ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

ASSESMENT OF LEADERSHIP AND GOOD GOVERNANACE PRACTICE: THE CASE OF LIDETA SUB-CITY OFFICE OF TRADE AND INDUSTRY

BY
SENAIT GEBRU

(SGS/0149/2009A)

JUNE/2018

ADDIS ABABA, ETHIOPIA

ASSESMENT OF LEADERSHIP AND GOOD GOVERNANACE PRACTICE: THE CASE OF LIDETA SUB-CITY OFFICE OF TRADE AND INDUSTRY

BY
SENAIT GEBRU

(SGS/0149/2009A)

A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION

JUNE/2018
ADDIS ABABA, ETHIOPIA

ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
MBA PROGRAM

ASSESMENT OF LEADERSHIP AND GOOD GOVERNANACE PRACTICE: THE

CASE OF LIDETA SUB-CITY OFFICE OF TRADE AND INDUSTRY

BY
SENAIT GEBRU

(SGS/0149/2009A)

APPROVED BY BOARD OF EXAMINERS

_____   _____

Dean, Graduate Studies   **Signature**

_____   _____

Advisor   **Signature**

_____   _____

External Examiner   **Signature**

_____   _____

Internal Examiner   **Signature**

TABLE OF CONTENT

References

Appendixes

Declaration

Endorsement

ACKNOWLEDGMENTS

LIST OF ACRONYMS

SPSS: -   Statistical Package for Social Science

UNDP: -   United Nations Development Programme

UN-ESCAP: -   United Nations Economic and Social Commission for Asia and the

                      Pacific

WB: -   World Bank

LIST OF TABLES

LIST OF FIGURES

LIST OF CHARTS

ABSTRACT

The aim of this paper was to assess the relationship between the five good governance indicators and leadership practice as well as the relationship between those dimensions and good governance practice at Lideta Sub-City office of Trade and Industry from.2012-2016 G.C. The general objective of the study was to investigate the leadership practice and good governance in the office in light of good governance parameters with specific objectives of assessing the perception of employees' and customers' towards the leadership and good governance practice of the office and to achieve the research objectives, both explanatory and descriptive research methods were applied. The total population of the study was 70 which were 30, 37 and 3 employees, customers and key informants respectively. To this effect the researcher adopted probability and non probability sampling techniques and the participants of the survey were selected using random, purposive and accidental selection methods. Moreover quantitative as well as qualitative techniques were also used to analyze the row data collected from the respondents. The findings of the study revealed that there were tremendous problems in the office in relation to leadership practice and prevalence of good governance. Regarding the relationship between the selected five good governance dimensions and good governance practice of the office indicates that there was a positive and significant relationship between the two and the same holds true in relation to the relationship between the dimensions and leadership practice of the office. In addition it also confirmed that there was lack of availability of accurate, integrated and computerized information and participation of customers as well as employees. The study has come up with critical recommendations like the office shall ensure the availability of computerized information system, give attention to the delivery of services as to the standard. Moreover, it should put in place appropriate mechanisms to communicate the laws enacted in relation to trade registration and licensing to customers of the office.

Key words: Good Governance dimensions, Leadership practice, Good Governance Practice

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

In reviewing the literature on leadership practice and good governance reveals that leadership practice affects good governance but there are limited studies in relation to this topic in Ethiopia and on the basis of this gap the study was based on the relationship between good governance dimensions and leadership practice as well as and good governance practice. In Ethiopia, the cornerstone for instituting good governance are already in place but still there is more to be desired. Over the last fifteen years, good governance has become a major area of focus by the Ethiopian government. The liberalization of the economy and the corresponding structural adjustments in various economic, relative democratization of public life and the promotion of the private economic sector has triggered the demand for good governance in the country. Although the government of Ethiopia exhibits a strong political will to ascertain good governance in the country articulately in GTP 2, period, there are huge challenges and hurdles that wait ahead. These challenges partially emanate from the old and recent history of the country.

Governance is dynamic: good governance encourages the public trust and participation that enables services to improve; bad governance fosters the low morale and adversarial relationships that lead to poor performance or even, ultimately, to dysfunctional organizations. Absence of good governance or bad governance is being progressively regarded as one of the root causes of all evil within the societies (Yap Kioe Sheng, 2009). Bad governance and its consequences mainly common in public service organizations. Public sector services may be provided in a noncompetitive environment because alternative service providers often do not exist. Hence; service recipients, unlike consumers in the private sector, may have little or no option to use different service provider or to withhold payment. Therefore, implementing the practice of good governance on public service provision is an imperative option for the welfare of the society specifically for service recipients.

According to the study conducted in Kenya, poor governance as a result of leaders not implementing reform agendas, not ensuring the citizen have access to basic needs, non-accountability (Poor leadership and governance in Kenya, Africa and the world, 2010). This research basically investigated the nature and extent of relationship between good governance indicators and good governance practice as well as leadership practice.

1.1.1 Organizational Background

Lideta Sub-City office of trade and industry is one of the public sectors operating in Addis Ababa city administration. It is established mainly to provide trade related service to the public. There are five sub –sectors in this office which are Trade inspection regulatory, Trade registration and licensing, cooperative, Audit inspection and urban farming. But, for the sake of this study the researcher only focus on trade registration and licensing core stream.

1.1.1.1 Vision and mission of the office

The office aspires to see the sub city a place of fair trade and being as a center of the trade and effective good governance and it mainly focuses on establishing efficient and effective good governance by delivering effective service to the customers and hence enhancing the social and economic development.

Scale: - 1:6750000

Fig.1.1 Administrative map of Addis Ababa City with its 10 Sub-Cities.

Source: Addis Ababa city Administration Website

1.1.2 Principles of Good Governance

Various literatures express principles of Good Governance in different contexts. But for the sake of this study the researcher used the principles adopted by UNDP and WB. According to UNDP and World Bank, Good Governance has eight principles/characteristics. But, for the sake of this research the researcher used only five of them and these are:-

Participation: This is to mean that the public should have a voice in decision-making, either through people's forums or directly. Such a broad participation is built on human rights, like freedom of association and speech. Most importantly is to acknowledge that the public is able or capable of participating constructively on matters of governance or in policy formulation and making;

Rule of law: Legal frameworks should be fair and enforced impartially, particularly the laws on human rights. It also states that the rule of law helps to strengthen and provide assistance in improving and reinforcing the legal, judicial, and law enforcement systems, and ensuring their effective application in all parts of the country and at all levels of society.

Transparency: Transparency is built on the free flow of information. To be transparent means that processes, institutions and information are directly accessible to those concerned with them, in this case, the public. It is also important that enough and relevant information is provided and understood so that the public is able to monitor government progress, including weaknesses.

Responsiveness: It is important that institutions and processes are able to serve all stakeholders;

Equity and inclusiveness; Equality between all customers ensuring good governance because all have an opportunity to improve or maintain their well-being; Effectiveness and efficiency; in this context, processes and institutions should produce results that meet public needs while making the best of resources; Accountability : Decision-makers in government, are accountable to the public, as well as institutional stakeholders.

Governance is the arrangements put in place to ensure that the intended outcomes for stakeholders are defined and achieved. Governance can be good or bad based on its performance and to call governance good it shall avail the appropriate service to the public and it is vital to the overall development of a nation as well as the welfare of the citizens. Moreover, governance is good when it allocates and manages resources to respond to collective socio economic and political problems (Rotberg, 2005). Government exists to serve the needs of the public, and good governance exists to ensure that those needs are served efficiently, effectively, and fairly. Good and effective public governance helps to strengthen democracy, promote economic prosperity and social cohesion, and reduce poverty (United Nations, 2007).

There are different types of governance which are elaborated by different researchers. Nzongola-Ntalaja (2002) identified three main types of governance. They are political or public governance, economic governance, and social governance and these are inseparable and interrelated. Governance includes how different stakeholders interact with each other to make decisions collectively on how to direct and control. It covers stakeholders' rights and equitable treatment of other stakeholders' interest, responsibility and accountability. Whereas leadership can be defined as a complex social process, rooted in aspects of values, skills, knowledge as well

as ways of thinking of both leaders and followers. Thus, it is all about the continuous process of establishing and maintaining a connection between who aspire to lead and those who are willing to follow (Hersey & Blanchard, 1984).

Whereas public leadership according to (Van Wart 2003), it is the process of: -
(1) providing the results required by authorized processes in an efficient, effective and legal manner
(2) developing and supporting followers who provide those results, and   ,
(3) Aligning the organization with its environment. (Van Wart, 2003)

According to some researchers it is difficult to distinguish between the impact leadership has on each of the type of governance, and to isolate its effects. In fact, leadership should affect all the aspects of governance simultaneously, and the results should be seen in all spheres of development (Kemp, Parto, & Gibson, 2005).

As we can see from different literatures the type of leadership practice in a given organization has a significance relationship with the prevalence of good governance and the researcher seek to identify the relationship between and among selected good governance principles, leadership practice and good governance practice at Lideta Sub-City office of trade and industry.

According to the study conducted by African research review; leaders are expected more just to realize good governance by stating as "In the present era where emphasis is on governance, service delivery, transparency and accountability are the game in town and every one need to key into it. As desirous as good governance can be, it cannot be brought to bear on leaders by mere slogan. The features of leadership and good governance should be infused into their psyche and made a way of life in the society." (African research review, 2015). Where the reverse of good governance will take the place because of ineffectiveness of leaders and according to this research Poor governance as a result of leaders not implementing reform agendas, not ensuring the citizen have access to basic needs, non-accountability (Africa and the world,2011). This research was conducted based on the context of how selected good governance dimensions,

leadership practice and good governance practice are related. Under the purpose of assessing the practice of good governance and leadership in Lideta Sub City office of trade and industry, the researcher used the perception of customers, employees as well as leaders of the office regarding the practice of good governance and leadership in the office.

1.2 Statement of the problem

Good governance is a means to achieve human rights, economic growth and development, effective and efficient service delivery to the public, and fighting corruption (Grindle, 2005: 12; Gisselquist, 2013; Vries, 2013:3). Bad governance is being increasingly considered as one of the root causes of all evil within our societies. On the contrary of the previous time; today, citizens are becoming increasingly more demanding, less tolerant and very critical when not having their expectations met. Therefore, civil service organizations have to give much attention to their customers by working on their demand, developing strategies and systems that help to meet or exceed citizens' expectation, giving much time to their compliance; in general, maintaining good governance which in return results in public satisfaction (Pienaar, Gerrit, 2009).

This particular study intended to assess the leadership practice and good governance issues at Lideta Sub-City office and Trade and industry and correspondingly suggest solutions. The organization has good governance plan so that it can achieve its objective to realize good governance for the community of the Sub-City.

According to the annual reports of the office there is tremendous lack of good governance in this sector which emanates from different causes. The core reasons for the existence of bad governance were rent seeking tendency as well as actions by both employees and public leaders, inadequate participation of the public, lack of commitment by the leaders and poor service delivery (Lideta Sub-City Office of Trade and industry, 2016).

A given public organization is said to be good in governance when it brings about development in the area/community it is operating and able to enhance welfare of the citizens. Leadership and

good governance have a positive relationship i,e when there is good or appropriate leadership it makes the realization of good governance at ease but, the case of the Sub-City is quite different.

In Ethiopia the concept and the practice of good governance is a new phenomenon. The government began to implement it due to service delivery dissatisfaction on the part of the country and growing consensus that it is the root cause of all round crises in the country.

Lideta Sub-City office of trade and industry has been faced several good governance problems that emanate due to leadership styles. So, there is lack of good governance and leadership practice in the office. Therefore effective applying of key good governance parameters is the most important determinant of good governance and leadership practice.

According to the annual good governance reports of the office it adopted transformational leadership style but there is still limitation in pursuing /realization of good governance. So, the intention of this research was to study the status of good governance and leadership practice in the Sub City and identify the significance of the good governance dimensions on realizing the leadership and good governance.

The office has a vast number of service recipients. Those customers came to the office with different issues to get the office's service. According to the researcher's pre-research time observation and revision of the compliant receiving note book; the office's customers always make a repeated complaint in relation with service delivery. It is customary that most of service recipients came to the office redundantly and waste their time to settle unaccomplished cases, majorities of services delivered with overdue time, even if there is compliant receiving system; most of customers are unwilling and/or unfamiliar to deliver their compliant, service information delivery is limited.

