
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2. Builds my respect by his/her actions

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
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3. Instils pride in being associated with him/her

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
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4. Displays extraordinary talent f competence

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
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Idealized Influence (Behaviour),

5. Emphasizes importance of commitment to beliefs

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
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6. Takes a stand on difficult issues

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
----------------	---------------------	--------------	-----------------	------------------------------

7. Displays conviction in his/her ideals, beliefs, values

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
----------------	---------------------	--------------	-----------------	------------------------------

8. Talks to me about his/hers most important values, beliefs

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
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Inspirational Motivation (IM).

9. Talks optimistically about future

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
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10. Envisions exciting new possibilities

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)

11. **Talks enthusiastically** about what needs to be accomplished

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
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12. **Expresses confidence** that goals will be achieved

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
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Intellectual Stimulation (IS)

13. **Re-examines** critical assumptions to questions whether they are appropriate

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
----------------	---------------------	--------------	-----------------	------------------------------

14. Seeks differing perspectives when solving problems

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
----------------	---------------------	--------------	-----------------	------------------------------

15. Gets me to **look at problems** from many different angles

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
----------------	---------------------	--------------	-----------------	------------------------------

16. **Suggests new ways** of looking at how to complete assignments

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
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Individualized Consideration (IC)

17. Treats me as individual with different needs, abilities

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
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18. Focuses me on developing my strengths

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
----------------	---------------------	--------------	-----------------	------------------------------

19. Treats me as individual rather than just a member of the group

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
----------------	---------------------	--------------	-----------------	------------------------------

20. Spends time teaching/coaching me

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
----------------	---------------------	--------------	-----------------	------------------------------

B). TRANSACTIONAL LEADERSHIP

Contingent reward

21. Tells me what to do to be rewarded for effort

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
----------------	---------------------	--------------	-----------------	------------------------------

22. Works out agreements with me on what I will receive

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
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23. Negotiates with me about what I can expect to receive

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
----------------	---------------------	--------------	-----------------	------------------------------

24. Makes sure I receive rewards for achieving targets

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
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Management-by-exception (active)

25. Keeps track of my mistakes

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
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26. Focuses attention on mistakes, deviations from standards

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
----------------	---------------------	--------------	-----------------	------------------------------

27. Searches for mistakes before commenting on performance

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
----------------	---------------------	--------------	-----------------	------------------------------

28. Directs his/her attention toward failure to meet standard

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
----------------	---------------------	--------------	-----------------	------------------------------

Management-by-exception (passive)

29. Things have to go wrong for him/her to take action

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
----------------	---------------------	--------------	-----------------	------------------------------

30. Fails to intervene until problems become serious

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
----------------	---------------------	--------------	-----------------	------------------------------

31. Work falls below minimum for him/her to make improvements

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
----------------	---------------------	--------------	-----------------	------------------------------

32. Problems become chronic before he/she takes action

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
----------------	---------------------	--------------	-----------------	------------------------------

LAISSEZ-FAIRE (NON LEADERSHIP)

33. Delays responding to urgent questions

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
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34. Fails to follow up requests for assistance

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
----------------	---------------------	--------------	-----------------	------------------------------

35. Avoids making decisions

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
----------------	---------------------	--------------	-----------------	------------------------------

36. Is absent when needed

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
----------------	---------------------	--------------	-----------------	------------------------------

Outcomes of Leadership for Individuals

Extra Effort

37. Get others to do more than they expected to do

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
----------------	---------------------	--------------	-----------------	------------------------------

38. Heighten others' desire to succeed

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
----------------	---------------------	--------------	-----------------	------------------------------

39. Increase others' willingness to try harder

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
----------------	---------------------	--------------	-----------------	------------------------------

Effectiveness

40. Effective in meeting others' job-related needs

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
----------------	---------------------	--------------	-----------------	------------------------------

41. Effective in representing their group to higher authority

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
----------------	---------------------	--------------	-----------------	------------------------------

42. Effective in meeting organisational requirements

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
----------------	---------------------	--------------	-----------------	------------------------------

