

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

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

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

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

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

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

7.3. ANOPA+'s leadership/management

7.3.1. Key leadership issues

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

7.3.2. Leadership mandate analysis

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

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

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

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

Encourage PLHIV to fight stigma and discrimination.

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

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

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

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

7.3.3. Leadership, monitoring and evaluation

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

7.3.4. Leading programme management

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

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

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

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

7.3.5. Monitoring and Evaluation (M&E)

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

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

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

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

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

7.4. Chapter summary

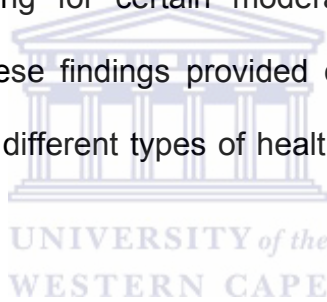
The main purpose of this assessment was to investigate if there are any transactional, transformational or traditional leaders and why particular styles have become dominant, and to identify the sources of the influence of leaders on members and put forward suggestions in terms of improving the leadership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

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

Chapter 8: Conclusions and Recommendations

8.1. Introduction

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



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

8.2. Conclusion

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

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

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

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

8.3. Summary of research findings

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

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

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

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

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

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

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

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

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

8.4. Recommendations

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

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

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

8.5. Areas for further research

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

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

A: Biographical data

1. Gender

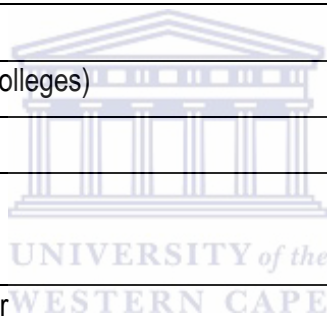
1	Male	
2	Female	

2. Age

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

3. Level of education

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



4. Position

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

4.2. Members **perceptions of** leadership behaviours

A). TRANSFORMATIONAL LEADERSHIP

Idealized Influence (attributed);

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

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

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

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

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

5. Emphasizes importance of commitment to beliefs

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

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

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

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

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

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

9. Talks optimistically about future

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

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

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

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

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

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

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
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14. Seeks differing perspectives when solving problems

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
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15. Gets me to **look at problems** from many different angles

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
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16. **Suggests new ways** of looking at how to complete assignments

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

17. Treats me as individual with different needs, abilities

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

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
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19. Treats me as individual rather than just a member of the group

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
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20. Spends time teaching/coaching me

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

Contingent reward

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

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
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22. Works out agreements with me on what I will receive

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

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
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24. Makes sure I receive rewards for achieving targets

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

25. Keeps track of my mistakes

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

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
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27. Searches for mistakes before commenting on performance

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
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28. Directs his/her attention toward failure to meet standard

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

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

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
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30. Fails to intervene until problems become serious

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
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31. Work falls below minimum for him/her to make improvements

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
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32. Problems become chronic before he/she takes action

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

33. Delays responding to urgent questions

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

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

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
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36. Is absent when needed

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

Extra Effort

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

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
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38. Heighten others' desire to succeed

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
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39. Increase others' willingness to try harder

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

40. Effective in meeting others' job-related needs

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
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41. Effective in representing their group to higher authority

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
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42. Effective in meeting organisational requirements

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
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43. Leads a group that is effective

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

44. Uses methods of leadership that are satisfying

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
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45. Works with others in a satisfactory way

Not at all (1)	Once in a while (2)	Sometimes(3)	Fairly often(4)	Frequently if not always (5)
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THANK YOU FOR YOUR TIME 😊

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

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

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

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

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

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

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

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

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

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

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

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

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

THANK YOU FOR YOUR TIME

Face to Face Interview Questions (Leaders)

A). ANOPA's establishment and general

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



B). Characteristics and service delivery

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

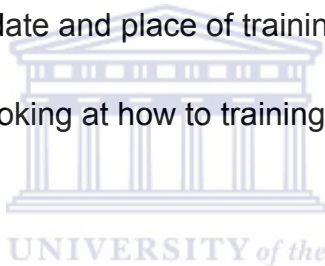
C). Resources mobilization and links with other stakeholders

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

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

D). Leaders capacity building training

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



THANK YOU FOR YOUR TIME

Annex-4: Letter of consent for survey questionnaire



University of the Western Cape

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

Letter of consent for Survey Questionnaire

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

Researcher: Berhane Dinbabo

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

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

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

Annex-5: Information sheet for study participants

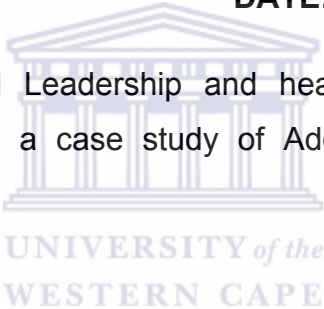


University of the Western Cape

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

INFORMATION SHEET FOR STUDY PARTICIPANTS

DATE: _____

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

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

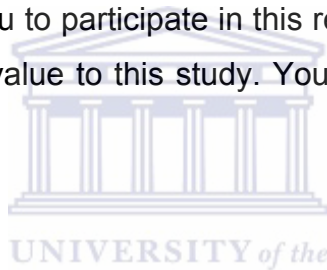
What is this study about?