According to the Ministry of Trade and Industry of Ethiopia; Businesses complain about registration, licensing and renewal process. The yearly license renewal process has created a hectic process on the activities of the business community. The problems are government offices responsible for giving quality certification don't have sufficient capacity carry out the

certification process in a timely and standards compliant to fashion. (Ministry of Trade and Industry, 2012).And the office in this Sub - City is not exception to this.

1.3 Basic research questions

The researcher wants to address the relationship between selected good governance principles and leadership practice as well as the prevalence of good governance at Lideta Sub-City office of trade and industry over the past 5 years from 2012-2016 G.C. To identify the relation between these variables the researcher gave emphasis on the following specific questions: -

RQ 1 How has selected good governance dimension relate to leadership and good governance

Practice at Lideta Sub- City office of trade and industry?

RQ 2 What is employees' perception of the existing leadership practice at the office?

RQ 3   What is customers' perception of the public governance at the office?

1.4 Objectives of the study

This section deals with the description of the objective of the study at two levels: The general and specific objectives.

A .General Objective

- The general objective of this research was:To investigate the relationship between and among good governance and leadership practice on the case of Lideta Sub-City office of trade and industry in light of good governance parameters.

B. Specific objectives

- Explore the relationship between leadership practice and good governance in the Sub-City.
- Asses the perception of employees' regarding the leadership practice in the office.
- To identify the perception of customers' on the office's governance.

1.5 Definition of key terms/Operational definition

Leader: in this specific study refers the person who is appointed by the ruling party/the government/ to administer the sector, its activities and employees.

Leadership: is the art of influencing individual or group activities towards the achievement of organizational or societal objectives (Bedeian, 1986)

Public sector: The part of an economy that consists of state-owned institutions, including nationalized industries and services (United Nations, 2007).

Public sector governance: is regimes of laws, rules, judicial decisions and administrative practices that constrain, prescribe and enable the provision of publicly supported goods and services.(UN Economic and social council,2006)

Good governance: legitimate, accountable, and effective ways of obtaining and using public power and resources in the pursuit of widely-accepted social goals (Michael Johnston Department of Political Science, Colgate University) .It is also defined as the efficient allocation and management of resources aimed at providing quality services for public good (Rotberg, 2005).

1.6 Significance of the study

This specific study will bring about a significant contribution to direct how the existing problem can be solved by showing key problems in relation to this area and paving the way for the appropriate solution. Hence, it will contribute to the application of the good governance plan which is endorsed by the sector by highlighting the failures of the past 5 years. It will also contribute in helping the current as well as potential leaders of the Sub-City to realize how a specific good governance dimension had a relationship with leadership and good governance as well as on the livelihood and welfare of the residents and awaken them to take appropriate course

of action for the well being of the community as a whole and will also help the leaders of this sector to answer the question of how to realize good governance as well as leaders to propose best leadership practice and to realize good governance.

It will also have a significance to customers of the office as well as to researchers in which by helping the community to get knowledge about the relationship between and among good governance principles and leadership practice as well as good governance and help them to benefit from good governance and finally, it is believed that this study will add value to the literatures on good governance and leadership practice especially in the Ethiopian settings since there were limited literatures done on similar setting and also serve as a reference to conduct further study for a better leadership and good governance practice,fill the gap by testing empirical results done in other countries on Ethiopia's context and moreover it will serve as a source document for those who want to pursue further study in this particular area.

1.7 Delimitation/Scope of the study

This study was conducted within the geographic boundary of Lideta Sub-City office of trade and industry by gathering the appropriate information from different key stakeholders i,e leaders of the sub-city, customers and employees' as well. In relation to assessment of leadership practice and good governance. Regarding the time in which this particular study covers the period under study was from 2012-2016 G.C. The researcher selected the time intentionally as this is the time in which the new city council as well as administrative was elected and the Sub-City starts preparing an isolated plan for good governance apart from the regular annual plan.

CHAPTER TWO

REVIEW OF RELATED LITREATURE

2.1 Theoretical review

The debate about the relationship between governance and leadership is escalating over time. Some scholars and practitioners consider leadership as the ability of an organization or individual to guide or lead others such as individuals, groups and organizations. Other scholars and practitioners consider leadership as enhancing or forcing others to behave as leaders want. Nevertheless how we define leadership, it includes power, influence and control over others. Leadership styles depend on how the leader use the power to influence, direct, motivate and control the followers; it ranges from fully democratic to fully autocratic styles. Therefore, there are many leadership models and styles such as Authoritarian (autocratic), paternalistic, democratic, laissez-faire, transformational, transactional, servant, situational, shared (participative), distributed, collective, collaborative, adaptive, innovative, entrepreneurial, authentic, and narcissistic styles.

According to (Afolabi 2004) accountability is a central part of governance which is characterized by foreseeable, open and enlightened policy making (i.e. transparent process). Transparency is another vital aspect of good governance. Transparency and accountability go hand in hand. Transparent decision making is crucial for public sector in making sound decisions for better performance (Afolabi 2004). Kolade (2012) asserted that the abuse of authority and privilege of office; the absence of culture of accountability; and the inadequacies of stakeholder's dynamism could all hinder true/good governance. Lack of sustainability of decisions had a great impact on realization of good governance.

Leadership and good governance are highly related concepts. In this regard Effective leadership and Good Governance are two sides of the same coin. The two have many elements in common. Even though its implementation and perception also varies in line with the level of development

and demands of the society without an effective leadership we may not envisage good governance in its totality. Basically Leadership is highly connected to good governance or lack of it (Addisu, 2017).

The current situation shows that without effective leadership and good governance at all levels in private, public and civil organizations, it is arguably virtually impossible to achieve and to sustain effective administration, to achieve goals, to sustain quality and deliver first-rate services. The increasing complexities and requirements arising from the constant change in our globe, coupled with the constant push for higher levels of productivity, require effective and ethical leadership.

When we see the effect of leadership qualities in light with good governance principles the first attribute of effective leadership is competency and a leader without having competency may not be effective and efficient in leading an organization. Efficiency and effectiveness (which is the key principle of good governance) in giving services to the public, utilization of resources both human and material. If a leader lacks competency about what he has doing he may not be effective and efficient in discharging his responsibility which results in misuse of public resources.

The second principle in which leadership and good governance share in common is accountability. This means making the leader accountable for his misdeeds. The same principle is applied in ensuring Good Governance. Taking government as one of the actors in governance, accountability ensures actions and decisions taken by public officials are subject to oversight so as to guarantee that government initiatives meet their stated objectives and respond to the needs of the community they are meant to be benefiting, thereby contributing to better governance .

In relation to openness of a leader the more the leader becomes open in exercising leadership the better he will achieve the predetermined goal of the organization by enhancing integrity and dedication. Through openness, there is free flow of information among leaders and followers, including the public at large. Because, the leaders are there to serve the public at large. Relating it to Good Governance, the Public has a right to access information and to have a say about what the leaders do on behalf of the public at large.

Hence, when there is openness it will also enhance participation. This means the public has to be allowed to participate in areas which are indeed the concern of the public. As the leaders are there to serve the common interests of the people, to achieve effectively the objective they set, they have to reach at consensus by allowing the participation of those interested group of concerned people. Because, consensus orientation is a corner stone for Good Governance by mediating different interests to reach a broad consensus on what is in the best interest of the group and here, possible on policies and procedures.

Openness can be also manifested through transparent working systems and procedures. That is to say decisions taken and their enforcement are done in a manner that follows rules and regulations. It also means that information is freely available and directly accessible to those who will be affected by such decisions and their enforcement. It also means that enough information is provided and that it is provided in easily understandable forms and media. The same principle is applied in ensuring Good Governance.

The other key principle of good governance is Equity and inclusiveness. It is quite impossible to ensure equity without effective leadership. In this regard Addisu, states that in the absence of a leadership that encourages openness, participation, transparency we may not envisage equity and inclusiveness. A society's well being depends on ensuring that all its members feel that they have a stake in it and do not feel excluded from the mainstream of society. This requires all groups, but particularly the most vulnerable, have opportunities to improve or maintain their well being. (Addisu, 2017)

2.1.1 Leadership

Leadership has been defined in several ways. North house (2013) defined leadership as a process whereby an individual influences a group of individuals to achieve a common goal. Riggio and Murphy (2003) stated that leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent.

Leadership is very critical to providing better governance; it advances societal development, as it is a process of influencing the activities of an organized or structured group towards the setting and attainment of goals. The leadership question is hinged on the interface of structure and behaviors, dialectic of persons and institutions. It connotes actors who create, implement or interpret the laws that are binding on existing social institutions and play the state roles (Dagaci 2009). Over the time, people's perception of leadership begins to change because of the different roles the leaders to perform in different places. Consequent upon this, it is often said that some leaders are born have while others inherit leadership traits (Shobola & Nicholas-Omoregbe 2012). According to Adepoju (1998 leadership has two fold ways as an organizational position and as an influence process in which leadership as an organizational position talks about a person who has been put in a leadership or decision making- role and a leader also inspires others to follow. This gives an idea of the dynamics of leadership as a way of influencing others towards the realization of organizational goals. Another explanation given about a leader is a leader is seen as the force that initiates action amongst people and guides the activities in a particular direction; maintains the activities and unites efforts towards collective goals (Ajadi & Adedeji, 2009). According to Dagaci the leadership process is hinged on the capacity to allocate scarce resources, which determines the locus of power (Dagaci 2009). Effective leadership is central to the attainment of success. Kolade explains leadership as a privilege to serve and should be viewed as such and not a display of power or opportunity to accumulate wealth (Kolade 2012).Good leadership comprises some qualities like transparency, accountability, honesty, diplomacy, etc Orji and Ekpo (2010) in which good leadership has common features with principles of good governance.

2.1.2 Transformational and Transactional Leadership

Burns (1978) defined transformational leadership as a process where leaders and followers engage in a mutual process of raising one another to higher levels of morality and motivation. The transformational leader appeals to the higher ideals and values of the followers in an unselfish manner to achieve collaboration and collective success. Whereas Bass (1990) defined transformational leadership in terms of how the leader affects followers, and identified three ways in which the leaders transform followers as:

- ✓ Increasing their awareness of task importance and value.

- ✓ Getting them to focus first on team or organizational goals, rather than their own interests.
- ✓ Activating their higher order needs.

Furthermore he elaborates as Transformational leader is charismatic and inspirational. Bass (1985) agreed that transformational leaders are generally believed to transform their followers to higher levels of performance and other positive work-related outcomes through four dimensions: charisma, inspirational motivation, intellectual stimulation, and individualized considerations. Burns (1978) argued that the core agenda of transformational leadership is the protection and nourishing of happiness, and extending the opportunity to pursue happiness to all. As Bass (1990) observed, transformational leadership will help to unleash the creative potentials of individuals and groups, thereby generating social change. The transformational and transition theories of governance have been used to explain the change from one regime type to another such as from authoritarianism to democracy and vice versa, and in understanding the problems of governance that are involved in such changes (Davis, 2011). In effect, transformational governance creates an atmosphere of collective vision that inspires followers to look beyond their self-interests for the good of the group (Bass, 1990).

2.1.3 Essential qualities of effective leadership

According to different literature effective leaders have some traits and some of the them worth mentioning in relation to this specific study are:-

Accountability: - In leadership roles, accountability is the acknowledgement and assumption of responsibility for actions, products, decisions, and policies including the administration, governance, and implementation within the scope of the role or employment position and encompassing the obligation to report explain and be answerable for resulting consequences.

Through accountability, a leader fosters trust. Accountability can be manifested by taking risks for both success and failure of an organization. Accountability is not something blaming others for failure. Rather it is taking part in every process or journey to reach at best the destination by

learning from the current events be it good or bad. It is a true leader that acts in this by taking a risk.

Competency: - Competency is among the important qualities of an effective leadership. In its most basic form, the anatomy of leadership is a matter of character and competence. As a leader, the leader must be seen by his followers being an expert in his/her field or an expert in leadership. Unless his followers see as highly credential--either by academic degree or with specialized experience and capable of leading his group or organization to success, it will be more difficult for him to be respected, admired, or followed.