43. Leads a group that is effective

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
----------------	---------------------	--------------	-----------------	------------------------------

Satisfaction

44. Uses methods of leadership that are satisfying

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
----------------	---------------------	--------------	-----------------	------------------------------

45. Works with others in a satisfactory way

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
----------------	---------------------	--------------	-----------------	------------------------------

THANK YOU FOR YOUR TIME 😊

Face to Face Interview Questions, (Members/active volunteers)

A. Kind of leaders (Q1: What kind of leaders have emerged in ANOPA?)

- How do you evaluate/think about the leadership emerged within ANOPA?
- Do you think your leaders are more transparent and accessible to resolve issues? If yes, how?
- Are they flexible or rigged in terms of decision making? How?
- How do leaders consider an individual as having different needs, abilities, and aspirations from others?

B: Leaders' interaction (Q2: To assess how leaders interact with members)

- Do you make frequent and regular meetings with your leaders? If yes, how?
- Do the leaders transparent in dealing various issues within your organization? If yes, how?
- How do leaders within ANOPA spend time teaching and coaching of members? If yes, how?
- Do you think leaders go beyond self-interest for the good of the group? Why?

C: Members perception of their leaders (Q3: To understand what members think of their leaders)

- How to you perceive about the leadership in ANOPA?
- Give your opinion about leaders in ANOPA dealing with mistakes, complaints, and failures
- What is your impression about leaders in ANOPA about considering an individual as having different needs, abilities, and aspirations from others

D. Transformational leaders (Q4: To assess if there are any transformation leaders and why particular styles have become dominant and to identify the sources of influence of leaders towards members)

- Explain how leaders in ANOPA go beyond self-interest for the good of the group?
- Can you suggest new ways of looking at how to leaders influence towards members?
- How do you evaluate leaders in ANOPA expressing of satisfaction when others meet expectations?

E. Transactional leadership (Q5: To assess if there are any Transactional leaders and why particular styles have become dominant and to identify the sources of influence of leaders towards members)

- Do leaders tell standards that you have to know to carry out your work? If yes, how?
- Do your leaders satisfied when you meet agreed upon standards? If yes, how?
- **Do ANOPA's** leaders clearly clarify the responsibility for achieving targets? If yes, how?
- Do you think leaders in **ANOPA** provide recognition/records when you reach the goals? If yes, how?

F. Traditional leadership (Q6: To assess if there are any Traditional leaders and why particular styles have become dominant and to identify the sources of influence of leaders towards members)

- **Do your** leaders supervise your work regularly and take control over your work? If yes, how?
- How your leaders see women participation in leadership?
- **ANOPA's** leaders believe to be trained and change or they think they are born as a leader? How?

THANK YOU FOR YOUR TIME

Face to Face Interview Questions (Leaders)

A). ANOPA's establishment and general

- When and how ANOPA established?
- Does ANOPA has members? If yes, who is eligible for membership and quantify the members?
- How it looks like the organizational structure of ANOPA? (Roles, responsibilities, accountability, etc..)
- What other formal organizations perform related services in Addis?
- Which of the formal organisations do you consider the most important in Addis?



B). Characteristics and service delivery

- What are the characteristics and the unique behaviour of ANOPA?
- What types of services ANOPA provide to the community?
- What are the major achievements of ANOPA as of today?
- What is the major weakens of ANOPA to undertake its services?

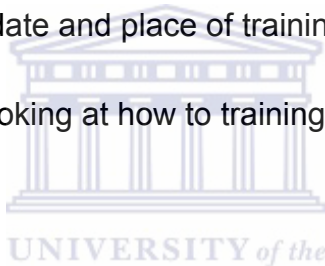
C). Resources mobilization and links with other stakeholders

- Does ANOPA raise any budget? If yes, how?

- Quantify in terms of financial resources mobilized by ANOPA for programme achievement.
- Do the NGO have link with stakeholders and any recognition by other outside agencies? If yes, how?
- Is the NGO successful in obtaining access to outside resources and services?
- Do the NGO interact with government offices, If yes, how?