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

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

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

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



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

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

Would my participation in this study be kept confidential?

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

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

What are the risks of this research?

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

What are the benefits of this research?

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



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

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

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

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

What if I have questions?

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

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

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

Professor Julian May

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

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



UNIVERSITY of the
WESTERN CAPE

OFFICE OF THE DEAN
DEPARTMENT OF RESEARCH DEVELOPMENT

06 August 2014

To Whom It May Concern

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

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

Registration no: 14/6/36

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

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

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

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1  ***Descriptive statistics tabulation of variables
2
3  ***A: Biographical data
4  tab gender
5  tab age
6  tab education
7  tab position
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9  ****BB: Reliability test Cronbach's alpha
10
11 alpha av_idbehaviour av_idattributed av_inspirationalmotivation///
12 av_intellectualstimulation av_individualizedconsideration ///
13 av_contingentreward av_managbyexcepactive av_managbyexceptionpassive ///
14 av_laissezfaire av_transformational av_transactionalleadership ///
15 av_laissezfaire av_extraeffort av_effectiveness av_satisfaction ///
16 av_leadershipoutcome, item
17
18
19 ***SUMMARY STATISTICS (MEAN, STANDARD DEVIATION) FOR THE SPECIFIC ATTRIBUTES:
20 ***B. Members perceptions of leadership behaviours
21
22 ***Transformational Leadership
23
24 ***1. Idealized Influence (Behaviour);
25
26 gen av_idbehaviour=(beyond_selfinterest+builds_respect+instils_pride+extraordinary+
remains_calm) /5
27
28 ***2. Idealized Influence (attributed),
29
30 gen av_idattributed=(commitment_beliefs+takes_stand+conviction+important_values) /4
31
32 ***3. Inspirational Motivation (IM).
33 gen av_inspirationalmotivation=(optimistical+envisions) /2
34
35 ***4. Intellectual Stimulation (IS)
36 gen av_intellectualstimulation=(encourages+seeks_perspectives+emphasizes+traditional_way)
/4
37
38 ***5. Individualized Consideration (IC)
39 gen av_individualizedconsideration=(treats_individual+develop_strengths+member+coaching) /4
40
41 *** AVERAGE FOR ALL Transformational Leadership
42
43 ***C. TRANSACTIONAL LEADERSHIP
44 ***6. Contingent Reward
45 gen av_contingentreward=(reward+agreements+negotiates+rewards+exchange) /5
46
47 ***7. Management-by-exception (active)
48 gen av_managbyexcepactive=(track_mistakes+attention_mistakes+searches_mistakes+
toward_failure+monitors_performance+put_outfires) /6
49
50 ***8. Management-by-exception (passive)
51 gen av_managbyexceptionpassive=(go_wrong+fails_intervene+make_improvements+takes_action+
requires_failure) /5
52
53 ***9. LAISSEZ-FAIRE (NON LEADERSHIP)
54 gen av laissezfaire=(delays responding+fails+making decisions+resists expressing+absent) /5
55
56
57 ***SUMMARY STATISTICS (MEAN, STANDARD DEVIATION)
58
59
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61 sum av_idbehaviour av_idattributed av_inspirationalmotivation av_intellectualstimulation
av_individualizedconsideration
62
63 sum av_contingentreward av_managbyexcepactive av_managbyexceptionpassive
64
65 sum av_laissezfaire
66
67
68
69 ***SUMMARY STATISTICS (MEAN, STANDARD DEVIATION) FOR ALL LEADERSHIP BEHAVIOURS
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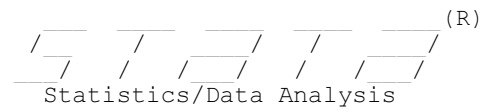
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71
72 ***B. MEMBERS PERCEPTIONS OF LEADERSHIP BEHAVIOURS
73
74 ***1. COMPUTE THE AVERAGE OF TRANSFORMATIONAL LEADERSHIP VARIABLES FOR ALL OBSERVATIONS
75
76 gen av_transformational=(beyond_selfinterest+builds_respect+instils_pride+extraordinary+
77 //
78 remains_calm+commitment_beliefs+takes_stand+conviction+important_values+optimistical+ //
79 envisions+encourages+seeks_perspectives+emphasizes+ //
80 traditional_way+treats_individual+develop_strengths+ //
81 member+coaching) /19
82
83 ***2. COMPUTE THE AVERAGE OF TRANSACTIONAL LEADERSHIP VARIABLES FOR ALL OBSERVATIONS
84
85 gen av_transactionalleadership=(reward+agreements+negotiates+rewards+exchange+
86 track_mistakes+ //
87 attention_mistakes+searches_mistakes+toward_failure+monitors_performance+put_outfires+
88 go_wrong+ //
89 fails_intervene+make_improvements+takes_action+requires_failure) /16
90
91 ***3. COMPUTE THE AVERAGE OF LAISSEZ-FAIRE (NON LEADERSHIP) VARIABLES FOR ALL OBSERVATIONS
92 gen av_laissezfaire=(delays_responding+fails+making_decisions+resists_expressing+absent) /5
93
94 ***4 LEADERSHIP OUTCOMES (Extra effort , Effectiveness & Satisfaction)
95
96 gen av_extraeffort=(do_more+heighten+increase_willingness) /3
97
98 gen av_effectiveness=(effective_meeting+effective_representing+effective_organisational) /3
99
100 gen av_satisfaction=(leads_group+methods_leadership+Work_others) /2
101
102 sum av_extraeffort av_effectiveness av_satisfaction
103
104 ***5. COMPUTE THE AVERAGE OF LEADERSHIP OUTCOMES VARIABLES FOR ALL OBSERVATIONS
105 gen av_leadershipoutcome=(do_more+heighten+increase_willingness+effective_meeting+
106 effective_representing+ //
107 effective_organisational+leads_group+methods_leadership+Work_others) /9
108
109 sum av_leadershipoutcome
110
111 *** 6. Summary
112 sum av_transformational av_transactionalleadership av_laissezfaire av_leadershipoutcome
113
114 ***7. COMPUTE CORRELATION COEFFICIENT BETWEEN LEADERSHIP OUTCOMES, TRANSFORMATIONAL,
115 TRANSACTIONAL AND LAISSEZ-FAIRE LEADERSHIP
116
117 ***Correlation
118 pwcorr av_leadershipoutcome av_transformational av_transactionalleadership av_laissezfaire
119 , star(0.05)
120
121 ***8. Two-sample t test with equal variances for significant mean differences between
122 (Leadership styles and status), i.e(Staff or Volunteer)
123
124 ttest av_transformational, by(status)
125 ttest av_transactionalleadership, by(status)
126 ttest av_laissezfaire, by(status)
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sd) by(status)
137
138 ttest av_idbehaviour, by(status)
139 ttest av_idattributed, by(status)
140 ttest av_inspirationalmotivation, by(status)
141 ttest av_intellectualstimulation, by(status)
142 ttest av_individualizedconsideration, by(status)
143 ttest av_contingentreward, by(status)
144 ttest av_managbyexcepactive, by(status)
145 ttest av_managbyexceptionpassive, by(status)
146 ttest av_laissezfare, by(status)
147
148
149 ttest av_transformational, by(status)
150 ttest av_transactionalleadership, by(status)
151 ttest av_laissezfaire, by(status)
152
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User: Berhane Dinbabo
Project: MA Thesis (2016)