Perspective/Balance: this a key trait of an effective leadership in which the leader able to visualize his/her goals from different angles and plans so that he accepts the idea of all stakeholders.

2.1.4 Governance

A related concept to leadership is governance. The term 'governance' cannot be pinned down to a universally acceptable definition. This is because it has fallen into semantic predicament to the extent that the literature on it replete with so many definitions of the term by various scholars. According to the United Nations Development Programme (UNDP, 2011) governance is defined as "the exercise of economic, political and administrative authorities to manage a country's affairs at all levels". Similarly, the World Governance Survey Report conceptualized governance as "the formulation and stewardship of the formal and informal rules that regulates the public realm, the arena in which state as well as economic and social actors interacts to make decisions (Hyden & Court, 2002).

The term governance is used in both private and public organizations. The World Bank defines governance as the manner in which power is exercised in the management of a country's economic and social resources for development. Governance also refers to several ways by which social life is coordinated. It is a process of social engagement between the rulers and the ruled in the society which implies that governance is predicated on the relationship between the ruling class and the ruled class in the society (Nyewusira 2007). This concept can be referred to as the traditions as well as institutions that define how authority is exercised in a given country

(Kaufmann, Kraay & Zoido 2000). According to Salman (2009) governance entails the procedure through which governments are selected, monitored , held accountable, and replaced; it is government's ability to judiciously manage resources well and formulate, implement as well as enforce good policies and regulations; and the respect of citizens and the state for the institutions that govern economic and social interaction between them (Salman 2009).

Good governance according to UNDP is not a concept that is easy to define, as it requires a value judgment, whether in socio-economic development or politico-administrative framework. It might entail structures and processes that support the creation of a participatory, responsive and an accountable polity embedded in a competitive, non-discriminatory, yet equitable economy (UNDP2002). It is in this regard that Kofi Annan, the former UN Secretary-General, viewed good governance as it is perhaps the single most important factor in eradicating poverty and promoting development; ensuring respect for human rights and the rule of law; strengthening democracy; promoting transparency and capacity in public administration.

It is a concept which has some indicators and to this end Kolade states as governance involves participation by both the governor and the governed (i.e. the leader and the follower) Kolade (2012). Certain qualities are connected with good governance, which comprises protecting respect for human rights, justice and rule of law; strengthening democracy through public participation and pluralism; encouraging transparency, accountability, anti-corruption policies and practices and capacity in public administration (UNDP 1998; World Bank 1989).

Generally good governance can be defined as The World Bank Group (2011) defined it is "the way power is exercised through a country's economic, political, and social institutions. It is the political leadership of a country that exercises power." According to World Bank group (2011), governance is the traditions and institutions by which authority in a country is exercised for the common good. This concept consists of the processes, by which those in authority are selected, monitored and replaced, the capacity of the government to effectively manage its resources and implement sound policies as well as the respect of citizens and the state for the institutions that govern economic and social interactions among them.

Thus, good governance is hinged on the capacity to exercise power and to make sound decisions over a period of time in economic, social and environmental areas (World Bank 2005). Good governance has also been perceived as the most significant factor in eradicating poverty, inequality, as well as promoting development (Khan 2007). It does not call for ordinary type of leadership but it requires tolerance, breadth of outlook, intellectual comprehension, hard work, selfless devotion, statesmanship, a burning sense of mission, etc (Dickson, 2011.)

2.1.5 Leadership practice and employees' perception

According to some researches there is a positive correlation between transactional leadership style and employees' commitment. Normative commitment on one hand suggests that leadership behaviors involving rewards, highlighting problems, and positive reinforcement related to how employees feel about ought to stay with the organization (Bass & Avolio, 1993). This relationship also indicates that the leaders' and followers' associations affects employees' moral identification with an organization and relates to their feelings of responsibility (Allen & Meyer, 1990). On the other hand, the absence of relationship for transactional leadership style with affective commitment and continuance commitment suggests that leadership behaviors involving exchange of rewards for meeting agreed-on objectives, highlighting problems, or waiting for problems to become serious before taking action, may not be related to how employees feel about want to stay and need to stay with the organization. These natures are more related with negative performance (Allen & Meyer, 1990; Bass & Avolio, 1993).

Table 2.1:- summary of elements/principles of good governance

S.N	Name of organization	Elements/principles of Good Governance
1.	The World Bank	✓ Public sector management ✓ Accountability ✓ Legal framework for development ✓ Transparency and information
2.	International Development Association (IDA)	✓ Accountability ✓ Transparency ✓ Rule of law ✓ Participation
3.	The African Development Bank	✓ Accountability ✓ Transparency ✓ Combating corruption ✓ Participation ✓ Legal and judicial reforms
4.	UN-HABITATUrban Governance Index	✓ Effectiveness ✓ Equity ✓ Accountability ✓ Participation ✓ Security
5.	United Nations Development Program (UNDP)	✓ Rule of law ✓ Accountability ✓ Transparency ✓ Responsiveness ✓ Consensus oriented ✓ Equity and inclusiveness ✓ Participation ✓ Effectiveness and efficiency

(Source: IFAD, 1999; UNESCAP, 2009; IIAG, 2014; UN-HABITAT, 2004b; UNDP, 1997)

Good governance according to UNDP has 8/eight /features but, for the purpose of this study the researcher used only five of them among the others.

Effectiveness and efficiency :- according to this principle the services and results of trade registration and licensing system have to meet the requirement of society while making the optimal use of social resources It is reflected by the rapid reaction time of system, simple and short procedure. Once the system remains effective and efficient, government is able to improve the service and customers will get the service in a timely manner.

Transparency implies that the process of decision making and implementation has to be done in an open manner, and the information of decision making and implementation should be freely and reliably accessible to those people who will be directly affected by those decisions (Graham, 2009) Trade registration and licensing system complying with the principle of transparency can deter the corruption effectively and improve the standardization of service procedure. Applying transparency can positively affect the condition of customers as well. If the affected customers are able to receive the information about related policy or planning, they get the opportunity to negotiate with the government body and even involve in the process of decision making and implementation to defend their right.

Accountability this principle is concerned with that governmental institutions have to be accountable to the people who are influenced by their decision and activity (Scott & Wilde, 2006). The responsibility of government body has to be clearly defined and that responsible body has to be answerable to its decision and activity. With regard to the significance of accountability to affected customers, if there is no any clearly stated system which elaborates who should take the responsibility for the damage, the governmental institutions will not have enough consciousness to take the initiative. Which means when ever, the customers are treated unequally the responsible body has to be accountable for its misbehaved decisions and the negative act.

Public participation and responsiveness according to UN-ESCAP this principle shows the promotion of representative democracy and decentralization of authority and the provision of necessary response for the request of customers. (UN-ESCAP, 2006). It also imply client

orientation and responsiveness through improved access to information, customer surveys to measure customers' satisfaction and hotlines to enable customers to report misdeeds. Public, should be involved into the process of decision-making. It is necessary for the customers/stakeholders to take part in the important decision-making of planning or policy which is directly related to their community .As trade registration and licensing is a service which is provided by the government on monopoly basis, in order to reverse the problems that might face the customers, it is necessary for-the sector/office to create a participatory system which enable customers to engage in service delivery.

Equity /inclusiveness: - It is one of the most important principles that relates to every citizen. Frequently, the conflict between the service provider office and the customer is triggered by the unequal treatment. Once the customers feel that they are marginalized and do not have equal right in the society, they start to fight for their right. Therefore, whether customers are equally recognized by the state agencies is the prerequisite of settling the dispute of equal treatment of customers. Meanwhile equity refers to the institutional priority and financial subsidy for the poor people, and it also implies the prevention of illegal property grabbing by the elite groups (Graham, Amos, & Plumptre, 2009).

2.2 Review of empirical studies on leadership and good governance

This segment took a critical look at researches conducted by different researchers on leadership and its relationship with good governance. Various leadership practices and their relationship with good governance are also discussed.

The researcher began by highlighting a study by Addisu Legas who managed to establish the relationship between effective leadership and good governance. According to the finding of this paper there is a direct link between Good Governance, effective leadership and economic prosperity it also further states that the difference between African and Asian countries, many of which started their history as states at the same point in the 1960s, is striking. Lack of effective leadership is the main cause for Africa's lagging behind from the rest of the world in which governance intertwined with effective leadership is the key variable.

Moreover he also stated as effective leadership and Good Governance are two sides of the same coin. The two have many elements in common. Without an effective leadership we may not envisage Good Governance in its totality. Addisu found a link between leadership and good governance

The other exploratory study conducted in Nigeria, by De La Salle University also established a positive link between transformational leadership and good corporate governance. In this study it is revealed that the more the leader use transformational leadership style the practice of good corporate governance is enhanced.

The relationship between leadership and good governance is also strengthen by the study conducted by Emeh Ikechukwu in 2014 by the title " Effective leadership for good governance in Nigeria" he found that there is a relationship between leadership and good governance by stating as good governance requires no ordinary type of leadership. Good governance seen as a manifestation of committed, patriotic and discipline leadership. The attainment of good governance is a function of effective leadership.

He further recommends that effective leadership requires a leader to seek the welfare of his people, and to guide them in achieving that objective. And because governance involves the exercise of authority, direction and control of a people, with the interest of the people in the front burner, good governance call for selfless, compassion, transparency and accountability, all of which are summary of the concept of dedication.

Apart from establishing relationship between the above two variables the study also find out that the role of employees, is vital in realizing good governance and effective leadership practice by stating as "The followers have major role to play in ensuring that the needed good governance through effective leadership is achieved by showing moral and guts instead of sycophancy and praise singing; all requiring dedication."

In addition to the above studies, the research conducted by the National Foundation for Educational Research revealed that it is impossible to think good governance without having

good leadership by stating that it is impossible to have effective governance without effective leadership. It further elaborated the relationship as "If you had poor leadership you are unlikely to have the clarity about process and accountability that you need for good governance". The study conducted by Lord, P., Martin, K., Atkinson, M. and Mitchell, H. (2009) found that there is relationship between effective leadership and good governance principles. It states as Effective leaders think creatively about governance arrangements so that there is shared participation, shared responsibility and accountability, and so that organizational goal are achieved.

Furthermore Brannelly,2011 argues that developmental leadership has a positive impact on enhancing good governance. This study elaborates as developmental leadership have a role in enhancing good governance, as a tangible, policy-driven improvement in citizen voice and accountability; the rule of law; regulatory quality; political stability and the absence of violence; government effectiveness; and control of corruption (Brannelly ,2011).

2.3 Conceptual Framework

This study gave emphasis on five important pillars of good governance which are effectiveness and efficiency, accountability, transparency, participation /responsiveness and equity/inclusiveness and their relationship with effective leadership practice and good governance to identify to what extent that leadership related with good governance.