D). Leaders capacity building training

- Do leaders go for leadership capacity building training programme? If yes, how?
- Can you give the type, date and place of training of leaders and leadership?
- Suggest new ways of looking at how to training of leaders and leadership.



THANK YOU FOR YOUR TIME

Annex-4: Letter of consent for survey questionnaire



University of the Western Cape

Private Bag X17, Bellville 7535, Cape Town, South Africa
Telephone : (021) 959 3858/6 Fax: (021) 959 3865
E-mail: pkippie@uwc.ac.za or gregruiters@uwc.ac.za

Letter of consent for Survey Questionnaire

Title: Transformational Leadership and health related NGOs in Ethiopia: members' perspectives of their leaders: a case study of Addis Ababa Network of PLHIV Associations (ANOPA+)

Researcher: Berhane Dinbabo

1. I confirm that I have read and understood the information sheet explaining the above research project and I have had the opportunity to ask any questions about the project.
 2. I understand that my participation in this study is voluntary. I am free not to participate and have the right to withdraw from the study at any time, without having to explain myself. I am aware that this interview might result in research which may be published, but my name may be/ not be used.
 3. I understand my response and personal data will kept strictly confidential. I gave permission for members of the research team to have access to my anonymised responses. I understand that the information derived from this research is confidential and treated as such.
 4. I agree that the data collected from me to be used in the future research.
- I agree to take part in the above research project.

Name of the participant:.....Signature..... Date

If you have any questions about the research study itself, please contact my supervisor Prof Greg Ruiters at the School of Government (SOG), University of Western Cape on his email address is: gregruiters@uwc.ac.za

Annex-5: Information sheet for study participants

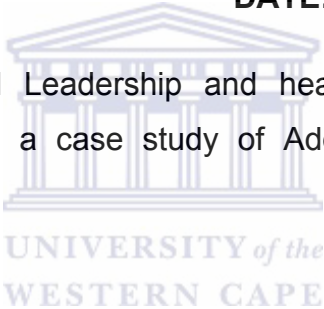


University of the Western Cape

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Telephone : (021) 959 3858/6 Fax: (021) 959 3865
E-mail: pkippie@uwc.ac.za or spenderis@uwc.ac.za

INFORMATION SHEET FOR STUDY PARTICIPANTS

DATE: _____

Study title: Transformational Leadership and health related NGOs, members' perspectives of their leaders: a case study of Addis Ababa Network of PLHIV Associations/ANOPA+/.


Purpose of the study: Thesis for the award of Masters of Arts in Development Studies

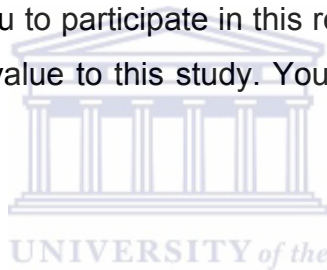
What is this study about?

My name is Berhane Dinbabo, a student at the University of Western Cape in South Africa.

I am conducting a research to explore Transformational Leadership and health related NGOs, members' perspectives of their leaders: a case study of Addis Ababa Network of PLHIV Associations/ANOPA+/. It is believed that the results of this study will help to get background information and insights on understanding the case study

NGO and explore the characteristics and structure of the HIV programme implementation strategy; assessing if there are any transformational, transactional and laissez-faire leadership styles and why particular styles have become dominant, and to identify the sources of the influence of leaders on members; determining whether there is a relationship between the volunteers' perception of their leaders, i.e. transformational, and transactional leadership models' style and perceived leadership outcomes, i.e. extra effort, effectiveness, and satisfaction; examining if there is a statistically significant difference between staff and volunteers' perceptions of their leaders within ANOPA+ and providing relevant conclusions and recommendations for stakeholders involved in the health related NGOs in Ethiopia and in ANOPA+ in particular

In view of this, I am inviting you to participate in this research project, and your ideas and opinions will be of great value to this study. Your participation and input will be highly appreciated.



What will I be asked to do if I agree to participate?

