



St. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**ASSESSMENT OF THE PRACTICES AND CHALLENGES OF
LEADERSHIP STYLE AT SAVE THE CHILDREN
INTERNATIONAL EMERGENCY PROJECTS**

BY
TAMIRAT ESTIFANOS WORKINEH

JUNE 2019
ADDIS ABABA, ETHIOPIA

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TAMIRAT ESTIFANOS WORKINEH

APPROVED BY BOARD OF EXMINERS

Dean, School of Business

Signiture and date

Advissor

Signiture and date

External Exmainer

Signiture and date

Internal Examiner

Signiture and date

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Acronyms and Abbreviations

CD: Country Director

CO: Country Head Office

CSA: Charity Societies Agency of Federal Democratic Republic of Ethiopia

EDPPC: Ethiopian Disaster Prevention and Preparedness Commission

ECHO: European Commission Humanitarian Organization

GIK: Gift in Kind.

HR: Human Resource

LOA: Life of Award

NGO: None Governmental Organization

SCI: Save the Children International

SCUK: Save the Children United Kingdom.

SCUS - Save the Children United States of America

SOF: Source of Fund

SPSS- Statistical Package for Social Science

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ABSTRACT

The objective of this study is to assess the practices and the challenges of leadership style at Save the Children International Emergency Projects. To achieve this objective, the researcher adopted descriptive type of research, by examining the primary data, with random sampling technique using Taro Yamane formula. 106 questionnaires were distributed to SCI projects staff which has direct involvement in project execution. All questionnaires were collected, the results recorded, transcribed and entered into the quantitative research software, SPSS version20. The responses were expressed using descriptive statistics such as frequency, percentages, mean and standard deviation. Structured interview was made and the secondary data that are already available such as donor, financial, audit report were reviewed. The research findings indicate that, the democratic-participative leadership style adopted in the organization has a challenge on staff turnover, high overhead cost, lack of motivational incentive, inconsistent spending of projects budget, lack of preparation time in the donor contract, and the changing environment .In order to improve the performance of the organization in the implementation of emergency projects, it is recommended that, preparation has to be made before signing project agreement, deliberate actions should be taken to decrease overhead costs and new strategies should be designed to increase staff's motivation and to retain senior program staffs for the implementation of emergency projects.

Key words: *leadership style, practises, challenges, project budget, Donor, motivational incentives*

CHAPTER ONE

INTRODUCTION

The introduction part includes the background of the study, statement of the problem, research question and objective of the study, significance of the study, scope, limitation, and organization of the study.

1.1 Background of the Study

The concept and definition of leadership and style may differ from one person, or situation, to the other. The word “leadership” has been used in various aspects of human effort such as; politics, military, businesses, academics and social works. Previous views about leadership show it as a personal ability. Messick and Kramer (2004) argue that the degree to which an individual exhibits leadership traits depends not only on his characteristics and personal abilities, but on the characteristics of the situation and environment in which he finds himself. Since human beings could become members of an organization in order to achieve certain personal objectives, the extent to which they are active members depends on how they are persuading their membership, which will enable them to achieve the predetermined objectives. Therefore, an individual will support an organization if he believes that through it his personal objectives and goals could be met; if not, the person’s interest will decline. Leadership style in an organization is one of the factors that play significant role in enhancing or retarding the interest and commitment of the individuals in the organization. Thus, Glantz (2002) emphasizes the need for a manager to find his leadership style.

The extent to which members of an organization contribute in exploiting the resources of the organization equally depends on how well their managers (leaders) understand and adopt appropriate leadership style in performing their roles. Leaders are facilitators of their team members’ success. Thus, their leadership style, among other factors affect the efficiency in resources mobilization, allocation, utilization and enhancement of organizational performance. Akpala (2011) identifies attitude to work, leadership style, and motivation as some of the factors that exert negative effect on organizational

It is important to analyze project success not just from an output perspective, but also from an input perspective, such as finance, manpower, material, resources especially the leader. Leadership is an important function of management, one that help in achieving organizational goal by maximizing efficiency. It mainly involves in modeling the vision, forming team, influencing them and aligning people toward set goals. Leadership bears the responsibility of inspiring people and producing meaningful changes in the organization.

The SCI leadership style should overcome the problem in according to the situation where the problem observed in order to keep organizational efficiency filling the funding gap.

1.2 Back Ground of the Organization

Save the Children International (SCI) is a Non-Governmental organization working in 112 countries in the world; it started working in Ethiopia during the 1974 famine that affected the Northern part of Ethiopia's former administration named North Wollo – Labella. Currently in Ethiopia the 11 members, namely SC US, UK, Finland, Sweden, Canada, Netherland, Japan, Norway, Denmark, and Australia, who were working separately before October 2013 have merged, and are working together for the wellbeing of world children to create a better world in particular for the children. The current five core working areas are:

- Child poverty includes all works currently under Hunger.
- Food security and livelihoods;
- Child protection; Child rights governance;
- Education;
- Health and nutrition (includes health, nutrition, WASH and HIV).

Currently SCI is working all over Ethiopia through its 47 offices in different towns, with a decentralized management of four hubs (regions), employing more than 2500 with an annual budget of USD175million including GIK. (Www: \ save the children.org.)

The income/fund for different children focused projects that are implemented with government and NGO partnership comes from: member and different donors. Each donor conveys different requirement for implementation, hence to have a good reputation and donor relationship, keeping all donor compliance is vital.

1.3 Statement of the Problem

In any organization, leadership is heavily welded with performance, it is an art of motivating, and inspiring a group of people to act towards achieving a common goal, and a good leader is the one who makes a lasting impact on people he/she is commanding. The success of any organization whether government, NGO, private highly depends upon the style of leadership it follows, adopts. Nowadays every organization has its own objectives thus attempting to do those, influencing and persuading people toward the goals need a good leadership. Most organization have problems such as lack of transparency, poor communication and motivation.

Save the Children International is one of the leading NGO working in Ethiopia yet it faces difficulties in implementing project in line with the agreement signed with different donors, stakeholders and clients. This is due to poor performance, under /overspending the secured fund, which may result disallowances of cost absorbed by using own fund to cover such costs for different reason. As indicated on previously issued annual financial and external audit report and major donor audit report, there was under/over spending and disallowances of costs (EC, ECHO, USAID, 2015; HST Co. 2015 and 2016),

On the past performances of emergency projects delayed implementations, overspending project budget, loosing of major donor funds, positive staff turnover, is observed.

1.4 Research Questions

Based on the research problem developed in the previous section, the following research questions were designed for the study:

1. What is the level of participation of employee, stakeholder and project staff in decision making and the level of autonomy given?

2. How is the scheme of delegation transparent from Country Director to lower level of project management?
3. How is the spending pattern of project fund? Is it as planned, scheduled, at last hour?
4. How is the leadership motivating and inspire the employees to build self-confidence?
5. What are the challenges associated with leadership style at the organization?
6. What are the leadership practice adopted by the organization?

1.5 Objectives of the Study

1.5.1 General Objective

The general objective of the study is to assess the practices and challenges of leadership style in the case of Save the Children International Emergency projects.

1.5.2 Specific Objectives

- To examine the influence of leadership practice in SCI on effective utilization of project budget.
- To identify the challenges associated with the leadership style.
- To identify the root causes for over/under spending of project budget, time, or cost overrun.
- To explore action taken by leaders to address challenges related to their leadership.
- To assess the level of participation of project staffs in the project proposal, budgeting, spending and reviewing budget-monitoring tools practice.

1.6 Significance of the Study

The result of this study is important to create awareness to SCI leaders, it could also helpful for individual who wants to conduct further studies in related topics and other organization those faces similar problem.

This study will serve as a resource document in the target organization; therefore, it will help to serve as a reference to conduct further study for better leadership by browsing the challenges and practice in the NGO sector.

This study will help the researchers gain knowledge, experience and advantage on reviewing different project monitoring tools, i.e. budget versus actual (BVA) data, and understand the effect of leadership style on the performance project budget. Besides, the study will serve as a corner stone, which can be used for other similar organizations, where by taking this study they can check themselves for identified problems and can take their corrective measure.

1.7 Scope of The Study

The scope of the study refers the parameter in which the study is operating, these main parameters are time, cost place constraints.

The area of the study will be limited to the topic of practices and challenges of leadership style on Emergency Project. This framework symbolizes Finance, Project, Project Manager, and Project team members' related management. it mainly focuses on reviewing projects implemented in SCI: how the projects were planned and performed, their budget performance with the funding periods, i.e. time, and deliver quality, the practices and challenges faced during implementation and how the democratic participatory leadership style can inspire, motivate, influence groups and create belongingness within the organization producing success in criteria such as project triangle(time, cost, quality) on each level from project inception to the close out.

A democratic -participatory leader listens to team ideas and studies those, allowing team players to contribute to the final decision. This increases employee satisfaction and ownership as their input was considered when the final decision was taken. When changes arise, this type of leadership helps to assimilate the changes better and more rapidly than other styles, knowing the team members were consulted and contributed to the decision making process.

1.8 Limitation of the Study

Due to time and transportation constraints this study does not include a field visit to discuss with project staff, stakeholder i.e. beneficiary, budget holder at field level, instead the researcher tried to grasp their idea by circulating questioner to targeted project and support staff who are currently working in all offices through Emil but for the head office face to face.