The conceptual framework of this study was developed based on literature review to emphasize mainly on the relationship of the variables and transformational leadership theory (Bass, 1990; Burns, 1978), and the theories of transformation and transition in governance (Davis, 2011; Toikka, 2011) were adopted as the most suitable conceptual framework.
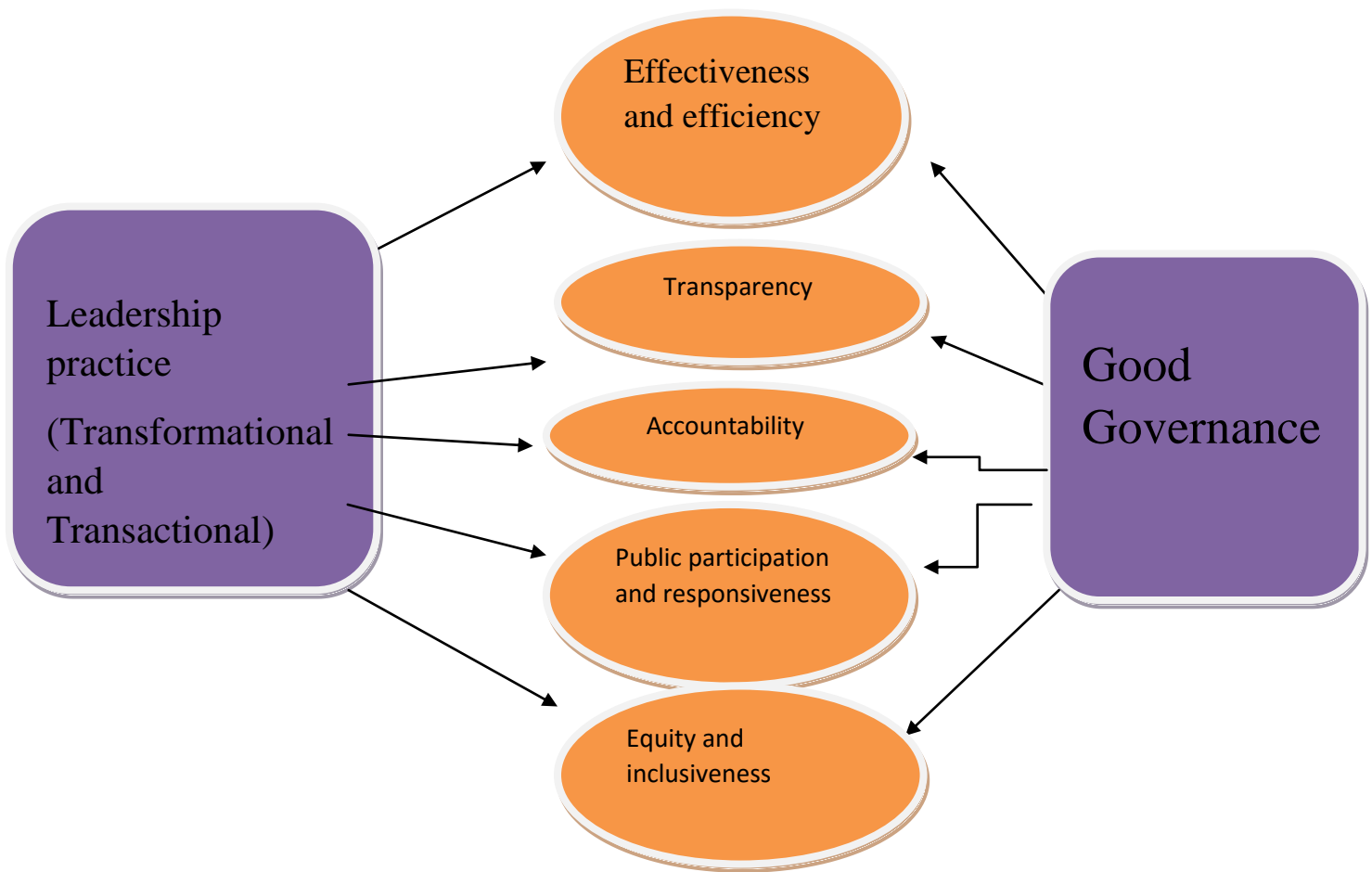
Fig.2 .1 Inter-relationship between leadership practice, principles of good governance and good governance practice.

Source: adopted from literature review and own conceptualization, 2018

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter deals with the research design and the methodological procedures to be followed in the process of data collection and then to analyze the data to be obtained. It also embarks on the steps to be taken so as to ensure the reliability of data collection tools and the validity required thereof.

3.1 Research design and approach

Research approaches are strategies of inquiry that provide specific direction for procedure in a research design. Creswell (2003) classified scientific research approaches into three: quantitative, qualitative and mixed research. Qualitative research seeks to describe various aspects of social and human behavior through particular methods such as interview, observation, focus grouping and so on. Quantitative research is the systematic and scientific investigation of quantitative properties and phenomena and their relationships. Whereas, mixed research approach involves collecting and analyzing both quantitative (numeric) and qualitative (descriptive) forms of primary data in a single study (Creswell, 2003).

Accordingly, this research adopts qualitative as well as quantitative approaches and will focus on the assessment of leadership practice and good governance in light of good governance indicators. In this kind of study the researcher explores in depth an event or a process over a period of time. This study was exploratory in nature, and relied on a vast amount of information gathering procedures, such as structured interview, secondary data, documentary information, government gazettes and archival records, and other relevant data that were analyzed to find answers to the research questions (Creswell, 2009; O'Sullivan & Rassel, 1999).

3.1.1 Research Design

According to Bhattacherjee (2012) research design is a comprehensive blue print, which specifies the data collection process, the instrument development process and the sampling process.

Regarding this specific study, it assessed the practice of good governance and leadership in Lideta Sub-City office of Trade and Industry and to this effect; the researcher undertakes descriptive and explanatory research design/method to analyze the relationship between the selected good governance parameters, the actual good governance and leadership practice.

3.2 Population and Sampling Techniques

The population for this study was the employees, leaders as well as customers of Lideta Sub-City office of trade and industry that operates under Addis Ababa City administration.

3.2.1 Sample size

Target population is a group of people or organization or any other entities that the research/researcher is attempting to make a valid inference and generalization about. The inference and generalization is based on statistically and logically representative study population that the researcher is investigating directly and indirectly.

Hence, the study populations were specifically focus on the customers, employees and leaders of Lideta sub city office of trade and industry specifically, office of trade registration and licensing. The total number of the study population in the area of concern was 70 and this was divided in the following categories namely: Leaders of the sector, employees and customers in which 3 of them will be from top management of the sub-city, and 37 individuals from customers/business owners in the sub-city and 30 employees.

3.2.2 Sampling frame

The Sub-City's office of trade and industry and its customers, which include customers that has been categorized as private business owners and employees of the sector. As well as public sector leaders were also be incorporated in this sampling frame.

3.2.3 Sampling techniques

Sampling methods can be categorized into probability sampling and non probability sampling. Probability sampling is a technique in which every unit in the population has a chance (non-zero probability) of being selected in the sample, and this chance can be accurately determined. Non-probability sampling is a sampling technique in which some units of the population have zero chance of selection and/or where the probability of selection cannot be accurately determined.

This research used probability sampling. The participants of the survey were selected using a random selection method. Specifically by using probability proportionate to size method. As it will be quite difficult to study the entire population the researcher used samples as a way to gather data. This sample is the subset of the population to be studied. It represents the larger population and used to draw inferences about that population.

In one hand Simple random sampling was used to select the employees and accidental/situational selection method for the customers who were included in the sample. On the other hand Purposive sampling was used to select key informants of this study. The criterion of choosing the key informants was being a leader in the sector/office.

3.3 Types of Data

The types of data that were used in this research were both primary and secondary sources. Primary data source in which data were gathered from customers, employees, as well as leaders of the sector in a questionnaire, and interview method. Secondary data source**,** mainly government documents and academic journals, information gathered from archival data,

administrative reports, laws and the minutes with the public as well as other documented sources were also used. Review of literature and other available information from various published and unpublished reports of the sub-city, data in relation to public service like journals, reports, books and newspapers.

3.4 Methods and instruments of data collection

The research instrument that was used for collecting primary data was questionnaire, which are the most widely used data collection methods in evaluation research. The questionnaires used for the final data collection was close ended questionnaires. Questionnaires help to gather information on attitudes, opinions, behaviors, facts, and other information. In the final step, reliability of the questionnaire using a pilot test was carried out.

The questionnaires were distributed physically to the participants of the study. The other data collection method which was applied in this study was interview based on relevant check lists/questions and for the sake of easy communication the questionnaire was written in the local language which is widely used by the residents of the sub-city which is Amharic and the accurate translations were given to the questions.

3.5 Reliability and Validity

Reducing the possibility of getting the answer wrong is possible by evaluating the reliability and validity of data gathering instruments employed in the study.

3.5.1. Validity:

Validity means ability of the research method to find accurate reality. If the research is said to be valid then it really means that what was intended to be measured has been measured accurately. Validity is quite important if the researcher is doing in- depth studies on individuals, small groups or situations. If the researcher knows that his/her research is valid then he/she can be confident on the findings that really show some uniqueness in the issue being studied. If the researcher lacks validity then it means that there was lack of truth in the findings (Churton&Brown 2010 Earl Babbie 1989).

To ensure the validity of the research questions the researcher conducted a pilot study on five professional level selected respondents that can be representative of the sample population. The reason for the pre-test was to check that the information is appropriate for the research or not. Furthermore the employees of the office that cooperate on data collection are also in position to provide relevant inputs in the improvement and revision of the data collection instrument, so as to make it more customized to the service provided by the office of trade registration and licensing. The respondents of the pilot study were provided with the original questionnaire and have rated their extent of agreement/disagreement on the statements of the questionnaire. Based on their opinion the researcher revised the research questions.

3.5.2. Reliability:

Means to measure consistency in producing similar results on different but comparable occasions. If research is said to be reliable that means if it is replicated, similar or identical results will be shown. If researchers know that their research is reliable then there is less risk of their taking a chance pattern or trend exhibited by their sample and using it to make assumptions about the population as whole (Churton & Brown 2010 Earl Babbie 1989).

The researcher takes the questions from previously conducted researches and customizes according to the situation and the service of the office. The interview and questionnaire were closely related to the research questions. The reliability measurements for both customer side as well as employee side were calculated by applying internal consistency measurement (Cronbach Alpha). The total average inter item correlation/Cronbach alpha coefficient for the customers' side questionnaire was computed to be($\alpha= 0.956$). The values of alpha is close to one (1) indicating a salient level of reliability and well beyond the cutoff point ($\alpha \geq 0.7$). (Leary, 2004) The same applies to the employee side questionnaire, the reliability measurements were calculated by applying internal consistency measurement (Cronbach Alpha). The total average inter-item correlation/alpha coefficient was computed to be ($\alpha= 0.801$).(Ashenafi Amiro,2015)

3.6 Methods of data analysis

Based on the indicators of good governance and leadership practice the data gathered from the data collection instruments were analyzed using the following methods:-

The primary data collected from the survey questionnaire were analyzed using quantitative techniques. The data gathered through interview were transcribed into themes and analyzed together with existing literature and documents to address the research questions.

The survey data were processed using an SPSS (version 20). First the relevant data were coded, summarized and then transferred to SPSS to be analyzed and presented. Frequency tables were also be used to summarize the respondents profile in the form of frequency and percentages whereas the descriptive statistics such as mean and standard deviations of employees' and customers' answers to leadership practice and good governance scales were calculated in order to determine employees' as well as customers' perceptions of leadership practice and good governance.

Subsequently, the researcher employed Pearson correlation analysis to investigate the relationship between the selected good governance indicators and various leadership practice as well as good governance.
The correlation analysis gave support in determining and the degree of the relationship between the variables.

3.7 Potential Ethical Issues

The researcher addressed ethical considerations of confidentiality and privacy a guarantee was given to the respondents that their names should not be revealed in the questionnaire and research report. In addition a copy of the final report could be given to the office if necessary.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 General characteristics of respondents

The sample consisted of participants of this study surveyed from employees, customers and leaders of Lideta Sub-City office of Trade and industry specifically office of trade registration and licensing. The researcher had distributed 67 questionnaires to employees and customers of the office in which 30 and 37 to employees and customers respectively. In relation to the response rate all of the questionnaires distributed to employees are returned effectively unlike those questionnaires which are distributed to customers who were returned only 25 of them with a non-response rate of 32.4 %. This didn't affect the finding of the research. Finally, the total sample size of 67 respondents, including employees, and customers were used in this study amounting to a total non-response rate of approximately 17.9% and total response rate of 82.1%.This response rate was satisfactory to make conclusions for the study. The response rate was representative. According to Mugenda and Mugenda (1999), a response rate of 50 percent is adequate for analysis and reporting; a rate of 60 percent is good and a response rate of 70 percent and over is excellent. Based on the assertion, this response rate was considered to be excellent and the data were entered to SPSS version 20 for the statistical analysis.
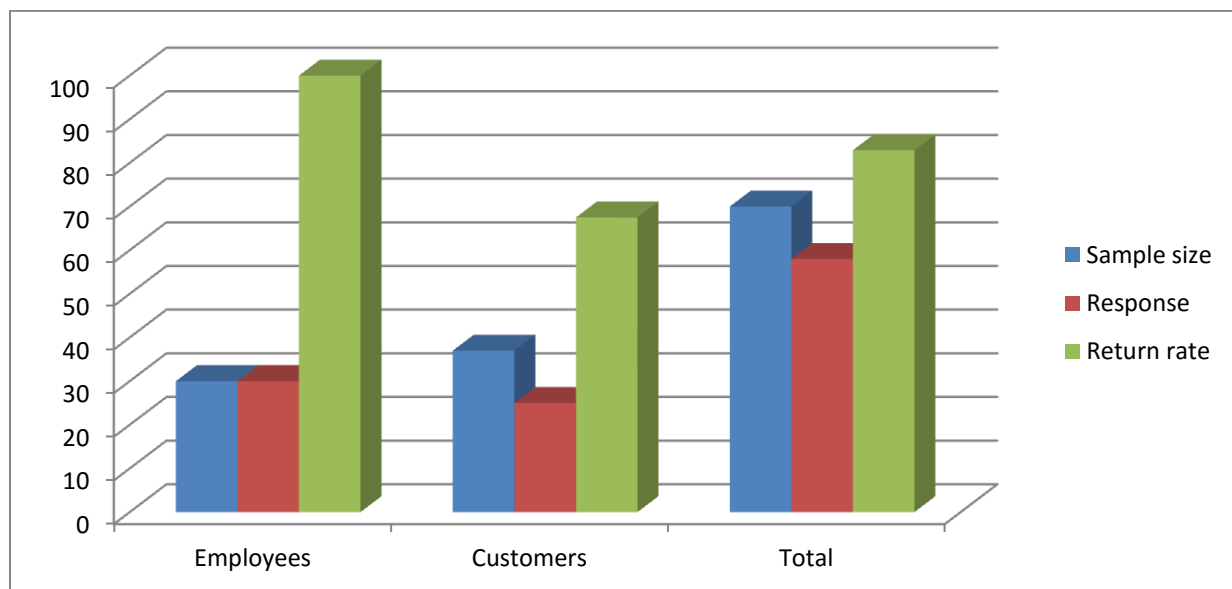
Chart 4.1 Respondents' response rate of survey data