If you agree to participate in this research project, you will be asked to fill in a questionnaire aimed to assess the link between international migration and remittances. The questionnaire will take about 45 minutes to 1 hour to fill in.

Would my participation in this study be kept confidential?

All your personal information, including your name will be kept confidential and will not be disclosed to anyone. Only pseudonyms will be used in the final report and in all published reports to protect your privacy. Your identity will be protected to the maximum extent possible. This research project involves making audiotapes and

photographs of you. All information obtained from the interview will be treated with strict confidentiality and will be used for research purposes only. The questionnaires will be kept securely in a locked filing cabinet in my research room that will only be accessed by me. Furthermore, you and I will be asked to sign a consent form that binds me to keep to what we would have agreed upon.

What are the risks of this research?

There are no known risks associated with participating in this research project.

What are the benefits of this research?

This research is not designed to help you personally, but the results may help the researcher to learn more about the Transformational Leadership and health related NGOs, members' perspectives of their leaders: a case study of Addis Ababa Network of PLHIV Associations/ANOPA+/
...



Do I have to be in this research and may I stop participating at any time?

Your participation in this research is completely voluntary. You may choose not to take part at all. If you decide to participate in this research, you may stop participating at any time. If you decide not to participate in this study or if you stop participating at any time, you will not be penalized or lose any benefits to which you otherwise qualify.

Is any assistance available if I am negatively affected by participating in this study?

This research will not expose you to any harm as a result of your participation.

What if I have questions?

If you have any questions feel free to contact Mrs Berhane Dinbabo, the researcher. My phone number is +251119252343 (in Addis Ababa, Ethiopia or 0789588906 in South Africa), and my e-mail address is: berhanetd@gmail.com

If you have any questions about the research study itself, please contact my supervisor Prof Greg Ruiters at The School of Government (SOG), University of Western Cape on phone number, his email address is: gruiters@uwc.ac.za

Should you have any questions regarding this study and your rights as a research participant or if you wish to report any problems you have experienced related to the study, please contact:

Professor Julian May

Head of Department: Institute for Social Development
School of Government
University of the Western Cape
Private Bag X17
Bellville 7535

This research has been approved by the University of the Western Cape's Senate Research Committee and Ethics Committee.



UNIVERSITY of the
WESTERN CAPE

OFFICE OF THE DEAN
DEPARTMENT OF RESEARCH DEVELOPMENT

06 August 2014

To Whom It May Concern

I hereby certify that the Senate Research Committee of the University of the Western Cape approved the methodology and ethics of the following research project by:
Mrs B Dinbabo (Institute for Social Development)

Research Project: Transformational leadership and health related
NGO's in Ethiopia: members' perspectives of
their leaders.

Registration no: 14/6/36

Any amendments, extension or other modifications to the protocol must be submitted to the Ethics Committee for approval.

The Committee must be informed of any serious adverse event and/or termination of the study.

*Ms Patricia Josias
Research Ethics Committee Officer
University of the Western Cape*