1.9 Definition of Terms

Project: A temporary endeavor undertaken to create a unique product or service. It's often organized under the direction of project manager, who is in charge to ensure that the project achieves its objectives. (PMBOK® Guide) – Fifth Edition 2013)

Leadership: The action of leading a group of people or an organization, or the ability to do this. (Shane, 1994,)

Leadership Style: The manner and approach of providing direction, implementing plans, and motivating people. (Michael Airmstrong ,2006)

Best Practice: A strategy, approach, method, tool or a technique that is particularly effective in helping an organization to achieve its objectives for managing the organization. (MC. Shane, 1994,)

Organization: It's an entity comprising multiple people that is structured and managed to meet a need or to pursue collective goal. (Shane, 1994,)

1.10 Organization of the Study

The study is organized into five chapters. The first chapter is chapter one that include background of the study, statement of problem, research questions, general objective, specific objective, significance of the study, scope of the study, limitations of the study and definition of terms used in the study. The Second Chapter presents related literature reviews that provide the theoretical and empirical reviews. The Third Chapter gives the

overall view of research methodology including research design and approach, source of data collection, procedures, of data collection, sample size, sampling technique and methods of analysis. The Fourth Chapter deals with data presentation, analysis and interpretation. Lastly, the Fifth Chapter presents the study summary, conclusion and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter deals with the assessment of literatures, which relate to the topic under reviews the earlier studies and literature related to practices and challenges of leadership style on emergency projects.

2.1. Theoretical Literature

This chapter analyzes the existing literature on the concepts of leadership and its effect on project budget utilization from various prospects of leadership styles while narrowing its focuses to issues relates with Non-Governmental organization save the children international emergency projects.

2.1.1 Definition of Leadership

Leadership is a social relation between two or more people in which the leader influences the social knowledge, goal acceptance, and actions of follower. Leaders affect what the followers do (Field Report; J. 1995, 374) Leadership is the process of influencing people and providing an environment for them to achieve organizational objectives (Shane, 1994, 432).

In corporate world, if you want to work collectively, leadership is absolutely the most important action that has to be considered. If you are working in a business environment, you would certainly know about the behaviors of the leaders who are generally your managers. Every leadership style has its own way of behavior and methods for getting work done; some styles may be preferred by subordinates (mc Shane 1994, 433)

There are various theories of leadership style each attempting to explain the factors involved in the emergency of leadership styles, or the consequence of leadership (Bass, 1990), however, the emergency leadership styles approach is the Ohio state university leadership studies that began in 1945.

Leadership occurs when one person induces others toward some predetermined objectives, goal. It is also the ability of a superior to influence the behavior of a subordinate or group and persuade them to follow a particular course of action (Chester Bernard). Leadership is the art of motivating, influencing and directing a group of people to act towards achieving a common goal, it is welded to performance, and effective leaders are those who increase their company's bottom lines (Chester Bernard)

Leadership is a winning combination of personal traits and the ability to think and act as leader, a person who directs the activities of others for the good of all, generally, leaders are people who are able to turn their beliefs and visions into reality, through exercising their control and influence over other people, groups.

2.1.2 The Importance of Leadership

Leadership is a key ingredient to the success of any organization either public profitable or non-profitable, so understanding the importance and applying the best one is the key in nowadays business success. Leadership has so much influence in our lives, such as in business, projects, military, hospitals, as the result of group effort is determined with the style of the leader. A leader is anyone who inspires and influences people to accomplish organizational goals. They motivate others to pursue actions, focus thinking and shape decisions for the greater (Mc Shane, 246).

It has been widely accepted that effective organizations require effective leadership hence an organizational performance will suffer in direct proportion to the neglect of this (Fiedler and House, 1998). Furthermore, it is generally accepted that the effectiveness of any set of people is largely dependent on the quality of its leadership; Effective leader behavior facilitates the attainment of the follower's desire which then results in effective performance (Fiedler and House, 1998). According to Bass (1997) in the modern business environment, much research has proved that leaders make a difference in their subordinates' performances and also as to whether their organizations succeed or fail. The followings are major summit that justifies the importance of leadership in a concern;

Initiates action - Leader is a person who starts the work by communicating the policies and plans to the subordinates from where the work actually starts.

Motivation - A leader proves to be playing an incentive role in the concern's working; he/she motivates the employees with economic and non-economic rewards and thereby gets the work from the subordinates.

Providing guidance - A leader has to not only supervise besides play guiding role for the subordinates. Guidance here means instructing the subordinates the way they have to perform the work effectively and efficiency.

Creating confidence - Confidence is an important factor, which can be achieved through expressing the work efforts to the subordinates, explaining the role clearly to them and giving them guidelines to achieve the goals effectively.

Building Morale - Morale denotes willing cooperation of the employees toward their work and boosting their confidence and winning their trust. A leader can be a morale booster by achieving full cooperation so that they perform with best of their abilities as they work to achieve goals.

Co-ordination - Coordination can be achieved through reconciling personal interests with organizational goals, this synchronization can be achieved through proper and effective coordination which should be the primary motivation of a leader.

As per the above evidence in literature review, the leadership theorists represent bold attempts by researches to explain the nature and effect of leadership style. All theorist has their various strengths and weakness within the context of the styles, however, the influence of leadership style on project budget utilization should not be ignored.

2.1.3. Styles of Leadership

In commercial world, leadership is the most important action that has to be considered if you want to get the work done collectively, right man commanding the right position at the right time. Subordinates may prefer some styles where others are considered as inappropriate. Generally, it is believed that there are three primary forms of leadership namely participative, Laissez faire and autocratic. However, there are many types of business leadership styles which have come up today due to the change in managerial methods at the work place (Hellieriegel, 521).

Participatory Leadership; This style of leadership in which the leader permits subordinates to take part in decision making and a considerable degree of autonomy is given in completing work activities. The participative leader puts himself as a member of the team, discusses possible decisions with the team and finally seeks consensus before coming to a decision at final, which means everyone will take ownership in the final decision and the decision can easily have actioned. (Hellieriegel, 351).

This type of decision significantly motivate employee, build self-confidence and speeds the actuation of the decision at root level, because employee is a part of the decision initially.

Autocratic Leadership; in this leadership, the leader holds all authority and responsibility. Leaders make decisions on their own without consulting subordinates. They reach decisions, communicate them to subordinates and expect prompt implementation. Autocratic work environment normally has little or no flexibility making it a style most likely to become a dictator. Autocratic leader does not trust anyone and are generally more task oriented, they expect their task to be done and they do not consider their follower's feelings in their decision- making. (Hellieriegel, 478).

Laissez Faire Leadership; This type of leadership is associated with leaders that do not lead at all resulting in failure to supervise team members, to meet deadlines, lack of

control, higher costs and bad service. This style lets people do their own thing with the leader exerting few controls and maximum freedoms to subordinates. It leaves the group entirely to itself and does not lead them every step of the way but rather motivates them by trusting the individuals to do things themselves. Subordinates are given a freehand in deciding their own policies and method. Laissez faire, or free rein leadership is considered better than the Authoritarian style but not as effective as the democratic style (Kurt Lewin, 1939)

Charismatic Leadership: Is the type of leadership where leader leads by filling energy and willingness in to their team members. This leader style has to be committed to the organization for the long run, the success of the division or project is to be attributed to the leader and not the team. Charismatic leadership style has more dependency on the actual force of the leader personality and vision. Such leader is sensitive to other people's needs and have the ability to put all their trust in others, take personal risks and make individuals overcome their fears. (Hellieriegel, 388).

Bureaucratic Leadership: Is very structured and follows the procedures as they have been established. This type of leadership style has no space to explore new ways/idea to solve problems and is usually has slow speed to ensure adherence to the leaders stated by the company. Leaders need to ensure that all the steps have been followed prior to sending it to the next level of authority. Universities, hospitals, bank and government usually require this type of leader in their organizations to ensure quality, increase security and decrease corruption. Leaders that try to speed up the process will experience frustration and anxiety (Max Weber, 1905)

Servant Leadership: Is the type of leadership where leaders facilitate goal accomplishment by giving its team member what they need in order to be productive, thus, the leader serves as an instrument. Similar to democratic leadership, servant leadership tends to achieve the results in a slower period than other styles although employee engagement is higher (Hellieriegel, 438).

Transformational Leadership: Is the type of leadership where leaders provide individualized consideration and intellectual stimulation. It encourages subordinates to be more innovative, is able to change followers' awareness of issues and inspire followers to put out extra efforts to achieve group goals. They motivate their team to be effective and efficient through communication, which is base for goal achievement, thus leading the group in the final desired outcome or goal attainment. This leader is highly visible, take care of the details and uses chain of command to get the job done. The leader focus on the big picture, on the "what" in problems and do not focus on the blaming part of it. (Hellierigel,445).

The Environment Leadership: Is one of who look after group or organizational environment to affect the emotional and psychological perception of an individual's place in that group or organization. Understanding of group psychology and dynamism is essential part for this style to be effective. This leadership style relies on creating an education matrix where groups interactively learn the fundamental psychology of group dynamics and culture from each other. The leader uses this psychology and complementary language, as well as, culture to influence direction of the members of the inspired group to do what is required for the benefit of all leadership associated with positions of Authority (Carazo; 2005).

Transactional Leadership: Is the one who practice management by exception and contingent reward. They set performance standards and do performance reviews of their followers. Leaders classify the role of employees, initiate structures and reward or punish individuals for the team's performance. One individual is given the opportunity to lead the group, the group agrees to follow his lead in order to accomplish a pre-determined goal. The leader is given the power to evaluate, correct and train the employees when productivity is not at the appropriate level.

Task-Oriented Leadership: This type of leadership mainly focuses on the job and concentrates on the specific tasks assigned to each employee to accomplish goal. This leadership style suffers the same motivation issues as autocratic leadership, showing no

involvement with in the team. It needs close supervision and control to achieve expected results. (Hellieriegel, 511).

Visionary Leadership: This form of leadership involves leaders who recognize that the methods, steps and processes of leadership are all obtained with and through people. Most great and successful leaders have the aspects of vision in them. (Hellieriegel, 331).

However, those who are highly visionary are the ones considered to be exhibiting visionary leadership. Outstanding leaders will always transform their visions into realities.

Coaching Leadership: This type of leadership involves teaching and supervising followers. A coaching leader is operational in setting where results/ performance require improvement. In this kind of leadership, followers are helped to improve their skills. Coaching leadership does the following: motivates followers, inspires followers and encourages followers (Hellieriegel, 411).