Source: own survey, 2018 G.C

4.1.2 Profile of Respondents

The employee side questionnaires had four demographical questions which are in relation to age, sex, education level of the respondent, and the year of service they serve in the office.

The customer side questionnaires had four demographical questions which are in relation to age, sex, education level of the respondent, and the service they require from the office. According to the data collected from customers the service required from the office was mainly trade licensing and on the other hand above 80% of the respondents were having an educational background above high school and from this it is possible to infer that the respondents can read and understand the questions and gave their response genuinely.

Table 4.1 Summary of respondents' profile

Item	Category	F (n)		Percent	
		Employ.	Cust.	Employ.	Cust.
Age	20-30	8	6	26.7	24
	31-40	15	10	50	40
	41-50	5	7	16.7	28
	› 50	2	2	6.7	8
Sex	Female	12	4	40	16
	Male	18	21	60	84
Educational level	High school complete	1	15	3.33	60
	Diploma	14	6	46.7	24
	Degree	14	3	46.7	12
	Masters	1	1	3.33	4
Year of service	Below 1 year	5		16.7	
	1-5 years	13		43.33	
	6-10 years	8		26.7	
	Above 10 years	4		13.33	
Type of service required	**Trade registration**		-	-	-
	Trade licensing	-	-	**25**	**100**
	Total	-	-	**25**	**100**

Source: own survey data, 2018.

As indicated in the above table (table 4.1) the research was conducted on 30 employees in which all of them return the questionnaire with appropriate responses. From the data it is possible to infer that most of the employees are young and in a potential to work and there is a male domination. Regarding the educational level of employees, most of the employees are educated and are in a capability to deliver the competent service, in which the office has full of professional and skillful staff; which means the employees have competent knowledge. As it is shown in the above table (table 4.1) 5 employees in number which is 16.7% have below 1 year experience, 43.3% which is 13 of them have 1-5 years work experience. Employees which have 6-10 years experience counts for 26.7 %(8) and those who served above ten years are 4 in number (13.33%).

The above data implies that most of the respondents are found in relatively experienced category which is between 1to10 years and their rich experience might give them better knowledge about their organization to understand the philosophies and culture as well as strategic direction of the office .This in return contributes for the quality of their response in this research.

4.2 Results and discussion

Under this section, employees' and customers' perception on the existing leadership and good governance practice of the office are presented and analyzed in detail. To this end the response of the leaders' obtained from the interview also incorporated in both employees' and customers' response discussion.

4.2.1 Good governance and leadership on employee's side

4.2.1.1 Efficiency & Effectiveness

This parameter had four items which are in relation to employees' competency, the availability of integrated information system, the extent to which the procedures of the services were clear and that of the delivery of services as per the predetermined standard.

Table 4.2 Efficiency and effectiveness parameter

Parameter Efficiency and effectiveness			
Item	F (n)	Mean	Std. Deviation
Employees are competent	30	3.13	1.279
There is integrated computerized information	30	2.83	1.206
Rules and procedure of the office are clear	30	2.4	1.221
Services are provided as per the standard	30	2.8	1.297
Total	30	2.79	1.263

As indicated in table below (table 4.3), employees were asked to rate their level of competence at work. To this end, the highest mean value (3.13) was obtained. In the case of the second, the third and the fourth items the mean scores were 2.83, 2.4 and 2.8 respectively. These imply that employees of the office perceived as the service provided in the office was efficient and effective at a moderate level and able to satisfy customers to some extent.

This dimension totally computed to be 2.79, which is higher than the half point of the scale with a standard deviation of 1.263. The standard deviation shows that how diverse are the responses of employees for a given item in proportion to the mean value. The above data implies that the dimension had its own contribution for the realization of good governance in the office. Regarding effectiveness and efficiency of the service provided by the office the employees feel positive about their competency, availability of integrated computerized information and delivery of service as per the stipulated standard. Whereas they put the clarity of rules and procedure below the break point.

Generally this dimension is perceived to be moderate by employees of the office and had an adverse effect on prevalence of good governance in the office.

4.2.1.2 Transparency

One of the key indicators of good governance is transparency and in this specific study this parameter was evaluated based on selected items and which are the openness of service procedures, the degree as to which the laws were clear to customers, accessibility of information' and laws.

Table 4.3 Transparency parameter

Parameter	Transparency		
Item	F(n)	Mean	Std. Deviation
Service procedures are open	30	3.00	1.232
The laws are prepared in a clear manner	30	2.26	1.311
After directives are enacted they are announced to the public	30	2.4	1.221
There is accessibility of information	30	2.4	1.221
Total	30	2.52	1.263

Based on the evaluation, most of the items of the transparency dimension score are below the cutoff point. Employees' of the office perceived the items under this dimension as follows. The item which states as service procedures are open scored the highest mean point which is 3.00.To the contrary the remaining items scored below the cutoff point. In which both after directives are enacted they are announced to the public and there is accessibility of information scored mean of 2.4 each and the item which gets the lowest point was laws are prepared in a clear manner which is 2.26.

The overall mean of this dimension is computed to be 2.52 with a standard deviation of 1.263. The standard deviation shows that how diverse are the responses of employees for a given item or construct in proportion to the mean value.

From the above data it is possible to infer that as the total mean value of the dimension was close to mid point and the standard deviation is small this dimension failed to contribute in the prevalence of good governance in the office.

4.2.1.3 Accountability

Accountability which is the core of good governance was computed based on four criterias which can express the extent to which the officials as well as employees' of the office were answerable to their misdeeds. The items were the availability of employees' code of conduct, the existence of effective grievance handling system and accountability of leaders as well as employees of the office.

Table 4.4 Accountability parameter

Item	F(n)	Mean	Std.Deviation
Employees' code of conduct is available	30	2.63	1.217
There is an effective grievance handling system	30	2.4	1.042
Leaders are accountable for the decisions they render	30	1.67	0.7581
Employees are answerable for their misdeeds	30	3.13	1.279
Total	30	2.45	1.202

From the above table it is possible to look that there are only two items which get more than cutoff point which is employees' are answerable for their misdeeds and the availability of employee' code of conduct which is mean value of 3.13 and 2.63 respectively. Whereas the remaining two items scored below the cutoff point .

Generally the total mean value of this specific dimension was computed to be 2.45 which is low and this implies that there has been weak accountability system in the office as well as this parameter failed to contribute to the realization of good governance in the office.

4.2.1.4 Equity/impartiality

This parameter was evaluated based on one item only; which is in relation to the availability of service to all on equal basis without any partiality.

Table 4.5 Equity parameter

Item	F(n)	Mean	Std.Deviation
Service is provided for everyone on equal basis	30	3.66	0.8442
Total	30	3.66	0.8442

The mean value of this dimension was computed to be 3.66 with the standard deviation of 0.8442 which is the highest of all dimensions/parameters with a standard deviation of (1.360). But the deviation here is relatively high compare to the other dimensions.

The evaluation score given by employees' implies that the equity dimension shows the office render its service impartially and equitably.

4.2.1.5 Participation and responsiveness

The availability of complaint receiving and rendering on time decision, participation of employees and public participation in planning were the item used to evaluate one of the good governance parameter which is participation and responsiveness.

Table 4.6 Participation and responsiveness parameter

Item	F(n)	Mean	Std.Deviation
There is a system that provide employees to raise their complaints and render on time decision	30	1.9	0.8449
There is participation of employees	30	2.83	1.206
There is public participation in planning and legislation	30	3.46	1.167
Total	30	2.73	1.252

The item which stated about public participation in planning and legislation scored the highest mean value which is m= 3.46 where as participation of employees scored mean value of 2.83. On the other hand the system of complaint and rendering on timely decision scored the lowest mean point which is 1.9.

Overall the mean and standard deviation of this parameter of good governance was computed to be 2.73 and 1.25 respectively. The mean value is above the cutoff point and the standard deviation is still low in comparison to each of the mean values.

The above data implies that employees of the office perceived the relation between service recipients and the office as weak particularly in relation to complain receiving and on time decision making. But the general mean value shows that this parameter had an impact on practice of good governance.

4.2.1.6 Leadership practice

The perception of employees' regarding the existing leadership practice was evaluated based on some item which can express the leadership practice. To this effect the researcher prepared items under this parameter which are highly linked with effective leadership practice.

Table 4.7 leadership practice

Item	F(n)	Mean	Std.Deviation
Leaders provide assistance in exchange for employees' effort	30	2.47	1.224
Leaders seek different perspectives when solving problems	30	2.26	1.172
Leaders interfere before problems become serious	30	2.47	1.224
The leaders spend time in teaching and coaching	30	2.8	1.297
Total	30	2.5	1.23

This dimension of leadership was computed based on four items and except one item which is leaders spent time in teaching and coaching scored mean value of 2.8 the remaining three items scored below the mid-mean value.

As it seen in the above table (Table 4.8) the total mean value of the parameter was just at the cutoff point and with standard deviation of 1.23

This implies that the above dimensions contributed to the practice of leadership in the office.

4.2.2 Good governance and leadership on customers' side

4.2.2.1 Efficiency and effectiveness

The perception of customers' regarding the efficiency and effectiveness of the service was evaluated based on some item which can express the existing governance practice. To this effect the researcher prepared items under this parameter which are highly linked with good governance.

Table 4.8 Efficiency and effectiveness parameter

Item	F(n)	Mean	Std.Deviation
Employees of the office are competent	25	2.52	1.229
There is accurate, integrated and computerized information	25	2.68	1.345
There is fast service delivery	25	2.4	1.258
One stop shop service is available	25	1.88	0.9274
Most of the services are provided as per the standard	25	2.64	1.221
Total	25	2.424	1.224

The office scored high points on items like the office provide most of the services as per the standard and there is computerized information system which had mean values of 2.64 and 2.68 respectively and competency of the employees were scored by customers as a mean value of

2.52. To the contrary one stop shop service and fast service delivery scored the lowest mean value which is 1.88 and 2.4.

The overall mean value of this dimension is computed to 2.42 with the standard deviation of 1.224.The standard deviation shows that how diverse are the responses of customers for a given item or construct in proportion to the mean value.

The deviation here was by far differ from the mean value of each item and the mean value of the parameter was below the cutoff point. The above value implies that this parameter failed to contribute for the realization of good governance in the office.

4.2.2.2 Transparency

The openness of the service procedures, the extent to which the instructions of the service were clear and accessibility of information in the office were the item used to evaluate one of the good governance parameter which is transparency of the office.