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1  ***Descriptive statistics tabulation of variables
2
3  ***A: Biographical data
4  tab gender
5  tab age
6  tab education
7  tab position
8
9  ****BB: Reliability test Cronbach's alpha
10
11 alpha av_idbehaviour av_idattributed av_inspirationalmotivation///
12 av_intellectualstimulation av_individualizedconsideration ///
13 av_contingentreward av_managbyexcepactive av_managbyexceptionpassive ///
14 av_laissezfaire av_transformational av_transactionalleadership ///
15 av_laissezfaire av_extraeffort av_effectiveness av_satisfaction ///
16 av_leadershipoutcome, item
17
18
19 ***SUMMARY STATISTICS (MEAN, STANDARD DEVIATION) FOR THE SPECIFIC ATTRIBUTES:
20 ***B. Members perceptions of leadership behaviours
21
22 ***Transformational Leadership
23
24 ***1. Idealized Influence (Behaviour);
25
26 gen av_idbehaviour=(beyond_selfinterest+builds_respect+instils_pride+extraordinary+
remains_calm) /5
27
28 ***2. Idealized Influence (attributed),
29
30 gen av_idattributed=(commitment_beliefs+takes_stand+conviction+important_values) /4
31
32 ***3. Inspirational Motivation (IM).
33 gen av_inspirationalmotivation=(optimistical+envisions) /2
34
35 ***4. Intellectual Stimulation (IS)
36 gen av_intellectualstimulation=(encourages+seeks_perspectives+emphasizes+traditional_way)
/4
37
38 ***5. Individualized Consideration (IC)
39 gen av_individualizedconsideration=(treats_individual+develop_strengths+member+coaching) /4
40
41 *** AVERAGE FOR ALL Transformational Leadership
42
43 ***C. TRANSACTIONAL LEADERSHIP
44 ***6. Contingent Reward
45 gen av_contingentreward=(reward+agreements+negotiates+rewards+exchange) /5
46
47 ***7. Management-by-exception (active)
48 gen av_managbyexcepactive=(track_mistakes+attention_mistakes+searches_mistakes+
toward_failure+monitors_performance+put_outfires) /6
49
50 ***8. Management-by-exception (passive)
51 gen av_managbyexceptionpassive=(go_wrong+fails_intervene+make_improvements+takes_action+
requires_failure) /5
52
53 ***9. LAISSEZ-FAIRE (NON LEADERSHIP)
54 gen av laissezfaire=(delays responding+fails+making_decisions+resists_expressing+absent) /5
55
56
57 ***SUMMARY STATISTICS (MEAN, STANDARD DEVIATION)
58
59
60
61 sum av_idbehaviour av_idattributed av_inspirationalmotivation av_intellectualstimulation
av_individualizedconsideration
62
63 sum av_contingentreward av_managbyexcepactive av_managbyexceptionpassive
64
65 sum av_laissezfaire
66
67
68
69 ***SUMMARY STATISTICS (MEAN, STANDARD DEVIATION) FOR ALL LEADERSHIP BEHAVIOURS
70