Democratic Leadership: In this leadership style, subordinates are involved in making decisions. The democratic leader holds final responsibility, but he / she is known to delegate authority to other people, who determine work projects. (Hellieriegel, 511). The most unique feature of this leadership is using active communication upward and downward and it entails the following: fairness, competence, creativity, courage, intelligence and honesty. This style includes participation and greater equality between leader and followers. It is in the opposite spectrum of the Autocratic leadership style.

2.1.4. Feature to Be Considered for Having Good Leadership

As measurements there are certain quality indicator to label a leader as a good leader, his/her efforts or contribution can be meaningful /fruitfully when he /she have dressed the following characteristics in his/her daily operation.

Self-understanding; a strong leader is honest to understand his/her limitation and able to gauge his/her own strengths and weaknesses openly. A good leader can better delegate

responsibility to those around him/her (Richard. G, 1995). Self-understanding is the essential first step in interpersonal skill development, it is easy to let ourselves lead from minister image. However, Christ thought us to lead from our heart searching your heart, thus knowing who you are and what mission you have, is the only way to be honest with oneself which will eventually lead to arranging priorities. These demonstrate the importance of self-knowledge in leadership and interpersonal relations.

Communication; being a good leader in organization means understanding how and when to communicate important information. Developing excellent communication skills is essential for effective leadership. The leader must be able to share knowledge and ideas to transmit a sense of urgency and enthusiasm to others.

Respects; Organization needs leader to give and gain respect from multiple groups of people, in project the stakeholder client and beneficiary are one of them. The leader must show respect to those who work for/with him/her. The way to get respect is to develop the traits in yourself that you admire in others. If people admire you, they will think that you have something special to offer and will be much more willing to lend a hand. Once you get a follower, you can then use them to achieve the goals of the organization. Great leaders are those that inspire respect in others. Respect is earned, it is not given freely, and this statement has been the reason that so many people hold back respect. It is important to show respect whether the person deserves it or not. If the leader is genuine, the employee will feel much more willingness to work hard, the reason is that by being respected and valued employees feel happy to do. People want to be in an optimistic environment where they feel valued.

Experience; it is essential to the development of a good business leader and it is even more valuable when his/her practical experience is derived from real life situations. A leader will know how to react in various organizations situations because he or she has been there before. Employees are the key to the success of any organization, they are known as the backbone of the business enterprise. If employees are effective and efficient, half the job of the company is done so it is very important for the organizations to build efficient work force.

Confidence; when a business leader makes a decision it affects everyone in the organization. A leader who expresses confidence in this/her decision can inspire confidence in those around him/her as well. Leaders seem to have a confidence about them that inspire others to be confident in their leadership. Self-confidence, comes from having a sense of self-understanding while, healthy self-confidence means that a person knows where he/she outshines and known his/her limitation.

2.1.5. List of Good Leadership Qualities

When it comes to leadership, a series of characteristic symptoms tend to stand out in a crowd person. As a leader, a person is expected to motivate, inspire, and lead people thus all the good leadership skills below are needed.

Character: leaders should possess simple character; it is the most important quality good leader should have

Communication skills: leaders should possess good communication skills and then a good leadership quality comes next in the list. One to the fact that communication such as listening and writing does not mean that a note has to read on effective communication skills.

Visionary: leaders should then list the qualities of another feature of effective leadership-the vision of the leader helps to make a bigger and brighter future, leader's vision of people working under him or behind him in the foresightedness helps to grow people.

Capacity building officer: for the best decision to travel to the top, a leader and followers from this team should have several important decisions. Now, their decision-making and analytical skills will be tested, and as a whole will it decide the fate of the team takes.

Team player: when a team is working under a leader, the team's success as a whole depend on the relation between its members including the leader. A leader's role, among many, is to motivate the team and create team spirit.

Taking responsibility: success and failure are part of life, therefore, as a leader, one should be ready to take responsibility for success during spotlight hogging, and the other member of team failures, blaming bad thing a politician possibly can (mark twain).

Sense of humor: in addition to various leadership qualities, this one helps to protect the team from stress, the occasional embarrassing moments and jokes can help reduce stress, after all, laughter, as they say is the best medicine (Andy Stanly).

2.1.6 Challenges of a Leadership

The leadership challenges serve as a resource for any leader because it strengthens their leadership skills and ability. For a manager the world keeps changing from hour to hour, day to day and week to week. The strategies that were effective yesterday might not necessarily be effective in the same situation today. People tend to go about their work using comfortable and habitual ways of thinking and acting. As long as conditions do not change, they usually feel no need to move beyond their comfort zone to develop new ways of thinking and acting. Leader's faces challenges throughout a project, it is neither at the initial nor at the end but all the time with the degree varying. The challenges of a leadership are actually of three kinds: external, coming from people and situations, internal, stemming from within the leader himself; and those arising from the nature of the leadership role.

i) External Challenges

It's almost impossible to imagine a situation where a leader doesn't have to cope with external challenges. In an organization, issues such as lack of funding and other resources, opposition forces from the community, and interpersonal problems within the organization often rear their heads. To some extent social, economic, and political forces in the larger world can affect the organization as well. What measures the ability of the

leader is how well he can deal with the constant succession of crises and minor annoyances that threaten the mission of his group. If he is able to solve problems, take advantage of opportunities, and resolve conflict with an air of calm and a minimum fuss, most of the external issues are hardly noticeable to anyone else. If the leader doesn't handle external challenges well, he will not move toward the planned target easily imply the organization probably won't, either. In organizations where everyone, from the director to the custodian, has a constantly worried look, and news is passed in whispers. If people feel that leaders are stressed or unsure, they themselves become stressed or unsure as well, and the emphasis of the group moves from its mission to the current worrying situation followed by the work of the group suffers.

ii) Internal Challenges

While leadership presents to each of us the opportunity to demonstrate the best of what we are, it also exposes our limitations. In many cases, good leaders have to overcome those limitations in order to transmit and follow their vision. Fear, lack of confidence, insecurity, impatience, intolerance all can act as barriers to leadership. At the same time, acknowledging and overcoming them can turn an average leader into a great one. It's often very difficult for people, especially those who see themselves as leaders, to admit that they might have personality traits or personal characteristics that interfere with their ability to reach their goals. Part of good leadership is learning to accept the reality of those traits, and working to change them so they don't get in the way.

iii) Challenges arising from Leadership Itself

Real leadership makes great demands on people, as a leader, you are responsible for your group's vision and mission, for upholding a standard, often for being the group's representative to the rest of the world and its protector as well. These responsibilities might be shared, but in most organizations, one person takes the largest part of the burden. In addition to its responsibilities, leadership brings such challenges as motivating people - often without seeming to do so and keeping them from stagnating when they're doing well. Leaders also have to motivate themselves, and not just to seem, but actually to be, enthusiastic about what they're doing. They have to be aware

of serving their group and its members and all. In other words, they have to be leaders all the time.

2.2 Examining Similar Study

This section presents the assessment of research papers written in the leadership area. Most of the researches on leadership style have been conducted on the data obtained from developed countries. Under this Section certain relevant empirical findings on assessment practices of leadership style on budget utilization is reviewed as follows:

2.2.1 Nigeria Police Academy Research

Godoy OSA Igbaekemen the Nigerian Police Academy Public Policy and Administration research. The main objective of this study is to assess the leadership style employed by various hospitality businesses with a view to determine the most efficient and effective leadership style suitable for the sector that could lead to success on the other hand to control or reduce failure of hospitality business.

Data were collected from twelve hospitality organizational units cutting across directors, managers, and supervisors, through a survey questionnaire. This was carried out in hospitality facilities made of four numbers; each of the three different grade of the hospitality industry in Nigeria (five star, three, one). Data gathered was analyzed using weighted mean factor and component bar chart. Also focus group discussion was employed to strengthen and collaborate the evidence and findings from field observation by the author. The finding shows that amongst the various leadership styles used in the hospitality industry, transformational leadership is most effective for the industry. The study recommended that for hospitality business to be successful, it must stick on to keeping good staff, gain employee, and guest/customers loyalty that improve their market share. The findings on this research can be summarized by the main topic. During the study the followings findings were pointed out; Leadership affect employee performances significantly, it helps to improve employee performance, there is a good communication between subordinates and top-level management, there is a good delegation of authority among different level of organization, there is a good incentive to enhance employee performance. There is a good means of communication, the

organization can easily set goal for each employee, which pushes employees to meet up the schedule.

At last, the presentation of leadership styles in the hospitality will contribute to the better undertaking of the need for adopting transformational leadership in an organization. This serves to enhance organization effectiveness. Since the hospitality are handed over from the colonial state form, they have their own organizational culture, philosophy, psychology, believes. Furthermore, where there is a good leadership style, there will be corporate behavior by the employee, targets will be met and ultimately there will be satisfaction on the part of the employee and the employer. (Public policy and administration research vol.4, No9, 2014).

2.2.2. The Impact of Leadership Style on Project Success

The research made in Hungary university of Budapest focuses on impact of leadership style on project success –the case of a multinational company.

The aim of the research was to identify those success criteria in which the project manager has an impact on, and to identify the leadership style on which they are managing their projects. The research outcomes were that the project managers directly have an impact on the project triangle and on the stakeholder satisfaction, while they have an indirect impact on the client satisfaction. So project managers could have an impact on all three layers of project success, i.e. project triangulate, i.e. Cost, time and quality, project stakeholder and project Clint. They have a direct impact on two, these are the project triangle and stakeholder satisfaction. On the other hand, they have an indirect impact on the client satisfaction. The second outcome of the research was the identification of two poles of leadership style, i.e. general or chess player. The first one finds the hierarchical /organizational features to be very important, while the second one finds communication and proper, capable, and motivated project teams as very important. Although neither of the project managers belonged to one of these poles, a dominant leadership style could be identified in each case. Thus, the chess player

characteristics are dominant among project managers. Considering the success of the subsidiary, it can be concluded that the better approach toward projects is the leadership style dominated by chess player elements. Although the leadership style is difficult to change or improve (c.f. Görög, 2013), it is worth considering to do so. There is a need to improve tacit elements, which can be done in the course of discussions with other project managers, situational games, suggestive courses, and simulations, shadowing or mentoring (c.f. Horvath, 2013). The shift in the leadership style (from the dictatorial to a more Democratic) might increase the potential to achieve project success, which is vital for companies. Alternatively, if the project manager is an entrant, then it is advisable to help them become a project manager that applies a leadership style where the chess player elements are the dominants. This can be achieved by mentoring or shadowing in the most efficient way (c.f. Horvath, 2013).