Table 4.9 Transparency parameter

Item	F(n)	Mean	Std.Deviation
There is open service and procedure	25	2.44	1.158
Instructions of service are easy and understandable	25	2.68	1.215
After directives related to trade registration and licensing are enacted they are announced to the public	25	3.12	1.13
There is access of information to the public	25	2.92	1.077
Total	25	2.79	1.157

Regarding the mean value of each item; on one hand after directives are enacted they are announced to the pubic scored the highest mean value which was 3.12, followed by there is access of information to the public which was 2.92 and Easy and understandable instructions of services 2.68. On the other hand availability of open service and procedures scored mean value of 2.44 which is below the cutoff point.

The descriptive statistics points that overall mean of the transparency dimension was computed to be 2.79 with a standard deviation of 1.157. The deviations in this case are relatively low in comparison with the mean value.

The above data implies that this dimension had contributed to the realization of good governance in the office at a good level.

4.2.2.3 Accountability

This parameter of accountability was computed based on two criterias and these are the availability of employees' code of conduct, the existence of complaint receiving system for customers' of the office.

Table 4.10 Accountability parameter

Item	F(n)	Mean	Std.Deviation
Employees' code of conduct is available	25	2.92	1.077
There is complaint receiving system	25	2.84	1.248
Total	25	2.88	1.154

As it is seen from the above table (table 4.10) the dimension of Accountability has two items regarding availability of employees' code of conduct and existence of complaint receiving system.

Based on the evaluation by the customers this dimension scored a mean value of 2.88 with the standard deviation of 1.154.

From the above data it is possible to infer that there is a system for accountability but it is not adequate and there was an influence of accountability on realization of good governance in the office.

4.2.2.4 Equity/impartiality

Equity was evaluated based on one item only; which is the existence or non existence of equal acceptance of customers with trade registration and licensing.

Table 4.11 Equity/impartiality parameter

Item	F(n)	Mean	Std.Deviation
Equal acceptance of customers with trade registration and licensing	25	2.08	1.077
Total	25	2.08	1.077

This dimension had only one item which was equal acceptance of customers. Based on the evaluation of the customers this parameter was scored a mean value of 2.08 and 1.077 of standard deviation; which is very low mean value with slightly high standard deviation.

Generally it is possible to state that the implication of this particular evaluation is that customers of the office feel treated unequally.

4.2.2.5 Participation and responsiveness

Participation and responsiveness is one of the key indicators of good governance and in this specific study this parameter was evaluated based on three selected items.

Table 4.12 Participation and responsiveness parameter

Item	F(n)	Mean	Std.Deviation
Participate the public by facilitating appealing system and respond promptly	25	2.84	1.248
There is public participation in trade registration and licensing	25	2.76	1.234
There is public participation in planning and legislation	25	3.12	1.13
Total	25	2.9	1.199

The item which states about public participation in planning and legislation scored the highest level of mean value which is 3.12, followed by participating the public by facilitating appealing system and respond promptly which scored mean value of 2.84 and existence of public participation in trade registration and licensing scored mean value of 2.76.

This dimension was computed from three (3) items and based on the evaluation of customers the overall mean score of the dimension was 2.9 with standard deviation of 1.199; which is low In comparison to each of the mean values.

The above data implies that the bond between the office and the customer is relatively in a good status on participating the customers on commenting on the plans and laws of the office as well participating customers by facilitating appealing system and respond promptly .Whereas it is weak on participating the public in trade registration and licensing which created an adverse effect on the performance of the office in realizing good governance.

Key informant respondents also fully agree with customers as well as employees' perceptions that the office failed to participate employees and customers on different activities of the office in a full manner.

This implies that the office didn't perform its best to make owners of the work of the office. Generally, even if there was a good relationship between the office and the customers; the weak relationship between the office and its employees adversely affected the practice of good governance in the office.

4.2.2.6 Leadership practice

This parameter had four items which are in relation to the existing practice of leadership as to what extent did the leaders communicate the plans of the office to customers. the willingness of the leaders to accept any feedback from customers and the existence of accountability of the leaders and finally treating customers in impartial way.

Table 4.13 Leadership practice

Item	F(n)	Mean	Std.Deviation
Leaders communicate the vision, mission and plans of the sector to the customers	25	3.12	1.13
There is a system to take the feedback of the customers	25	2.84	1.248
The leaders are accountable for their actions	25	2.16	0.8505
The leaders treat all customers on equal basis	25	1.92	0.9092
Total	25	2.51	1.141

The dimension scored high mean values on items like leaders communicate the vision, mission and plans of the office to the customers which scored mean value of 3.12 and there is a system to take the feedback of the customers m= 2.84. Whereas items like the leaders are accountable for their actions and leaders treat all customers on equal basis scored the lowest mean values which were 2.16 and 1.92 respectively. The overall mean value of this specific parameter was computed to be 2.51 with standard deviation of 1.141.

Generally the dimension scored mean value of 2.51 which is at the cutoff point which shows that there was weak relationship between the leaders and the customers and hence this dimension had an influence on practice of leadership in the office.

4.2.3 Key informants

Regarding the dimensions of good governance, practice of good governance and leadership practice in the office the responses of key informants were more or less similar with that of customers' as well as employees' perception

The scores gained from questionnaires distributed to employees and customers implies that there is lack of accountability particularly in making leaders answerable for their misdeeds; there was also problem in relation to delivery of service as per the standard and giving responses promptly as well as lack of accessibility of integrated information system. This in return had an adverse effect on efficiency and effectiveness of the service provided by the office.

The above response was also confirmed by the responses of key informants in which they responded as; even if there were standards set for each activity the services weren't delivered as per the standard due to internal as well as external factors. The same applies to accountability in which even if there were some indicators that employees were answerable for their misdeeds there were little tendency of making leaders accountable.

To the contrary, key informants responded in a different manner than employees and customers in relation to equity/impartiality, transparency and participation and responsiveness where they

believe that any customer as well as employee was treated fairly on equal basis and there was also a platform for the participation of employees and customers in all activities of the office.

In addition to the above the key informants responded as the office applied transformational leadership and it enable the office to create a transparent system.

4.2.4 The overall Good Governance

Based on the five dimensions the overall practice of good governance of the office was weak by the responses given by employee and customers of the office.

The perception of customers as well as employees' of the office on the overall good governance of the office was unsatisfactory. Moreover, the result of the good governance dimensions practically related to the performance of the office.

Generally, it is possible to infer that both customers and employees of the office didn't satisfy by the overall practice of good governance. The evaluation result gained from the respondents including the leaders' shows that the relationship between the five dimensions and the practice of good governance in the office was weak and this weak relationship adversely affected the practice of good governance in the office.

4.2.5 The overall leadership

Leadership practice of the office was computed using five point scales to get the extent to which common dimensions of good governance and leadership affected the practice of leadership in the office over the past five years.

Based on the results of the data on the leadership items the service recipients as well as employees of this particular office perceive the leadership practice was unsatisfactory.

Generally, it shows the inter relationship between parameters of leadership and leadership practice available in the office.

From the data evaluation obtained from the respondents it is clear that there was weak relationship between the parameters and leadership practice.

Regarding the association of leadership practice and good governance dimensions employees' as well as customers' participation had the highest correlation by scoring the highest mean value; to

the contrary parameters like accountability and equity gained the lowest mean value and hence had weak association with leadership practice of the office.

4.2.6 The relationship between good governance dimensions, good governance and leadership practice.

The researcher used Pearson bivariate to determine the relationship of the two variables with good governance dimensions.

A correlation coefficient is a very useful means to summarize the relationship between two variables with a single number that falls between -1 and +1.

First and foremost to interpret the strengths of relationships between variables, the guidelines suggested by Field (2005) were followed by the researcher. A correlation analysis with Pearson´s correlation coefficient (r) was conducted on all variables in this study to explore the relationships between variables. It was computed for each relationship between the good governance dimensions and the overall good governance as well as parameters of leadership and overall leadership practice.

With regard to good governance practice the Pearson correlation coefficient shows that all the five good governance dimensions significantly and positively correlate with overall practice of good governance.

The parameters like effectiveness and efficiency, participation and responsiveness scored the highest point whereas accountability, transparency as well as equity/impartiality scored the lowest point.

From the correlation it is possible to infer that the practice of good governance of the office was affected by the performance of the five good governance dimensions. The same holds true for the relationship between those dimensions and the existing leadership practice in the office.

Generally, the overall result shows that the five dimensions of good governance are positively associated with the overall good governance as well as leadership practice.

CHAPTER FIVE

CONCLUSIONS & RECOMMENDATIONS

This chapter indicates summary of major findings, conclusion and recommendation. Accordingly the analysis of the findings, answered to the research questions, the conclusion and recommendations to the office and for further studies.

5.1 Summary of the key findings

The purpose of this study is to examine the relationship between Good governance indicators and good governance practice as well as leadership practice on Lideta Sub-City office of Trade and Industry. This study focuses only on five dimensions of good governance and its relationship with good governance as well as leadership practice of the office.

To conduct this research, the study has been utilized a mixed /qualitative and quantitative /approach and descriptive and explanatory research design/method. To collect necessary data pertinent to the research, both qualitative and quantitative data collecting tools/i.e. questionnaire, and key informant interview had employed.

To analyze the perception of employees and customers, the study had employed questionnaire whereas interview questions for the leaders of the office. Based on the data gathered, the respondents had been surveyed with dimensions of good governance on a scale ranging from 'one' to 'five' to evaluate their perception regarding the practice of good governance and leadership of the office.

The results from the employees as well as the customers of the office revealed that the employees and customers are not happy with the overall good governance as well as leadership practice of the office. To the contrary; key informants didn't agree with the above response in which they believe that even if there are undeniable problems in relation to good governance as well as leadership practice of the office there were steps that the office took to realize good governance in all dimensions of the office's activity. In sum, the finding from the study reveals

that there is a positive and significant relationship between the selected good governance dimensions and the existing good governance as well as leadership practice and hence, as good governance and leadership are intertwined realizing one of them might lead to the realization of the other.

The finding confirmed that the office had failed to integrate its leadership practice with good governance principles and this in return affected the overall good governance of the office.

5.2 Conclusions

After thoroughly analyzing the information gathered through questionnaire and interview the following major conclusions are drown:-

➢ Lideta sub-city office of Trade and industry as a service giving organization is not efficient enough in meeting customer, needs and expectations relating to efficiency and effectiveness of the services delivered, in providing immediate remedy for the services not provided as per the standard.

➢ Accurate, integrated and computerized information is not available; so, it is difficult to get reliable information and prompt service.

➢ The result of the study proves that customers were not given opportunity to participate on developing and/or commenting plans, policies, and on evaluating final performances of the office.

➢ Information regarding the services given and requirements from service recipient is not available to the customers.

➢ The finding indicated that leaders of the office gave decisions without full participation of employees and customers and this created a scenario where employees feel they are isolated and not part of the office which affected the service of the office.

Generally, as it was also confirmed by the responses of the key informants the overall perception of employees' as well as customers' towards the existing leadership and good governance practice of the office was not as to their needs or it was unsatisfactory. This means the actual practice in the office has been deviated from the selected good governance indicators.

5.3 Recommendations

Based on the foregoing discussion, the researcher forwards implementable recommendations for the better implementation of good governance and leadership in Lideta Sub-City office of Trade and industry so as to realize good governance in the office.

⇨ For the improvement of good governance and leadership practice customer participation is important. So, the office is expected to involve the customers on developing laws, plans, and plans execution.

⇨ Availability of accurate, integrated and computerized trade registration and licensing is important for efficient and effective service delivery. So, the office shall give special attention to implement this system.

⇨ To ascertain delivery of service as to the pre determined standard it is crucial to evaluate the service provided in the office and overall customer satisfaction periodically and made adjustments whenever it is necessary.

⇨ The office should put in place appropriate mechanisms to communicate the laws enacted in relation to trade registration and licensing to customers of the office.

⇨ As the selected good governance indicators have positive relationship with good governance and leadership practice, the office shall improve the practice of good governance on the service outlets in order to improve the office's service quality and to realize good governance.