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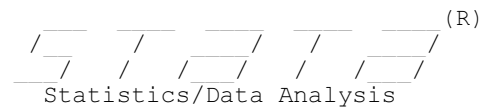
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71
72 ***B. MEMBERS PERCEPTIONS OF LEADERSHIP BEHAVIOURS
73
74 ***1. COMPUTE THE AVERAGE OF TRANSFORMATIONAL LEADERSHIP VARIABLES FOR ALL OBSERVATIONS
75
76 gen av_transformational=(beyond_selfinterest+builds_respect+instils_pride+extraordinary+
77 //
78 remains_calm+commitment_beliefs+takes_stand+conviction+important_values+optimistical+ //
79 envisions+encourages+seeks_perspectives+emphasizes+ //
80 traditional_way+treats_individual+develop_strengths+ //
81 member+coaching) /19
82
83 ***2. COMPUTE THE AVERAGE OF TRANSACTIONAL LEADERSHIP VARIABLES FOR ALL OBSERVATIONS
84
85 gen av_transactionalleadership=(reward+agreements+negotiates+rewards+exchange+
86 track_mistakes+ //
87 attention_mistakes+searches_mistakes+toward_failure+monitors_performance+put_outfires+
88 go_wrong+ //
89 fails_intervene+make_improvements+takes_action+requires_failure) /16
90
91 ***3. COMPUTE THE AVERAGE OF LAISSEZ-FAIRE (NON LEADERSHIP) VARIABLES FOR ALL OBSERVATIONS
92 gen av_laissezfaire=(delays_responding+fails+making_decisions+resists_expressing+absent) /5
93
94 ***4 LEADERSHIP OUTCOMES (Extra effort , Effectiveness & Satisfaction)
95
96 gen av_extraeffort=(do_more+heighten+increase_willingness) /3
97
98 gen av_effectiveness=(effective_meeting+effective_representing+effective_organisational) /3
99
100 gen av_satisfaction=(leads_group+methods_leadership+Work_others) /2
101
102 sum av_extraeffort av_effectiveness av_satisfaction
103
104 ***5. COMPUTE THE AVERAGE OF LEADERSHIP OUTCOMES VARIABLES FOR ALL OBSERVATIONS
105 gen av_leadershipoutcome=(do_more+heighten+increase_willingness+effective_meeting+
106 effective_representing+ //
107 effective_organisational+leads_group+methods_leadership+Work_others) /9
108
109 sum av_leadershipoutcome
110
111 *** 6. Summary
112 sum av_transformational av_transactionalleadership av_laissezfaire av_leadershipoutcome
113
114 ***7. COMPUTE CORRELATION COEFFICIENT BETWEEN LEADERSHIP OUTCOMES, TRANSFORMATIONAL,
115 TRANSACTIONAL AND LAISSEZ-FAIRE LEADERSHIP
116
117 ***Correlation
118 pwcorr av_leadershipoutcome av_transformational av_transactionalleadership av_laissezfaire
119 , star(0.05)
120
121 ***8. Two-sample t test with equal variances for significant mean differences between
122 (Leadership styles and status), i.e(Staff or Volunteer)
123
124 ttest av_transformational, by(status)
125 ttest av_transactionalleadership, by(status)
126 ttest av_laissezfaire, by(status)
127
128 ****9 Status (Staff & Volunteer)
129
130 tabstat av_idbehaviour av_idattributed av_inspirationalmotivation
131 av_intellectualstimulation //
132 av_individualizedconsideration av_contingentreward av_managbyexcepative
133 av_managbyexception //
134 passive av_laissezfare av_transformational av_transactionalleadership av_laissezfaire //
135 av_extraeffort av_effectiveness av_satisfaction av_leadershipoutcome, //
136 stats(mean SD) by(status)
137
138 tabstat av_transactionalleadership av_transactionalleadership av_laissezfaire, stats(mean

```

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sd) by(status)
137
138 ttest av_idbehaviour, by(status)
139 ttest av_idattributed, by(status)
140 ttest av_inspirationalmotivation, by(status)
141 ttest av_intellectualstimulation, by(status)
142 ttest av_individualizedconsideration, by(status)
143 ttest av_contingentreward, by(status)
144 ttest av_managbyexcepactive, by(status)
145 ttest av_managbyexceptionpassive, by(status)
146 ttest av_laissezfare, by(status)
147
148
149 ttest av_transformational, by(status)
150 ttest av_transactionalleadership, by(status)
151 ttest av_laissezfaire, by(status)
152
153
154
155
156
157
158
159
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User: Berhane Dinbabo
Project: MA Thesis (2016)

name: <unnamed>
log: F:\Bere 2015 MA\Final Data & Anal (June 20)\7. Final data analysis (June 20, 2015)
log type: smcl
opened on: 22 Jun 2015, 15:16:01

1 . do "C:\Users\Mulu\AppData\Local\Temp\STD04000000.tmp"

2 . ***Descriptive statistics tabulation of variables

3 .

4 . ***A: Biographical data

5 . tab gender

gender	Freq.	Percent	Cum.
female	41	35.96	35.96
male	72	63.16	99.12
3	1	0.88	100.00
Total	114	100.00	

6 . tab age

age	Freq.	Percent	Cum.
15 - 35 (youth)	34	29.82	29.82
36 - 45 (adult)	64	56.14	85.96
46 - 60 (senior citizen)	14	12.28	98.25
Above 60 (veteran)	2	1.75	100.00
Total	114	100.00	

7 . tab education

education	Freq.	Percent	Cum.
Less than matric	54	47.37	47.37
Matric	26	22.81	70.18
Tertiary (University, colleges)	30	26.32	96.49
No formal schooling	4	3.51	100.00
Total	114	100.00	

8 . tab position

position	Freq.	Percent	Cum.
Chief Executive Officer	8	7.02	7.02
Programme/project Officer	14	12.28	19.30
HIV/Aids volunteer	75	65.79	85.09
Administrative staff	17	14.91	100.00
Total	114	100.00	

9 .

10 .

11 . ***SUMMARY STATISTICS (MEAN, STANDARD DEVIATION) FOR THE SPECIFIC ATTRIBUTES:

12 . ***B. Members perceptions of leadership behaviours

13 .

14 . ***1. Idealized Influence (Behaviour);