However, the research does not state that there is no need for classic project management tools and techniques (like planning, control, resource allocation, or risk management); it states only that the dominant elements in the course of implementing the projects in the Sample Company (or companies having similar features) should be the less dictatorial ones and the more democratic elements, like communication, empowerment or creating an atmosphere which supports generating innovative ideas.

In the research it found elements which contribute to project success to a greater extent. As it can be seen from the results of the interviews, classic elements are very important to achieve project success and cannot be neglected, rather should be enhanced, improved by a more democratic leadership style. Even a competent and guided project team should be controlled and should follow a project plan, but such a team (with a chess player project manager) might be more successful than a strictly controlled, directly managed and less competent project team (especially with a general project manager). At the same time, the potential for arising problems can be much lower in case of a project manager following a chess player leadership style, since the communication is more intense.

However, there is a need to consider the characteristics of the subsidiary and industry.

It operates in a turbulent, knowledge-intensive industry with short technology lifecycle and thus there is a potential for changing demands of clients even in the commencing of the projects. At the same time, the company adopted a Scandinavian organizational culture which puts an emphasis on the workers, their empowerment, and satisfaction. Based on that, the organizational culture and industrial characteristics might have a serious impact on the project managers' leadership style, although, the project manager is always an active player (c.f. Görög, 2013; Fortune and White, 2006), who can influence the organizational and environmental features to a certain extent. Thus, he or she – even considering the characteristics of the industry and sample company could follow a leadership style dominated by general elements, and while this can be successful as well, the research indicates that, it is better and more efficient to be a chess player than a general.

The research outcome might provide a leadership style model for companies which operate in similar industries and having similar features as the sample company.

CHAPTER THREE

REASERCH DESIGN AND METHODLOGY

This chapter discusses the research settings and how the research objective had been met. In this regard, this chapter contains the description of the study area, research design, research method, sampling method, data type and data collection instruments, and data analysis method employed in this research. Furthermore, in this chapter, the population characteristics, the sample size determination, sample size, time horizon, ethical considerations, and data collection procedures have presented.

3.1 Description of the Study Area

This study focused on assessment the practice and challenges of leadership style at save the children international Emergency projects, this study mainly focuses on the SCI emergency project at in Ethiopia, which is one of the intervention area of save the children international. As the economy of the major citizen in dry lands of Ethiopia is based on agro pastoralists which are highly depend on rain, it is well understood that there is a food shortage for both human being and cattle, the emergency projects mainly focus to cover the gap of 07% to 13% shortages of food per annum. www:/EDPPC.com

3.2 Research Design and Approach

In this study descriptive research design with the quantitative and qualitative research approach was used to gather required information, in the quantitative research, structured questionnaires have used for gathering the required data related to the practice and challenges of leadership style in SCI emergency projects, on the other hand, the qualitative methods such as key in format interviews and donor report, different financial monitoring report was used.

3.3 Target Population, Sample Size And Sampling Techniques

The total population of the study, the size of the sample taken and he sampling techniques that was used are presented below.

3.3.1 Target Population

Since this study focuses on assessment the challenges and practices of leadership styles at Save the children international on emergency projects, the total population of the study is employee of SCI who are working on execution, recording, and reporting of Emergency project, i.e. Program, Award, and Finance, Logistic and HR Department above project officer level, at field and head office a total 145 who were working in Emergency projects.

3.3.2 Sample Size and Sampling Techniques

Size of the sample refers to the number of items to be selected from the population to constitute a sample. Based on suggestion of Kothari P 15, (2004) size of sample should neither be excessively large, nor too small; rather, it should be optimum; and optimum sample is one that fulfills the requirements of efficiency, representativeness, reliability, and flexibility. Thus, the study draws optimum sample from the complete list of the population under investigation, which accounts major portion from all departments i.e. Award, HR, Program, Finance, and Logistics Departments.

It is very expensive in terms of money and time to collect data from the population so that researcher has to determine sample, which is representative for the total population, for that the researchers focuses on both at field and country head office who are fully engaged in project implementation above officer to department head/director which were 145 staff, the sampling technique seems random sampling.

3.3.3 Sampling Techniques

The researcher also used the following formula to decide the sample size from the total population. The formula has developed by Taro Yamane (1973), the reason to choose this formula is for simplicity to determine the sample size of finite population. According to Yamane, for any sample given the estimated population proportion of 0.05 and 95% confidence level. The sample sizes have given:

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

Where:

n: sample size

N: the total population size, and.

E: is the level of precession or sampling error. = (0.05)

Therefore

N: 145

$$N = \frac{145}{1 + 145(0.05)^2}$$

$$= \frac{145}{1 + 145(0.025)} = \frac{145}{1.3625}$$

$$= 106$$

$$= 106$$

Hence, the sample size for this research was 106 employees who are working on projects.

Table 3.1. Population, Sample size and response rate

| No | Item | Numbers |
|----|------------------|---------|
| 1 | Total population | 145 |
| 2 | Sample size | 106 |
| 3 | Response | 106 |

3.4 Source of Data

Both primary and secondary data was collected from SCI employee and SCI different Donor, financial and audit reports for the purpose of this study.

3.4.1 Primary Data

To identify the result of the study, the primary data for this research was collected by circulating questionnaires and conducting interview to Emergency project staff.

3.4.2 Secondary Data

The secondary data that are already available was gathered through asking the management such as original project budget plan, actual budget performance, budget amendment and revisions monitoring and evaluation report, periodical project financial report, and also different donor audit report.

3.5 Data Collection Tools

The research tool used for data collection was questionnaires and interview method. The researcher prepared the questionnaires to be filled by the sample employee of SCI. The interview questions were designed to make the purpose of the study successful after the results have been ascertained. Accordingly, participants on this research through this method are given adequate time to respond to the provided questions and hence the possibility of providing accurate answers is relatively high. The interview methods used to supplement information provided through questionnaire method, the questionnaire check lists are adopted from other research works. The researcher use Email to circulate and collect the questionnaire since random sampling was used for selection which can be easily communicated in short period of time and different budget monitoring report was run from Agresso the accounting software of SCI.

The interview questions were developed by the researcher, specifically for this study to gather general information on the respondents and the practice in managing emergency projects in the organization.

3.6 Procedure of Data Collection

A copy of questionnaire distributed to respondents at work place, after some times, the researcher went back and collected the answered questionnaires, the researcher explained the questions to the respondents thoroughly after copies of the questionnaire were given them. The purpose of this was to help the respondents to understand the purpose of the research, and to be able to provide their independent opinions on the questionnaire items given them. To have a valid and reliable data, the researcher ensured that the questions were well formulated which allows error minimization.

3.7 Pilot Testing

As cited by Samuel, Stanger (2010, p100) ‘pilot testing involves trying out a questionnaire on a small group of individuals to get an idea of how they react to it before the final version is created.’ A pilot study was conducted to test the clarity and sustainability before the instruments for the data collection were distributed to the respondents. The researcher

begins by pilot testing research instruments on small sample of respondent on the target population that have similar characteristics to the target population.

3.7.1 Validity

Validity refers to the extent of accuracy of the research of the study, according to R. Kothari (2004), validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure. Validity is the extent to which differences found by the measuring instrument reflect true differences among those being tested. As tested on the methodology, questionnaires are used to collect the primary data.

Meanwhile, the questionnaire is adopted from different accredited sources. Therefore, to assure validity of the instrument, the researcher has given a chance for professionals on the area to review the questionnaire and the advisor has validated it.

3.7.2. Reliability

Reliability refers to the stability of the measure used to study the relationship between the variables (Ghauri and Gronhaug 2005,81). A measurement instrument is reliable if it provides consistent results, (R. Kothari,2004). Hence, to prove reliability of the instrument, the researcher has distributed 20 questionnaires as a pilot test reliability of the questionnaire has been tested by using Cronbach's Alpha, most common way to assess the reliability of self-report items as presented below:

Table 3.1 Cronbach's Alpha reliability test

| Survey of respondent | Cronbach's alpha | Cronbach's Alpha based on standardized | N of items |
|--|------------------|--|------------|
| The way of communication | 0.83 | 0.7 | 20 |
| How the decision making process take place | 0.81 | 0.7 | 20 |
| The appropriateness of delegation | 0.89 | 0.7 | 20 |
| The effectiveness of empowerment | 0.85 | 0.7 | 20 |
| Consideration of staff opinion | 0.85 | 0.7 | 20 |
| The level of guidance and counseling | 0.84 | 0.7 | 20 |
| How to overcome challenges | 0.91 | 0.7 | 20 |
| Average value | 0.854286 | 0.7 | |

Source: pilot test survey (2019)

As presented in Table 3.1 above, the alpha coefficient for the averages of seven items is **0.8543** suggesting that the items have relatively high internal consistency, therefore the reliability coefficient of 0.7 or higher is considered “acceptable’ in most social science research institutions.