5.4. Limitations of the study and implications to further research

As the scope of this research paper is limited to trade registration and licensing of the Sub-City; as to relationship between leadership practice and good governance in light of selected good governance indicators over a limited period of time which is 5 years from 2012-2016 G.C and the researcher recommends in to leadership and good governance in Lideta Sub-city office of trade and industry should be extended to period before and after the above years. In addition the data has been gathered from employees, and leaders who are in charge of various duties only at the Sub-City level and customers of the Sub-city only. It failed to incorporate the perception

from the employees, customers as well as leaders of the "Woreda" level which are part of the Sub-city's administration in which the findings of the study may not be enough to give the complete picture of the relationship between the variables. So, the researcher recommends a larger sample size involving participants from all stakeholders might reveal unique results. Moreover, gathering information through interview was challenging because the leaders were in a tight schedule and there were also unreturned questionnaires and improperly filled by the side of customers which were totally ignored. The availability of literature on this specific area also hindered the researcher from investigating the relationship in an adequate manner and the main limitation of this study is; it gave high emphasis on one of the variables which is good governance in which it failed to give the required attention to the leadership practice of the office.

As this study did not include all possible factors that could impact good governance and leadership practices in the office therefore, the researcher recommends that further studies can be done to investigate other variables that can influence good governance and leadership practice in the Sub-City.

Finally the researcher also recommends that future researchers should replicate this study in other regional states with similar service to see if this result would vary.

REFERENCE

Afolabi, G.K. (2004). *Accountability and transparency in governance. Babcock Journal of A. O. Jomo, K. S. and Rob, V. (Eds.) growth divergences: explaining the differences in.*

African research review,(2015)   Leadership, Corruption and Governance in Nigeria: Issues and *approaches* (3rd ed.). Thousand Oaks, CA: Sage.

Ashenafi Amiro, (2015) *Assessment of good urban governance practice in land administration*

Bass, B. M. & Roggio, R. E. (2006). Transformational leadership (92nd.). London, UK:

Bass, B. M. (1985). *Leadership and performance beyond expectation.* New York, NY:

Bass, B. M. (1990). *From transactional to transformational leadership*: New York, NY Free

Bass, B. M., & Avolio, B. J. (1990). *Developing transformational leadership*: New York Free

Bass, B. M., & Bass, R. (2008). *The Bass handbook of leadership*: NEW York Free Press Bloomfield Kumarian Press.

Burns, James MacGregor (1978) *Leadership*, New York: Harper and Row

Creswell, J. W. (2003). *Research design: Qualitative, quantitative, and mixed methods International Journal of Management and Social Sciences,*2, (2). 16-28.

Dagaci, A.M. (2009). *Democracy and the leadership question: a redefinition in the Nigerian*

Davis, J. S. (2011). *Challenging governance theory: From network to hegemony.* New York,

Development', New York.

Dickson, C. (2011). *Good governance in Nigeria.* http://saharareporters.com/article/good-

economic Performance. Hyderabad, London and Penang: Orient Longman, Zed Books

Fiedler, F. E., & Garcia, J. E. (1987). *New approaches to effective leadership.* New York,

Fiedler, F. E., & Garcia, J. E. (1987). New approaches to effective leadership. New York,

Filley, A. C., & House, R. J. (1969). *Managerial process and organizational behavior.* Free
press

Gardner, J. (1990*). Transactional, transformational, and transcendent leadership.*New York,

 good governance. New York, NY: Free Press.

Hersey, P., & Blanchard, H. (1977). *Management of organizational behavior*
.http://unpan1.un.org

Hyden, G & Court, J. (2002). *Comparing governance across countries and time. IMFFinance*

 and Development. 37, (2).

Kaufmann, Kraay & Zoido (2000). .*Governance matters: From Measurement to action,*New

York Free press

Khan, M.H. (2007). *Governance, economic growth and development since the 1960s", in Jose*

Kolade, C. (2012). *The possibility of good governance in Nigeria. local environmental policy-making in Helsinki, Finland* (Doctoral dissertation).

Lideta Sub-city office of Trade and Industry Annual report (Unpublished)

Lord, P., Martin, K., Atkinson, M. and Mitchell, H. (2009*) managerial applications* (4th ed.).
 Management and Social Sciences 3 (1). NY: Policy Press.

Mugenda and Mugenda (1999) *Metaphors mapping the evolution of the theory and practice of good governance* NY: Free Press

Nyewusira (2007). *Nigeria and the attainment of sustainable development in the 21st century.*
 Section, Nairobi, ISBN: 978-92-1-131982-8.

Rotberg, (2005) 'Good Governance Means Performance and Results', *Governance.* Third World Network.

The World Bank, (1992) Governance and Development, New horizons of public. Retrieved from www.un.org.

United Nations (2007). *Public governance indicators*: A literature review. Retrieved from www.un.org.

United Nations (K. Annan) (1998). *Annual Report of the Secretary-General* . Retrieved from

www.un.org.

United Nations Development Programme (UNDP) (2000). *Strategy Note on Governance*.
 Retrieved from www.un.org.

United Nations Development Programme (UNDP), (1997). '*Governance for Sustainable*
 development. Retrieved from www.un.org.

United Nations Human Settlements Programme (UNHABITAT). UNON, Publishing Services.
 Retrieved from www.un.org.

Van Mart, M. (2003) .*Public Sector Leadership Theory: An Assessment of Public* Administration
Review, Vol.63, No.2, pp.214-228. Washington D.C

ST MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

MBA IN GENERAL MANAGEMENT

Questionnaires to be filled by employees

This questionnaire is prepared to Addis Ababa City Administration particularly to Lideta sub-city office of trade and industry Administration staff members/employees. To this end, your responses for every element in the questioner have a pivotal role to the success of this work. The data or information that you offer would contribute to achieve the desired outcome of the study.

Notice:- There is no need to write your name. After reading each item, please put ''√'' mark in the box that reflect your background or your level of agreement.

If you have any inquiry please don't hesitate to contact me and I am available as per you convenience Mob 0912 17 99 05 or email Sny.gebru@gmail.com

Thank you very much in advance for your cooperation!

Part one: Background information

1. What is your current job position? --

2. Since when are you working in this sector?

Below one year ☐   1-5 years ☐ 6-10 ☐   more than 10 years ☐

3. Gender   Male ☐   Female ☐

4. Age/the nearest No.of years/   20-30 ☐ 1- 40 ☐ 1-50 ☐ 51 ☐

5. Educational level   high school complete ☐ diploma ☐ degree ☐ masters ☐ bove masters ☐

Part two Good governance related questions

Please put " √" mark on the option that reflects your level of agreement

No	Parameters	Options				
	1. Efficiency and effectiveness	1. Strongly disagree	2. Disagree	3. Neutral	4. agree	5. Strongly agree
1.	Employees of the office are competent on their work					
2.	There is integrated computerized information					
3.	Do you agree that the rules and procedures of the office are clear					
4.	The office provides most of its services on time as per the service standard					
	2.Transparency					
5.	Service procedures information is open to all customers					
6.	Service delivery laws are prepared in a clear manner					
7.	Do you agree that after directives related to trade registration and licensing are enacted they are announced to the public					
8.	There is an accessible information to the public					
	3. Accountability					
9.	Employee code of conduct is available					
10.	There is an effective grievance handling system					
11.	Leaders are accountable for the decisions they render					
12.	There is an accountability system that makes employees and leaders answerable for their misdeeds					
	4. Equity/impartiality					
13.	There a system which provide service for every customer on equal basis					

No.		Strongly disagree	Disagree	Neutral	agree	Strongly agree
	5. Participation and responsiveness					
14.	There is a system that provide employees to raise their complains and render on time decision					
15.	There public participation in relation to trade registration and licensing					
16.	There is a system which participate the public in law and plan preparation					

Part 3 Leadership practice related questions

Please put " √" mark on the option that reflects your level of agreement

No.	Parameters	options				
		1. Strongly disagree	2. Disagree	3. Neutral	4. agree	5. Strongly agree
1.	The leaders Provide assistance in exchange for employee's effort					
2.	Seeking different perspective when solving problems					
3.	Leaders interfere before problems become serious					
4.	The leaders spend time teaching and coaching					

APPENDIX B

ST MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

MBA IN GENERAL MANAGEMENT

Questionnaires to be filled by customers

This questionnaire is prepared to Addis Ababa City Administration particularly to Lideta sub-city office of trade and industry Administration customers regarding leadership practice and good governance. To this end, your responses for every element in the questioner have a pivotal role to the success of this work. The data or information that you offer would contribute to achieve the outcome of the study.

Notice:- There is no need to write your name. After reading each item, please put ''√'' in the box that reflect your background or your level of agreement.

If you have any inquiry please don't hesitate to contact me and I am available as per you convenience Mob 0912 17 99 05 or email Sny.gebru@gmail.com

Thank you very much in advance for your cooperation!

Part one: Background information

1. Age/nearest No. Of years/   20-30 ☐   31-40 ☐ 41-50 ☐ 50 ☐
2. Gender   male ☐   female ☐
3. Educational level   below high school ☐ high school complete ☐ diploma ☐ degree ☐
   Masters ☐   above master ☐
4. Your request from the sector Trade registration ☐ Trade licensing ☐

Part two Good governance related questions

Please put "√" mark on the option that reflects your level of agreement

No.	Parameters	options				
	1. Efficiency and effectiveness	1. Strongly disagree	2. Disagree	3. Neutral	4. agree	5. Strongly agree
1.	Employees of the office are competent on their work					
2.	There is accurate, integrated and computerized information					
3.	Do you agree that there is fast service delivery					
4.	one stop shop service is available					
5.	The office provides most of its services on time as per the service standard					
	2. Transparency					
6.	Open and detail service and procedures					
7.	Easy and understandable instructions of services					
8.	Do you agree that after directives related to trade registration and licensing are enacted announced to the public					
9.	There is information access to the public					
	3. Accountability					
10.	Employee code of conduct is available					
11.	Availability of complaint receiving system					
	4. Equity/impartiality					
12.	Equal acceptance of customers with trade registration and licensing					

No.	Parameters	5. Participation and responsiveness				
13.	Participating the public by facilitating appealing system and respond promptly					
14.	There public participation in relation to trade registration and licensing					
15.	There is a system which participate the public in law and plan preparation					

Part 3 Leadership practice related questions

Please put " √" mark on the option that reflects your level of agreement

No.	Parameters	Options				
		1.Strongly disagree	2. Disagree	3. Neutral	4. agree	5. Strongly agree
1.	The leaders understand the need of customers					
2.	The leaders are responsive to assist customers					
3.	Decisions are communicated to the customers					
4.	There is willingness to work together					

APPENDIX C

Interview questions

(For leaders of the Sub-city's office of Trade and Industry only)

1. What steps are taken to ensure the implementation of good governance in the sector?
2. What type of leadership is practiced in the sector?
3. Do you believe that it is possible to implement the service delivery standard?
4. To what extent do you engage the public/your customers in the work of the office?
5. How has leadership affected good governance in delivering trade registration and licensing?
6. What form of leadership might better serve the needs of the people of the Sub City in relation to trade registration and licensing?