```

15 .
16 . gen av_idbehaviour=(beyond_selfinterest+builds_respect+instils_pride+extraordinary+remains_ca
17 .
18 . ***2. Idealized Influence (attributed),
19 .
20 . gen av_idattributed=(commitment_beliefs+takes_stand+conviction+important_values) /4
21 .
22 . ***3. Inspirational Motivation (IM).
23 . gen av_inspirationalmotivation=(optimistical+envisions) /2
24 .
25 . ***4. Intellectual Stimulation (IS)
26 . gen av_intellectualstimulation=(encourages+seeks_perspectives+emphasizes+traditional_way) /4
27 .
28 . ***5. Individualized Consideration (IC)
29 . gen av_individualizedconsideration=(treats_individual+develop_strengths+member+coaching) /4
    (2 missing values generated)
30 .
31 . *** AVERAGE FOR ALL Transformational Leadership
32 .
33 . ***C. TRANSACTIONAL LEADERSHIP
34 . ***6. Contingent Reward
35 . gen av_contingentreward=(reward+agreements+negotiates+rewards+exchange) /5
    (4 missing values generated)
36 .
37 . ***7. Management-by-exception (active)
38 . gen av_managbyexcepcative=(track_mistakes+attention_mistakes+searches_mistakes+toward_failure
39 .
40 . ***8. Management-by-exception (passive)
41 . gen av_managbyexceptionpassive=(go_wrong+fails_intervene+make_improvements+takes_action+requi
42 .
43 . ***9. LAISSEZ-FAIRE (NON LEADERSHIP)
44 . gen av_laissezfare=(delays_responding+fails+making_decisions+resists_expressing+absent) /5
45 .
46 .
47 . ***SUMMARY STATISTICS (MEAN, STANDARD DEVIATION)
48 .
49 . sum av_idbehaviour av_idattributed av_inspirationalmotivation av_intellectualstimulation av_i

```

Variable	Obs	Mean	Std. Dev.	Min	Max
av_idbehav~r	114	1.75614	.6071892	.2	3.4
av_idattri~d	114	1.410088	.6669565	.25	3.5
av_inspira~n	114	1.214912	.7224874	0	3
av_intelle~n	114	1.423246	.6294112	0	3
av_individ~n	112	1.419643	.6116496	.25	3.25

```

50 .
51 . sum av_contingentreward av_managbyexcepcative av_managbyexceptionpassive

```

Variable	Obs	Mean	Std. Dev.	Min	Max
av_conting~d	110	2.976364	.60562	1.4	4
av_mana~tive	114	3.046784	.6992441	1.333333	7.833333
av_mana~sive	114	2.754386	.6324752	1	4

```
52 .
53 . sum av_laissezfaire
```

Variable	Obs	Mean	Std. Dev.	Min	Max
av_laissez~e	114	2.44386	.6597177	.8	4

```
54 .
55 .
56 .
57 . ***SUMMARY STATISTICS (MEAN, STANDARD DEVIATION) FOR ALL LEADERSHIP BEHAVIOURS
58 .
59 .
60 . ***B. MEMBERS PERCEPTIONS OF LEADERSHIP BEHAVIOURS
61 .
62 . ***1. COMPUTE THE AVERAGE OF TRANSFORMATIONAL LEADERSHIP VARIABLES FOR ALL OBSERVATIONS
63 .
64 . gen av_transformational=(beyond_selfinterest+builds_respect+instils_pride+extraordinary+ ///
> remains_calm+commitment_beliefs+takes_stand+conviction+important_values+optimistical+ ///
> envisions+encourages+seeks_perspectives+emphasizes+ ///
> traditional_way+treats_individual+develop_strengths+ ///
> member+coaching) /19
(2 missing values generated)