3.9 Methods of Data Analysis

After the data was collected, the descriptive data analysis method was employed to examine the finding of the study. It refers to produces for organizing, summarizing, and describing quantitative data, which is more descriptive of words. The relevant data was collected, processed, and analyzed by computing percentage to show proportion, and graphs by using Statistical Package for Social Scientists (SPSS software version 2000). This method used because, it is the best instrument to identify, compare, describe and reach a conclusion

3.10 Ethical Consideration

Ethical issues refer to conduct that guides the researcher’s behavior while undertaking research (Mugenda and Mugenda, 2009). Since the information both in the secondary and the primary data are so confidential, SCI staffs are informed that the data filled by them in the questionnaire remained confidential and used only for academic purposes to avoid humiliating situation for the employees and the researcher. No names and designations were taken in the questionnaire.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter deals with the presentation, analysis and interpretation of the data collected to assess the practice and challenges of Leadership Style at Save the Children International Emergency Project. The results have displayed about the order of arrangement of the questionnaires.

The major findings have briefly been presented and discussed consequently.

4.1 Response Rate

As indicated in chapter three a total of 106 questioners were circulated and all 100% are collected, the all responses were found valid and used for analysis. Based on the response obtained from the respondents' data presentation and analysis were made as follows:

4.2 Demographic Characteristics of Respondents

It is important to discuss about the demographic characteristics of the respondent to know the distribution of the organization employee in terms of gender, age, marital status, level of education, and number of years spent at Save the Children International.

Table 4.1 Demographic data of respondent

| Demographic type | Variables | Frequency | % |
|-------------------------|-----------------|------------|------------|
| Gender respondent | Male | 68 | 64 |
| | Female | 38 | 36 |
| | Total | 106 | 100 |
| Age | 18- 25 year | 1 | 0.9 |
| | 26-35 year | 44 | 41.5 |
| | 36-45 year | 49 | 46.2 |
| | 46 and above | 12 | 11.3 |
| | Total | 106 | 100 |
| Marital status | Single | 35 | 33 |
| | Married | 71 | 67 |
| | Total | 106 | 100 |
| Educational back ground | College Diploma | 1 | 0.9 |
| | First Degree | 36 | 34 |

| | | | |
|------------------|-------------------------|------------|------------|
| | Second degree and above | 69 | 65.10 |
| | Total | 106 | 100 |
| Work Experiences | 1 to 5 years | 65 | 61.3 |
| | 6 to 10 years | 28 | 26.4 |
| | 11 to 15 years | 8 | 7.5 |
| | 16 to 20 years | 4 | 3.8 |
| | Above 21 year | 1 | 0.9 |
| | Total | 106 | 100 |

Source: Questionnaires, 2019

Table 4.1 shows that 68 respondents' equating 64% the total number of participants were male while 38 representing 36% of the total were female. This clearly shows that the organization employed more male than females, which needs to ensure the equal employment between male and female.

Regarding age 1(0.9%) of respondent belong to the age category 18- 25 and 44(41%) of respondents are aged between 26-35, 49(46%) of the respondent aged between 36-45 years. respondent who aged above 46 constitute 12(13%). This indicates that the organization has many young employees which helps to accomplish its objectives.

The table also that 71 (67%) were married and 35(33%) were single. This shows that most of the employees are stable, full of family responsibility

Moreover, it indicates that out of 106 respondents, 36(34%) are first degree holders, 69(65%) are second degree holders, and 1 (1%) is a college diploma holder, from the table we can understand the emergency team has qualified staff.

Furthermore, the table elaborates that 65 (61%) respondent served 1-5 years, 28(28%) for 6-10 years and 8(7%) for 11-15 years, at emergency projects. Most of the time emergency projects are filled with a short term employment.

Generally, the organization is filled with young staff, well-educated but with less working experience.

4.3 Data Analysis Related to the Study

This section represent the analysis and interpretation of responses obtained from the respondent, the collected questionnaires results recorded, transcribed and entered into the quantitative research software, SPSS version20. The responses were expressed using descriptive analysis such as frequency, percentages, mean, group average mean and standard deviation. The mean and standard deviation was selected for comparison, Pertaining data analysis to this study Linkert scale was used, five levels of satisfaction were ranked was weighted as per Amal Mohammed, 2016 classification as follows:

Strongly agreed (5, interval of 4.21-5.00)

Agreed (4, interval of 3.41 to 4.20)

Moderately agreed (3, interval s of 2.61-3.40)

Disagreed (2, intervals of 1.81 -2.60) and

Strongly disagreed with indicator (1, intervals of 1.00 -1.80)

4.3.1 The Leadership practices adopted

In this section the leadership practices of the organization adopted analyzed taking the respondents responses as follows:

Table 4.2 How is leader communicating subordinates

| Statement | Strongly Disagree | | Disagree | | Moderately Agree | | Agree | | Strongly Agree | | Mean | STD |
|--|-------------------|-----|----------|------|------------------|------|-------|------|----------------|------|-------------|--------|
| | Freq. | % | Freq. | % | Freq. | % | Freq. | % | Freq. | % | | |
| Project staff are communicated timely about any change /amendment on a project they are on | 1 | 9 | 13 | 12.3 | 33 | 30.2 | 43 | 40.6 | 17 | 16.0 | 3.585 | 0.935 |
| Project staff need frequent and supportive communication from their leader | 1 | 9 | 2 | 1.9 | 22 | 20.8 | 39 | 36.8 | 42 | 39.6 | 4.12 | 0.870 |
| SCI communication is mostly from both top to bottom and bottom to top | 3 | 2.8 | 23 | 21.7 | 40 | 37.7 | 32 | 30.2 | 8 | 7.5 | 3.179 | 0.954 |
| Project implementation plan is reviewed and communicated to projects staff before action | 1 | 9 | 7 | 6.6 | 37 | 34.9 | 48 | 45.3 | 13 | 12.3 | 3.613 | 0.823 |
| Leaders clearly communicate their organizational vision and objectives to project staff | 1 | 9 | 7 | 6.6 | 45 | 42.5 | 42 | 39.6 | 11 | 10.4 | 3.519 | 0.8.08 |
| Group average mean | | | | | | | | | | | 3.60 | |

Source: Questionnaires, 2019

As indicated on table 4.2 above How is leader communicating subordinates, the group average mean score 3.60, for statement the project staff were notified timely about any change /amendment on a project they are on score the mean 3.6 and Std. deviation 0.935. Project staff need frequent and supportive communication from their leader mean score 4.12 and Std. deviation of 0.87. SCI communication is, mostly from both sides, i.e. Top to bottom and bottom to top with a mean of 3.179 and Std. deviation of 0.954. Project implementation plan is reviewed and communicated to projects staff before action mean 3.612 and Std. deviation 0.823. Leaders clearly communicate their organizational vision and objectives to project staff mean 3.519 and Std. deviation 0.808. Generally, on this caption the overall mean dispersed from 3.59 to 4.12 and the standard deviation is approaching to one and greater than 0.81. Which means the majority of the respondent scored above 3, however there are few staff who scored one, thus it can be concluded that the majority of the respondents agree as the communication practices of the organization is good.

Table 4.3 The decision making process

| Statement | Strongly Disagree | | Disagree | | Moderately Agree | | Agree | | Strongly Agree | | Mean | STD |
|--|-------------------|-----|----------|------|------------------|------|-------|------|----------------|------|-------------|-------|
| | Freq. | % | Freq. | % | Freq. | % | Freq. | % | Freq. | % | | |
| Project staff opinion is taken into consideration before implementing changes as part of the decision making process | 6 | 5.7 | 6 | 5.7 | 51 | 48.1 | 35 | 33 | 8 | 7.5 | 3.31 | 0.909 |
| Project staff allowed to use their own judgment in solving problems | 4 | 3.8 | 11 | 10.4 | 47 | 44.3 | 41 | 38.7 | 3 | 2.8 | 3.264 | 0.831 |
| Project staff work best at meeting project goal if they are involved in decision making | 1 | 9 | 4 | 3.8 | 20 | 18.9 | 41 | 38.7 | 40 | 37.7 | 4.09 | 0.896 |
| In most situation leaders take risk in decision making process | 3 | 2.8 | 12 | 11.3 | 40 | 37.7 | 38 | 35.8 | 13 | 12.3 | 3.434 | 0.946 |
| Leader need to have a confidence to make decisions and set clear direction | 1 | 9 | 2 | 1.9 | 14 | 13.2 | 44 | 41.5 | 1 | 9 | 4.236 | 0.834 |
| Group average mean | | | | | | | | | | | 3.67 | |

Source: Questionnaires, 2019

The leadership style practices of the organization on decision making process seen on table 4.3, the group average mean score 3.67, whereas the respondent answers for statement ‘project staff’s opinion is taken into consideration before implementing changes as part of the decision making process the mean 3.31, Std. deviation 0.909. Project staff are allowed to use their own judgment in solving problem mean 3.264 and Std.deviation 0.8315.

Project staff work best at meeting project goal if they are involved in decision making: score mean of 4.09 Std.deviation 0.896. In most situation leaders take risk in decision making process score mean of 3.434 and Std.deviation of 0.946. Leader need to have a confidence to make decisions and set clear direction score mean of 4.236 and Std.deviation 0.834.

Largely out of the total respondent the mean is falling between 3.3 to 4.09 and the standard deviation approaches to one (greater than 0.83) i.e. This indicates the major responses approach to Positive, however individual different opinion is also reflected.