ቅድስት ማርያም ዩኒቨርስቲ

ድኅረ ምረቃ ትምህርት ክፍል

በተገልጋይ/በአገልግሎት ተጠቃሚዎች የሚሞላ መጠይቅ

የተከበራችሁ የመጠይቁ ተሳታፊዎች

ይህ መጠይቅ የተዘጋጀው በአዲስ አበባ ከተማ አስተዳደር ልደታ ክፍል ከተማ የንግድና ኢንዱስትሪ ፅ/ቤት የመልካም አስተዳደር እና የአመራር ሁኔታ ለማጥናት የሚያስችል መረጃ ለመሰብሰብ ነው፡፡

ከርስዎ የምወስደው መረጃ ለሁለተኛ ዲግሪ ለማግኘት የሚያስፈልገውን መመዘኛ ለማሟላት ለምሰራው ጥናት ዓላማ ብቻ የሚውል ሲሆን እርስዎ የሚሰጡኝ መረጃ የምሰራው ጥናት በተሳካ ሁኔታ ለማጠናቀቅ አስፈላጊ በመሆኑ እባክዎን የቀረቡትን ጥያቄዎች በትክክል እና ሚዛናዊ በሆነ መንገድ ሙሉ በሙሉ ይመልሱልኝ፡፡

ማስታወሻ፤

በመጠይቁ ላይ ስም መፃፍ አያስፈልግም፡፡በቀረበው ጥያቄ ላይ ያለዎትን የስምምነት ደረጃ በተዘረዘሩት አማራጮች ባለው ሳጥን ውስጥ "√ " ምልክት እንዲያስቀምጡ በትህትና እጠይቃለሁ፡፡

ምንም ዓይነት ጥያቄ ካለዎት በተንቀሳቃሽ ስልክ ቁጥሬ 0912 17 99 05 ወይም በኢ-ሜይል አድራሻዬ Sny.gebru@gmail.com መጠየቅ ይችላሉ፡፡

ለትብብርዎ በቅድሚያ አመሰግናለሁ፡፡

ክፍል አንድ:- ዙሪያ ገብ/አጠቃላይ ጥያቄዎች/

1. የዕድሜዎ ክልል /ተቀራራቢ የሆነው/   20-30 ☐ 31-40 ☐ 41-50 ☐ ≥ 51 ☐
2. ፆታ   ወንድ ☐   ሴት ☐
3. የትምህርት ደረጃ
      ሁለተኛ ደረጃ ያላጠናቀቀ ☐
      ሁለተኛ ደረጃ ያጠናቀቀ ☐
      ዲፕሎማ ☐ የመጀመሪያ ዲግሪ   ☐
         ሁለተኛ ዲግሪ ☐
      ከሁለተኛ ዲግሪ በላይ ☐
4. በፅ/ቤቱ ያለዎት ጉዳይ   የንግድ ፈቃድ ማውጣት ☐ የንግድ ፈቃድ ማደስ ☐

ክፍል ሁለት የተቋሙን መልካም አስተዳደር የሚመለከቱ ጥያቄዎች

የእርስዎን አመለካከት የሚያሳይ አማራጭ ላይ "√ " ምልክት ያስቀምጡ

ተ. ቁ.	መመዘኛዎች	አማራጭ መለኪያዎች				
	1. ውጤታማነት እና የአፈፃፀም ብቃት	1 በጣም አልስማማም	2 አልስማማም	3 ግለተኛ ነኝ	4.እስማማለሁ	5.በጣም እስማማለሁ
1.	በአስፈላጊው ቦታ ብቁ ባለሞያ ሰራተኞች ተሟልተው ይገኛሉ					
2.	ትክክለኛ ኮምፒውተራይዝድ የሆነ መረጃ ይገኛል					
3.	አፋጣኝ የሆነ የንግድ ምዝገባ እና ዕድሳት ስርዓት ይገኛል					
4.	ሁሉንም አገልግሎቶች በአንድ ቦታ የመስጠት አሰራር አለ					
5.	በስታንዳርዱ ላይ በተቀመጠው ጊዜ መሰረት አገልግሎት ይሰጣል					
	2. ግልፅኝነት					
6.	በፅ/ቤቱ የሚሰጡት አገልግሎቶች ዓይነት እና መሟላት ያለባቸው ቅድመ ሁኔታዎች ግልፅ በሆነ ቦታ ይገኛሉ					
7.	አገልግሎት አሰጣጥ መመሪያዎች በቀላሉ እንዲገቡ ሆነው ተዘጋጅተዋል					
8.	በየወቅቱ የሚወጡ የንግድ ምዝገባ እና ፈቃድ ህጎች ለተገልጋዩ ይገለጻሉ					
9.	ለሁሉም የህብረተሰብ ክፍል ተደራሽ የሆነ መረጃ አገልግሎት ይገኛል					
	3. ተጠያቂነት					
10.	ለሰራተኞች የተዘጋጀ የስነምግባር መመሪያ ይገኛል					
11.	ውጤታማ የቅሬታ ማስተናገጃ ስርዓት አለ					

	4. ፍትሃዊነት/እለማዳላት					
12.	ወደ ፅ/ቤቱ የሚመጡ ተገልጋዮችን እኩል የሚቀበል አሰራር አለ					
	5. አሳታፊነት እና ምላሽ መስጠት					
13.	ተገልጋዩ በሰራተኞች አፈፃፀም ላይ ቅሬታ የሚያቀርቡበትን ስርዓት በማመቻቸት ማሳተፍና በአፋጣኝ ምላሽ ይሰጣል					
14.	ከንግድ ፈቃድ ምዝገባና እድሳት ጋር በተያያዘ የሚመለከታቸውን አካላት ያሳትፋል					
15.	የተለያዩ ህጎች፣ዕቅዶች ሲዘጋጁ ተገልጋዮችን የሚያሳትፍ አሰራር አለ					

ክፍል ሶስት ፡- ከአመራር ትግበራ ጋር የተያያዙ ጥያቄዎች

የእርስዎን አመለካከት የሚያሳይ አማራጭ ላይ "√ " ምልክት ያስቀምጡ

ተ.ቁ.	መለኪያዎች	አማራጮች				
		1. በጣም አልስማማም	2. አልስማማም	3.ገለልተኛ ነኝ	4. እስማማለሁ	5. በጣም እስማማለሁ
1.	ለሰራተኞች ጥረት ተገቢው ድጋፍ ይደረጋል					
2.	አመራሩ ችግሮችን ለመፍታት የተለያዩ እይታዎችን ይጠቀማሉ					
3.	ሰራተኞችን ለማስተማር እና ለማብቃት ጊዜ ሰጥተው ይሰራሉ					
4.	ችግሮች ከመባባሳቸው በፊት ለመፍታት ጥረት ይደረጋል					

ቅድስት ማርያም ዩኒቨርስቲ

ድኅረ ምረቃ ትምህርት ክፍል

በቢሮው ሰራተኞች የሚሞላ መጠይቅ

የተከበራችሁ የመጠይቁ ተሳታፊዎች

ይህ መጠይቅ የተዘጋጀው በአዲስ አበባ ከተማ አስተዳደር ልደታ ክፍለ ከተማ የንግድና ኢንዱስትሪ ፅ/ቤት የመልካም አስተዳደር እና የአመራር ሁኔታ ለማጥናት የሚያስችል መረጃ ለመሰብሰብ ነው፡፡

ከርስዎ የምወስደው መረጃ ለሁለተኛ ዲግሪ ለማግኘት የሚያስፈልገውን መመዘኛ ለማሟላት ለምሰራው ጥናት ዓላማ ብቻ የሚውል ሲሆን እርስዎ የሚሰጡኝ መረጃ የምሰራው ጥናት በተሳካ ሁኔታ ለማጠናቀቅ አስፈላጊ በመሆኑ እባክዎን የቀረቡትን ጥያቄዎች በትክክል እና ሚዛናዊ በሆነ መንገድ ሙሉ በሙሉ ይመልሱልኝ፡፡

ማስታወሻ፤

በመጠይቁ ላይ ስም መፃፍ አያስፈልግም፡፡በቀረበው ጥያቄ ላይ ያለዎትን የስምምነት ደረጃ በተዘረዘሩት አማራጮች ባለው ሳጥን ውስጥ "√ " ምልክት እንዲያስቀምጡ በትህትና እጠይቃለሁ፡፡

ምንም ዓይነት ጥያቄ ካለዎት በተንቀሳቃሽ ስልክ ቁጥሬ 0912 17 99 05 ወይም በኢ-ሜይል አድራሻዬ Sny.gebru@gmail.com መጠየቅ ይችላሉ፡፡

ለትብብርዎ በቅድሚያ አመሰግናለሁ፡፡

ክፍል አንድ ዙሪያ ገብ/አጠቃላይ ጥያቄዎች/

1. እሁን ያሉበት የስራ መደብ _____
2. በዚህ ተቋም ለምን ያህል ጊዜ አገልግለዋል ?

    ‹ 1 ዓመት ☐ 1-5 ዓመት ☐ 6-10 ☐ ›10ዓመት ☐

3. የትምህርት ደረጃ

    ሁለተኛ ደረጃ ያጠናቀቀ ☐ ዲፕሎማ ☐ የመጀመሪያ ዲግሪ ☐

    ሁለተኛ ዲግሪ ☐ ከሁለተኛ ዲግሪ በላይ ☐

4. የዕድሜዎ ክልል/ተቀራራቢ የሆነው/ 20-30 ☐ 31-40 ☐ 41-50 ☐ 51 ☐
5. ያታ ወንድ ☐ ሴት ☐

ክፍል ሁለት መልካም አስተዳደርን የሚመለከቱ ጥያቄዎች

የእርስዎን አመለካከት የሚያሳይ አማራጭ ላይ "√" ምልክት ያስቀምጡ

ተ.ቁ.	መመዘኛዎች	አማራጭ መለኪያዎች				
	1. ውጤታማነት እና የእፈፃፀም ብቃት	1 በጣም አልስማማም	2 አልስማማም	3 ግለተኛ ነኝ	4.እስማማለሁ	5.በጣም እስማማለሁ
1.	የፅ/ቤቱ ሰራተኞች ብቁ የሆነ የስራ ክህሎት አላቸው					
2.	በፅ/ቤቱ ኮምፒውተራይዝድ የሆነ እና የተደራጀ መረጃ ይገኛል					
3.	የፅ/ቤቱ ህጎች እና አሰራሮች ግልፅ ናቸው ብለው ያስባሉ					
4.	በስታንዳርዱ ላይ በተቀመጠው ጊዜ መሰረት አገልግሎት ይሰጣል					
	2. ግልፀኝነት					
5.	በፅ/ቤቱ የሚሰጡት አገልግሎቶች ዓይነት እና መሟላት ያለባቸው ቅድመ ሁኔታዎች ግልፅ በሆነ ቦታ ይገኛሉ					
6.	አገልግሎት አሰጣጥ መመሪያዎች በቀላሉ እንዲገቡ ሆነው ተዘጋጅተዋል					
7.	በየወቅቱ የሚወጡ የንግድ ምዝገባ እና ፈቃድ ህጎች ለተገልጋዩ ይገለጻሉ					
8.	ለሁሉም የህብረተሰብ ክፍል ተደራሽ የሆነ መረጃ አገልግሎት ይገኛል					
	3. ተጠያቂነት					
9.	ለሰራተኞች የተዘጋጀ የስነምግባር መመሪያ ይገኛል					
10.	ውጤታማ የቅሬታ ማስተናገጃ ስርዓት አለ					
11.	የስራ ጉዳፈዎች በሚወስኑት ውሳኔ ለሚደርሰው ጉዳት ይጠየቃሉ					
12.	ሰራተኞች በሰሩት ውጤት ይበረታታሉ አጥፍተው መታረም ካልቻሉ እርምጃ ይወሰዳል					

	4. ፍትሃዊነት/እለማዳላት					
13.	ወደ ፅ/ቤቱ የሚመጡ ተገልጋዮችን እኩል የሚቀበል አሰራር አለ					
	5. አሳታፌነት እና ምላሽ መስጠት					
14.	ሰራተኞች የአፈፃፀም ቅሬታ የሚያቀርቡበትን ስርዓት በማመቻቾት ማሳተፍና በአፋጣኝ ምላሽ ይሰጣል					
15.	ከንግድ ፈቃድ ምዝገባና እድሳት ጋር በተያያዘ የሚመለከታቸውን አካላት ያሳትፋል					
16.	የተለያዩ ህጎች፣ዐቅዶች ሲዘጋጁ ተገልጋዮችን የሚያሳትፍ አሰራር አለ					

ክፍል ሶስት ከአመራር ትግበራ ጋር የተያያዙ ጥያቄዎች

የእርስዎን አመለካከት የሚያሳይ አማራጭ ላይ "√ " ምልክት ያስቀምጡ

ተ.ቁ.	መለኪያዎች	አማራጮች				
		1. በጣም አልስማማም	2. አልስማማም	3.ገለልተኛ ነኝ	4. እስማማሁ	5. በጣም እስማማለሁ
1.	ለሰራተኞች ጥረት ተገቢው ድጋፍ ይደረጋል					
2.	አመራሩ ችግሮችን ለመፍታት የተለያዩ እይታዎችን ይጠቀማሉ					
3.	ሰራተኞችን ለማስተማር እና ለማብቃት ጊዜ ስጥተው ይሰራሉ					
4.	ችግሮች ከመባባሳቸው በፊት ለመፍታት ጥረት ይደረጋል					

DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Terefe Feyera (PhD). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

_____   _____

Name   Signature

St. Mary's University, Addis Ababa   May, 2018

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

_____   _____

Advisor   Signature

St. Mary's University, Addis Ababa   **May, 2018**