65 .
66 .
67 . ***2. COMPUTE THE AVERAGE OF TRANSACTIONAL LEADERSHIP VARIABLES FOR ALL OBSERVATIONS
68 .
69 . gen av_transactionalleadership=(reward+agreements+negotiates+rewards+exchange+track_mistakes+
> attention_mistakes+searches_mistakes+toward_failure+monitors_performance+put_outfires+go_wron
> fails_intervene+make_improvements+takes_action+requires_failure) /16
(4 missing values generated)

70 .
71 . ***3. COMPUTE THE AVERAGE OF LAISSEZ-FAIRE (NON LEADERSHIP) VARIABLES FOR ALL OBSERVATIONS
72 . gen av_laissezfaire=(delays_responding+fails+making_decisions+resists_expressing+absent) /5

73 .
74 .
75 . ***4 LEADERSHIP OUTCOMES (Extra effort, Effectiveness & Satisfaction)
76 .
77 . gen av_extraeffort=(do_more+heighten+increase_willingness) /3

78 .
79 . gen av_effectiveness=(effective_meeting+effective_representing+effective_organisational) /3

80 .
81 . gen av_satisfaction=(leads_group+methods_leadership+Work_others) /2

82 .
83 . sum av_extraeffort av_effectiveness av_satisfaction
```

Variable	Obs	Mean	Std. Dev.	Min	Max
av_extraef~t	114	1.304094	.6327064	0	3
av_effecti~s	114	.9590643	.4900993	0	2.666667
av_satisfa~n	114	1.092105	.6604028	0	2.5

```
84 .
85 .
```

```
86 . ***5. COMPUTE THE AVERAGE OF LEADERSHIP OUTCOMES VARIABLES FOR ALL OBSERVATIONS
87 . gen av_leadershipoutcome=(do_more+heighten+increase_willingness+effective_meeting+effective_r
> effective_organisational+leads_group+methods_leadership+Work_others) /9
```

```
88 .
89 . sum av_leadershipoutcome
```

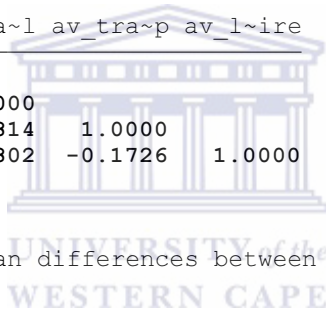
Variable	Obs	Mean	Std. Dev.	Min	Max
av_leaders~e	114	.997076	.3536764	.2222222	2

```
90 .
91 . *** 6. Summary
92 . sum av_transformational av_transactionalleadership av_laissezfaire av_leadershipoutcome
```

Variable	Obs	Mean	Std. Dev.	Min	Max
av_transfo~l	112	1.484492	.3733758	.6842105	2.578947
av_transac~p	110	2.935227	.4893451	1.6875	4.8125
av_laiss~ire	114	2.44386	.6597177	.8	4
av_leaders~e	114	.997076	.3536764	.2222222	2

```
93 .
94 .
95 . ***7. COMPUTE CORRELATION COEFFICIENT BETWEEN TRANSFORMATIONAL, TRANSACTIONAL AND LAISSEZ-FAI
96 .
97 . ***Correlation
98 . pwcorr av_leadershipoutcome av_transformational av_transactionalleadership av_laissezfaire, s
```

	av_lea~e	av_tra~l	av_tra~p	av_l~ire
av_leaders~e	1.0000			
av_transfo~l	0.3002*	1.0000		
av_transac~p	0.0436	-0.0814	1.0000	
av_laiss~ire	0.1194	-0.0802	-0.1726	1.0000



```
99 .
100 .
101 . ***Tests for significant mean differences between demographic groups
102 .
end of do-file
```

```
103 . log close
name: <unnamed>
log: F:\Bere 2015 MA\Final Data & Anal (June 20)\7. Final data analysis (June 20, 2015)
log type: smcl
closed on: 22 Jun 2015, 15:16:26
```


Annex-8: The Snapshot of the research area, Addis Ababa, Ethiopia in 2015



Source: Photo taken by the researcher (2015)

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Annex-9: Ethiopian federal democratic map