Table 4.4 Delegation – distribution of Authority

| Statement | Strongly Disagree | | Disagree | | Moderately Agree | | Agree | | Strongly Agree | | Mean | STD |
|--|-------------------|-----|----------|------|------------------|------|-------|------|----------------|------|-------------|-------|
| | Freq | % | Freq | % | Freq | | | % | Freq | % | | |
| Leaders let subordinates work problem on their own | 2 | 1.9 | 14 | 13.2 | 56 | 3.16 | 0.749 | 30.2 | 2 | 1.9 | 3.16 | 0.749 |
| Project staff are allowed to work in a way they consider to be the best | 3 | 2.8 | 7 | 6.6 | 54 | 3.30 | 0.758 | 36.8 | 3 | 2.8 | 3.3 | 0.758 |
| Project staff are perceive that job freedom and participation for an individual applied with restraints | 2 | 1.9 | 18 | 17.0 | 47 | 3.19 | 0.817 | 34 | 3 | 2.8 | 3.19 | 0.817 |
| Project staff reception to program and non-program responsibilities is mostly based on incentives | 6 | 5.7 | 42 | 39.6 | 40 | 2.68 | 0.868 | 15.1 | 3 | 1.9 | 2.68 | 0.868 |
| Leaders know the strength and weakness of each project staff and are able to entrust full responsibility accordingly | 6 | 5.7 | 14 | 13.2 | 48 | 3.22 | 1.01 | 24.5 | 12 | 11.3 | 3.22 | 1.01 |
| Group average mean | | | | | | | | | | | 3.11 | |

Source: Questionnaires, 2019

The scheme of delegation practices of the organization the group average mean score 3.11 , distribution of authority as indicated above on table 4.4 respondent answer for the statement ‘ leaders let subordinates work problem on their own score mean of 3.16 and Std.deviation 0.749, Project staff are allowed to work in a way they consider to be the best has score mean of 3.3 and Std.deviation 0.758, Project staff are perceive that job freedom and participation for an individual applied with restraints has a score mean of 3.19 and Std.deviation 0.817, Project staff reception to program and non-program responsibilities is mostly based on incentives has score mean of 2.68 and Std.Deviation 0.868, lastly Leaders know the strength and weakness of each project staff and are able to entrust full responsibility accordingly has score mean of 3.22 and Std. deviation 1.01.

Generally the respondents mean ranges from on 2.68 to 3.30 and the standard deviation ranges from 0.83to 1.01, the least mean statement can tell us as staff is taking delegations without any incentives. Thus we can conclude as there is a good culture of delegation and staff is takes responsibility without questioning any additional incentives.

Table 4.5 Empowering subordinates

| Statement | Strongly Disagree | | Disagree | | Moderately Agree | | Agree | | Strongly Agree | | Mean | STD |
|---|-------------------|-----|----------|------|------------------|------|-------|------|----------------|-----|-------------|-------|
| | Freq. | % | Freq. | % | Freq. | % | Freq. | % | Freq. | % | | |
| Project staff are always getting guidance without pressure from their leader to do their work | 3 | 2.8 | 12 | 11.3 | 59 | 55.7 | 28 | 26.4 | 4 | 3.8 | 3.17 | 0.786 |
| Leaders encourages and listen to project staff suggestions for improvement at all operational level | 4 | 3.8 | 12 | 11.3 | 49 | 46.2 | 34 | 32.1 | 7 | 6.6 | 3.26 | 0.887 |
| Project staff like having strict process and procedure to follow when they are working on projects | 9 | 8.5 | 17 | 16.0 | 47 | 44.3 | 31 | 29.2 | 2 | 1.9 | 3.00 | 0.936 |
| Leaders give complete freedom to project staff to solve problems by their own | 2 | 1.9 | 27 | 25.5 | 50 | 47.2 | 25 | 23.6 | 2 | 1.9 | 2.98 | 0.805 |
| Leaders increases sense of confidence to project team by letting them to do work freely | 2 | 1.9 | 14 | 13.2 | 51 | 48.1 | 35 | 33.0 | 4 | 3.8 | 3.23 | 0.799 |
| Group average mean | | | | | | | | | | | 3.13 | |

Source: Questionnaires, 2019

According to Table 4.5. The group average mean score 3.13, Respondent answer for statement ‘Project staff are always getting guidance without pressure from their leader to do their work has score mean of 3.17 and Std.deviation 0.786. Leaders encourages and listen to project staff suggestions for improvement at all operational level score mean of 3.26 and Std.deviation 0.887. Project staff like having strict process and procedure to follow when they are working on project has score mean of 3.0 and Std.deviation 0.936. Leaders give complete freedom to project staff to solve problems by their own score mean of 2.98 Std.deviation 0.805. Leader’s increases sense of confidence to project team by letting them to do work freely has score mean of 3.236 and Std.deviation 0.799. The overall the leadership style practices of SCI on ‘empowerment of subordinates’ respondent answer on table 4.5 the mean spread from 2.98 to 3.26 and the Std. deviation spread from 0.786 to 0.9367. This implies most of the respondent answer fall from 3 to 5

Table 4.6 Looking for staff opinion

| Statement | Strongly Disagree | | Disagree | | Moderately Agree | | Agree | | Strongly Agree | | Mean | STD |
|--|-------------------|------|----------|------|------------------|------|----------|------|----------------|------|-------------|-------|
| | Freq | % | Freq. | % | Freq | % | Fr eq | % | Fr eq | % | | |
| Project staff used use to be invited ideas and opinion from their leader to make decision. | 3 | 2.8 | 6 | 5.7 | 39 | 36.8 | 50 | 47.2 | 8 | 7.5 | 3.51 | 0.831 |
| Leaders influence and motivate project staff to initiate new ideas | 1 | 9 | 14 | 13.2 | 43 | 40.6 | 37 | 34.9 | 11 | 10.4 | 3.41 | 0.881 |
| There is a well structure system for rewarding creativity and new ideas | 20 | 18.9 | 42 | 39.6 | 22 | 20.8 | 17 | 16.0 | 5 | 4.7 | 2.48 | 1.11 |
| Leaders stimulates project staff to seek differing prospective when solving problems | - | - | 25 | 23.6 | 42 | 39.6 | 34 | 32.1 | 5 | 4.7 | 3.18 | 0.849 |
| Group average mean | | | | | | | | | | | 3.14 | |

Source: Questionnaires, 2019

As indicated on table 4.6 above the group average mean score 3.14 whereas the respondent answer for statement ‘leadership practice on “looking staff opinion “the respondent answer, Project staff used to be invited ideas and opinion from their leader to make decision has score mean of 3.51 of 0.831 and Std.deviaion. Leaders influence and motivate project staff to initiate new idea score mean of 3.41 and Std.deviation 0.881, There is a well-structured system for rewarding creativity and new idea has score mean of 2.48 and Std, deviation 1.11, and Leaders stimulates project staff to seek differing prospective when solving problems score mean of 3.179 and Std.deviation 0.849. When we look the overall respondents answer summary, thus the mean spread from 2.481 to 3.5 and the Std. deviation 0.831to 0.849. Respondent majorly agree as there is no well structure way of incentives for new ideas.

Table 4.7 Offering guidance and counseling

| Statement | Strongly Disagree | | Disagree | | Moderately Agree | | Agree | | Strongly Agree | | Mean | STD |
|---|-------------------|-----|----------|------|------------------|------|-------|------|----------------|-------|-------------|-------|
| | Freq | % | Freq | % | Freq | % | Freq | % | Freq | % | | |
| The leader is approachable and trustworthy | 5 | 4.7 | 8 | 7.5 | 38 | 35.8 | 44 | 41.5 | 11 | 10.04 | 3.45 | 0.947 |
| Leaders are to help others realize their potential and skills effectively | 2 | 1.9 | 9 | 8.5 | 39 | 36.8 | 43 | 40.6 | 13 | 12.3 | 3.53 | 0.886 |
| Leaders encourages project staff to become a leader in their own sphere of work | - | - | 18 | 17 | 35 | 33 | 40 | 37.7 | 13 | 12.3 | 3.45 | 0.917 |
| Leaders give employee complete freedom to solve problems by their own | 2 | 1.9 | 24 | 22.6 | 44 | 41.5 | 29 | 27.4 | 7 | 6.6 | 3.14 | 0.91 |
| Leaders provides encouraging messages and celebrate victories and achievement. | 6 | 5.7 | 22 | 20.8 | 30 | 28.3 | 35 | 33 | 13 | 12.3 | 3.25 | 1.10 |
| Group average mean | | | | | | | | | | | 3.37 | |

Source: Questionnaires, 2019

We can understand from the table above (Table 4.7) on “Offering guidance and counseling” the group average mean score 3.37, whereas the respondents answer for the statement ‘the leader is approachable and trustworthy’ score mean of 3.45 and Std. Deviation 0.947, Leaders are to help others realize their potential and skills effectively with a score mean of 3.53 and STD, deviation 0.886, Leaders encourages project staff to become a leader in their own sphere of work respondent score mean of 3.45 and Std. deviation 0.917, Leaders give employee complete freedom to solve problems by their own score a mean of 3.14 and Std. deviation 0.91 finally Leaders provides encouraging messages and celebrate victories and achievement score mean of 3.25 and Std. deviation. 1.10, when the overall respondent summarized the mean ranges from 3.14 to 3.53 and the Std. deviation ranges from 0.886 to 1.10, the least score given leaders give to employee a complete freedom to solve problems by their own this means there were repetitive answers of four and five

4.3.2 The Leadership challenges

In this section the respondent answer on the challenges the leadership in the organization was analyzed as follows:

Table 4.8 The Challenges of leadership

| Statement | Strongly Disagree | | Disagree | | Moderately Agree | | Agree | | Strongly Agr | | Mean | STD |
|---|-------------------|-----|----------|------|------------------|------|-------|------|--------------|------|-------------|------|
| | Freq. | % | Fre q. | % | Freq. | % | Freq. | % | Freq. | % | | |
| Lack of ability to truly delegate subordinates | 2 | 1.9 | 31 | 29.2 | 37 | 34.9 | 31 | 29.2 | 5 | 4.7 | 3.06 | 0.92 |
| Staff opinion is less valued as an input for decision making process | 6 | 5.7 | 36 | 34.0 | 27 | 25.5 | 31 | 29.2 | 6 | 5.7 | 2.95 | 1.05 |
| There is no appreciation for new idea & creativity | 8 | 7.5 | 29 | 27.4 | 33 | 31.1 | 26 | 24.5 | 10 | 9.4 | 3.01 | 1.01 |
| Less coaching & encouragement to project staff to become a leader in their working area | 3 | 2.8 | 18 | 17 | 40 | 37.7 | 35 | 33.0 | 10 | 9.4 | 3.29 | 0.96 |
| There is no consistent utilization of projects budget | 4 | 3.8 | 26 | 24.5 | 36 | 34.0 | 27 | 25.5 | 13 | 12.3 | 3.01 | 1.10 |
| Group average mean | | | | | | | | | | | 3.10 | |

Source: Questionnaires, 2019

As indicated on table 4.8 above the leadership challenges the group average mean score 3.10 whereas on Lack of ability to truly delegate subordinates the respondent answer mean of 3.06 and Std deviation of 0.92 , Staff opinion is less valued as an input for decision making process score mean od 2.95 and Std .deviation 1.05 , There is no appreciation for new idea and creativity with a mean of 3.01 and Std deviation 1.011 , Less coaching and encouragement to project staff to become a leader in their working area score mean of 3.29 and Std.deviation 0.96 and There is no consistent utilization of projects budget score mean of 3.01 and Std.deviation 1.10. The overall respondents answer was summarized thus the mean spread from 2.95 to 3.29 and the Std.deviation 0.96 to 1.05. The least point given was for the statement staff opinion is values as an input for decision making.

4.3.2 The Leadership challenges

In this section the respondent answer on the challenges the leadership in the organization was analyzed as follows:

Table 4.8 The Challenges of leadership

| Statement | Strongly Disagree | | Disagree | | Moderately Agree | | Agree | | Strongly Agr | | Mean | STD |
|---|-------------------|-----|----------|------|------------------|------|-------|------|--------------|------|-------------|------|
| | Freq. | % | Freq. | % | Freq. | % | Freq. | % | Freq. | % | | |
| Lack of ability to truly delegate subordinates | 2 | 1.9 | 31 | 29.2 | 37 | 34.9 | 31 | 29.2 | 5 | 4.7 | 3.06 | 0.92 |
| Staff opinion is less valued as an input for decision making process | 6 | 5.7 | 36 | 34.0 | 27 | 25.5 | 31 | 29.2 | 6 | 5.7 | 2.95 | 1.05 |
| There is no appreciation for new idea & creativity | 8 | 7.5 | 29 | 27.4 | 33 | 31.1 | 26 | 24.5 | 10 | 9.4 | 3.01 | 1.01 |
| Less coaching & encouragement to project staff to become a leader in their working area | 3 | 2.8 | 18 | 17 | 40 | 37.7 | 35 | 33.0 | 10 | 9.4 | 3.29 | 0.96 |
| There is no consistent utilization of projects budget | 4 | 3.8 | 26 | 24.5 | 36 | 34.0 | 27 | 25.5 | 13 | 12.3 | 3.01 | 1.10 |
| Group average mean | | | | | | | | | | | 3.10 | |

Source: Questionnaires, 2019

As indicated on table 4.8 above the leadership challenges the group average mean score 3.10 whereas on Lack of ability to truly delegate subordinates the respondent answer mean of 3.06 and Std deviation of 0.92 , Staff opinion is less valued as an input for decision making process score mean od 2.95 and Std .deviation 1.05 , There is no appreciation for new idea and creativity with a mean of 3.01 and Std deviation 1.011 , Less coaching and encouragement to project staff to become a leader in their working area score mean of 3.29 and Std.deviation 0.96 and

There is no consistent utilization of projects budget score mean of 3.01 and Std.deviation 1.10. The overall respondents answer was summarized thus the mean spread from 2.95 to 3.29 and the Std.deviation 0.96 to 1.05. The least point given was for the statement staff opinion is values as an input for decision making

4.4 Data Gathered from Conducted Interview

In addition to opinion survey made on questionnaire, the researcher conducted an interview with some of management bodies by contacting a total of seven senior managers who are working on emergency program operation and policy development. Most of the respondents have more than 6 years of experience (71.43%). Significant number of the respondent's responsibility is Manager / Head expert (85.71%).

Based on the interview the practice and challenges of leadership style is discussed as below:

a) Late Start of the Project Activities:

Most emergency projects start late due to various reason; out of which the delay caused by building the emergency team through recruitment. Due to such irregularity SCI was forced to ask donor for non-cost extension, implying using own fund to accomplish the intended project component.

b) No Preparation Time is planned in The Emergency Project Life:

As the nature of the project denotes, most emergency project's fund is secured next to the occurrence of the event, SCI directly looking for staff to fill gap, after getting money from donor, there is no time for the preparation time arranging the manpower.

c) Learning Curve:

Emergency project staff are recruited after SCI obtain funds from the donor hence they are newly recruited and need training. The learning curve tells us that the newly employed staff may not be compatible automatically on emergency projects

d) Losing Good Donor Relationship.

Due to various interdependent reasons SCI is currently losing its good donor relationship such us USAID on emergency projects. Some donors are strict on their procurement policy, As SCI does not maintain permanent emergency program staffs, and new employed staff may not easily familiarize and capture donor rules, regulation and procedure as needed.

e) High Overhead Cost

Currently SCI is running its project with a high overhead cost due to various factor, i.e. Monthly office rent, highly dispersed office location and other operational factor. Donors are not willing to fund such projects because they have a minimum standard of covering overhead cost, i.e. % of the project budget, but this % of cost may not cover the overhead cost of SCI.

f) Recognition of High Performing Staff.

The organization does not have a well-established recognition system like, certificate, benefit and promotion beyond monthly salary, to high performing team to inspire and motivate other as well as create a good working environment.

g) Structuring Issues

Due to the current structure of emergency projects, there are support services such as finance and supply chain that are managed at CHO for processing in line with donor and government procedures. There is also lack of systematic work flow, working with in this long process results in delaying of action.

h) Healthy Staff Turnover.

The organization is currently facing loosing of well experienced staff positively, staff are leaving the organization for having different benefit including better salary, which the organization is working to revise the current salary and benefit packages.

I) Continuously Changing Context

Because of world's current emergency appeal response and situation, donor donation interest is changing from time to time. Our major donor policy is changing from time to time, due to this factor SCI does not secure required fund at time of needed.

j) System Changes across a Large CO- Communication.

Due to global demand there is a continuous change and improvement on the design of communication system, this alerts the organization to check and adjust the current communication system not to exit from the NGO market.

k) Hitting Right Balance of System Improvement and Initiatives against Core System

Most of Humanitarian Donor are on a continuous system & policy improvement which may affect SCI core business area working on, i.e. Child focus policy & safe guarding.

4.5 Data Analysis from the Secondary Sources

The researcher examines emergency projects, which were operated during the recent financial year 2018, tried to examine the budget performances in two ways, i.e.

- i) **Budget versus Actual:** Comparing the total budgeted amount versus the actual spent on specific time. This refers to the actual cash out flow, except certain activity which the donor accepts a non-cash expenditure.

The nature of their non-cash expenditure spending happen after the close out such as audit fee and monitoring, and evaluation expenditure. After securing budget the planned project activities were spread over the funding periods (month). Correspondingly the budget amount also dispersed matching with the activity projected to be performed, known as budget phasing with the project staff

- ii) **LOA (life of the award):** This measures the project elapsed time against the total project performing time. The researcher found for various reasons the budget spending does not correspond with the life of the Award, which means that the two monitoring tolls did not operate correspondingly side by side.

The main reasons found were:

- a) In most of emergency project early start was not performed, projects actuation delay due to external and internal reasons. From the external factor: stakeholder, partner and community leaders' readiness to work jointly on selecting beneficiary and drawing joint action plan besides most of emergency project staff recruitment was made after securing fund, this also will waste time.
- b) The learning curve is also noted as another internal factor for the delayed start. After recruiting project staff, a certain time will be spent on

inducting new staff, training and familiarizing organization working policy and procedure.

- c) Procurement: searching, offering, purchasing the right project input, looking for genuine suppliers, deliverance of the supplies on time as well as keeping donor requirement and community interest will all take some time.

CHAPTER FIVE

FIDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter of the study presents summary of major findings together with conclusions of the analysis and recommendations made to address the main problem identified from the study in line with the objectives.

5.1 Summary of Major Findings

The objectives of the study were assessment of the practices and challenges of leadership style at SCI emergency projects. The followings are the findings obtained from the analysis of the data gathered from the survey conducted

1. The Influence of Leadership Practice in SCI on Effective Utilization of Project Budget.

- There is no consistent utilization of project budget throughout the project life.
- From the budget versus actual performance through the life of the grant period, the financial and donor report under or over spent is seen on most of the emergency projects.
- There is lack of maintain good donor relationship.

2. The Challenges Associated with The Leadership Style.

- There is lack of maintain good donor relationship.
- The organization is operating with high overhead cost.
- Late start of emergency project.
- There is no employee recognition and motivation given for best performance such as appreciation, thank you letter.
- A continuous changing context regarding donor priority, interest and analyzing risk.

3. The Main Causes for Over/Under Expense of Project Budget, Time or Cost Overrun.

The inexperience of the staff regarding the subject as they are new recruits causes late start.

Project implementing time is consumed on recruiting new project staff search.

Project staff learning curve, as new staff is employed it is understood that this staff should familiarize with the organization policies and procedures.

4. Employee Empowerment and Delegation and the Level of Participation of Staff on Project

The delegation given to staff should balance the responsibility and accountability given to him.

5.2 Conclusion

In order to run emergency projects with in intended time, cost, scope and quality the leadership style is the driving force of all locomotive: labor, finance and material Hence, based on the findings the following conclusion are made:

The research revealed that there is no consistent way of budget utilization throughout the project life. Form the descriptive analysis it is also natural to conclude, that most of the emergency projects were not efficient and effectives in budget utilization (under or over spent) as indicated in the financial and donor reports.

The study concludes that the main causes for the problems observed in budget utilization were lack experienced staffs who are very familiar with donor requirement and organization's policy and procedures and the lengthy time spent in the recruitment process during launching of new project.

The research found out that, because of this problem the organization is facing challenges in terms of maintaining its good relationship with donors. In relation to the decision making as per key informant interview and review of secondary data it is revealed that, in project implementation and problem solving, a single man decision making system is practiced, which contributes for under performance of the organization.

The research revealed that, the organizations performance with regard to staff's feedback mechanism is very low. The 360-degree feedback is important to have a road map on what, why, how and when to monitor and evaluate staffs. In order to get the correct information regarding the progress of project activities during the implementation process and to take timely corrective action, strengthening a feedback mechanize very crucial.

The research concludes that due to late start of emergency projects, lack of risk assessment, the organization is forced to carry out operation with a high overhead cost. Moreover, as per key informant interview analysis, the study also concludes that, the organization lacks strategies in terms of recognizing and motivating best performing employees. As a result, the organization is suffering from high senior staff's turnover

5.3. Recommendation

Based on the findings obtained and the conclusion drawn, the researcher forwarded the following recommendations, despite the limitations of the study:

The study also found that there is no motivational input such as giving recognition for those who perform best during their work in SCI, i.e. Letter, email.

The study similarly identified as there is high overhead costs, which enable SCI to compute on securing funds from different donor with other NGO. The organization should plan to have its own office by construction since land is owned by government.

In order to avoid late start of the projects, the study also found it would be better if the organization retain key project staff rather than recruiting now and then to reduce recruitment cost as well to shorten the learning curve of employee.

The study similarly found there must be a preparation and discussion with stakeholder time while signing donor agreement, because the time spent on recruiting project staff leads to underspending or rashly operation.

5.4 Area of Further Study

The researcher suggests more study to be carried out on the followings:

- To study on how to reduce fixed overhead cost, such as support cost, office rent, either maximizing the number of project to minimize per head cost.
- To place employee performance based motivational inducement and..
- To deal how to include project preparation time during signing project agreement with Donor
- To maintain permanent well experienced staff project emergency project staff.

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APPENDICES

APPENDIX A: THE QUESTIONNAIRE

St Mary University School of Graduate Studies

The purpose of this questionnaire is to collect primary data for conducting a study entitled “Assessment the Practice and Challenges of Leadership style at Save the Children International Emergency Projects “For partial fulfilment of award of Master Degree in Project Management.

The information provided by you will be for academic purposes only and will be treated as private and confidential.

I would like to thank your voluntary participation for the success of my research study. Please, put “ ✓ ” or “ ✕ ” mark for the correct answer inside the box.

Thank you in advance for sacrificing your precious time!

Tamirat Estifanos

tam_est@yahoo.com

Part 1. Demographic profile of the Respondents

1. Gender

a) Male

b) Female

2. Age

A) 18-25 years

B) 26-35

C) 36-45

D) 46 and above

3. Educational background

A) High school certificate

B) College certificate

C) College Diploma

D) First degree

E) Second degree and above

4. Marital status

A) Married

B) single

C) divorced

5. How many years have you worked in this department?

A) 1 to 5 years

B) 6 to 10years

C) 11 to 15 years

D) 16 to 20 years

E) Above 21years

6. Your occupation in Save the Children International.

A) Officer B) Coordinator C) Specialist

D) Manager E) Head/Director

Part 2 Opinion Survey on the Practice and Challenges of Leadership style at SCI

SDA= Strongly Disagree, DA= Disagree, N= Neutral, a= Agree, SA= Strongly Agree

2.1. Communication

| 2.1 | Statement | Rating scale | | | | |
|-----|--|--------------|---------|--------|--------|---------|
| | | 1 SDA | 2 DA | 3 N | 4 A | 5 SA |
| 1 | project staff are communicated timely about any change /amendment on a project they are on | | | | | |
| 2 | Project staff need frequent and supportive communication from their leader | | | | | |
| 3 | SCI communication is mostly from both top to bottom and bottom to top | | | | | |
| 4 | Project implementation plan is reviewed and communicated to projects staff before action | | | | | |
| 5 | Leaders clearly communicate their organizational vision and objectives to project staff | | | | | |

2.2. Decision making

| # | Statement | Rating scale | | | | |
|---|--|--------------|---------|--------|--------|---------|
| | | 1 SDA | 2 DA | 3 N | 4 A | 5 SA |
| 1 | project staff opinion is taken into consideration before implementing changes as part of the decision making process | | | | | |
| 2 | Project staff are allowed to use their own judgment in solving problems | | | | | |
| 3 | Project staff work best at meeting project goal if they are involved in decision making | | | | | |
| 4 | In most situation leaders take risk in decision making process | | | | | |
| 5 | Leader need to have confidence to make decisions and set clear direction | | | | | |

2.3 Delegation- Distribution of Responsibility

| # | Statement | Rating scale | | | | |
|----|--|--------------|---------|--------|--------|---------|
| | | 1 SDA | 2 DA | 3 N | 4 A | 5 SA |
| 1. | Leaders let subordinates work problem on their own | | | | | |
| 2. | Project staff are allowed to work in a way they consider to be the best | | | | | |
| 3. | Project staff perceive that job freedom and participation for an individual is applied with restraints | | | | | |
| 4. | Project staff reception to program and non-program responsibilities is mostly based on incentives | | | | | |
| 5. | Leaders know the strength and weakness of each project staff and are able to entrust full responsibility accordingly | | | | | |

2.4 Empowerment of subordinates

| # | Statement | Rating scale | | | | |
|----|---|--------------|---------|--------|--------|---------|
| | | 1 SDA | 2 DA | 3 N | 4 A | 5 SA |
| 1. | Project staff are always getting guidance without pressure from their leader to do their work | | | | | |
| 2. | Leaders encourages and listen to project staff suggestions for improvement at all operational level | | | | | |
| 3. | Project staff like having strict process and procedure to follow when they are working on staff project | | | | | |
| 4. | Leaders give complete freedom to project staff to solve problems on their own | | | | | |
| 5. | Leaders increase sense of confidence to project team by letting them to do work freely | | | | | |

2.5 Looking for staff opinion

| # | Statement | Rating scale | | | | |
|----|---|--------------|---------|--------|--------|---------|
| | | 1 SDA | 2 DA | 3 N | 4 A | 5 SA |
| 1. | Project staff used to be invited ideas and opinion from | | | | | |

| | | | | | | |
|-----|--|--|--|--|--|--|
| | their leader to make decision. | | | | | |
| 2. | Leaders influence and motivate project staff to initiate new ideas | | | | | |
| 3. | There is a well-structured system for rewarding creativity and new ideas | | | | | |
| 4.. | Leaders stimulates project staff to seek differing prospective when solving problems | | | | | |

2.6 Offering guidance and counseling

| # | Statement | Rating scale | | | | |
|----|---|--------------|---------|--------|--------|---------|
| | | 1 SDA | 2 DA | 3 N | 4 A | 5 SA |
| 1. | The leader is approachable and trustworthy | | | | | |
| 2. | Leaders are to help others realize their potential and skills effectively | | | | | |
| 3. | Leaders encourages project staff to become a leader in their own sphere of work | | | | | |
| 4. | Leaders give employee complete freedom to solve problems by their own | | | | | |
| 5. | Leaders provides encouraging messages and celebrate victories and achievement | | | | | |

2.7 Challenges of leadership

| # | Statement | Rating scale | | | | |
|----|---|--------------|---------|--------|--------|---------|
| | | 1 SDA | 2 DA | 3 N | 4 A | 5 SA |
| 1. | Lack of ability to truly delegate subordinates | | | | | |
| 2. | Staff opinion is less valued as an input for decision making process | | | | | |
| 3. | There is no appreciation for new idea and creativity | | | | | |
| 4. | Less coaching and encouragement to project staff to become a leader in their working area | | | | | |
| 5. | There is no consistent utilization of projects budget | | | | | |
| 6. | Leaders strive less on building Sense of confidence to project staff. | | | | | |
| 7. | There is no consistent utilization of project budget. | | | | | |
| 8. | There is indecency on keeping good donor relationship. | | | | | |

APPENDIX B: INTERVIEW QUESTION

St Mary University

School of Graduate Studies

The purpose of this questionnaire is to collect primary data for conducting a study entitled “Assessment of the Practice and Challenges of Leadership style at Save the Children International “For partial fulfilment of award of Master Degree in Project Management.

The information provided by you will be for academic purposes only and will be treated as private and confidential.

I would like to thank your voluntary participation for the success of my research study. Please, put “ ✓ ” or “ ✗ ” mark for the correct answer inside the box and write short answer on the blank space.

Thank you in advance for sacrificing your precious time!

Tamirat Estifanos

tam_est@yahoo.com

Part 1. Demographic profile of the Respondents

1. Gender

a) Male

b) Female

2. Age

B) 18-25 years B) 26-35 C) 36-45 D) 46 and above

3. Educational background

A) High school certificate

B) College certificate

C) Collage Diploma

D) First degree

E) Second degree and above

4. Marital status

A) Married

B) single

C) divorced

5. How many years have you worked in this department?

A) 1 to 5 years

B) 6 to 10years

C) 11 to 15 years

D) 16 to 20 years

E) Above 21years

6. Your occupation in Save the Children International.

A) Officer

B) Coordinator

C) Specialist

B) Manager

E) Head/Director

This semi structure interview guide is designed to assess the practices and challenges of leadership in SCI

1. What are the major challenges SCI leaders face?

2. What actions can leaders take to internalize mission and vision of SCI to employees?

3. What are some examples of how leaders recognize employee's effort?

4. Do you have other comment?

APPENDIX C:

RESPONDENT ANSWER ON SPSS DESCRIPTIVE STATISTICS

APPENDIX D: SCI ORGANOGRAM

DECLARATION

I, the undersigned, declare that this thesis entitled “Assessment the Practice and Challenges of Leadership Style in Save the Children International (SCI)” is my original work, prepared under the guidance off Shoa Jamal (Asst.Prof.). All sources of materials used for the thesis have been properly acknowledged. I further confirm that the thesis has not been presented for the award of any other Degree of any other university.

Name

Signature and date

ENDORSEMENT

This Thesis has been submitted to St. Mary’s University School of Graduates Studies for examination with approval as a university advisor.

Advisor

Signature

St Mary’s University, Addis Ababa