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

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

2 . ***Descriptive statistics tabulation of variables

3 .

4 . ***A: Biographical data

5 . tab gender

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

6 . tab age

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

7 . tab education

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

8 . tab position

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

9 .

10 .

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

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

13 .

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

```

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

```

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

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50 .
51 . sum av_contingentreward av_managbyexcepcative av_managbyexceptionpassive

```

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

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

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

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

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

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

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

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

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

82 .
83 . sum av_extraeffort av_effectiveness av_satisfaction
```

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

```
84 .
85 .
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86 . ***5. COMPUTE THE AVERAGE OF LEADERSHIP OUTCOMES VARIABLES FOR ALL OBSERVATIONS
87 . gen av_leadershipoutcome=(do_more+heighten+increase_willingness+effective_meeting+effective_r
> effective_organisational+leads_group+methods_leadership+Work_others) /9
```

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

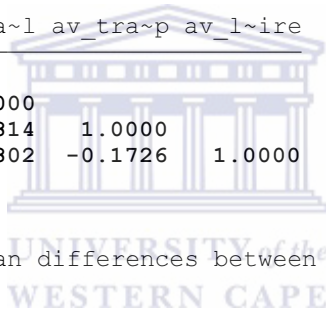
Variable	Obs	Mean	Std. Dev.	Min	Max
av_leaders~e	114	.997076	.3536764	.2222222	2

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

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

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

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



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99 .
100 .
101 . ***Tests for significant mean differences between demographic groups
102 .
end of do-file
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103 . log close
name: <unnamed>
log: F:\Bere 2015 MA\Final Data & Anal (June 20)\7. Final data analysis (June 20, 2015)
log type: smcl
closed on: 22 Jun 2015, 15:16:26
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Annex-8: The Snapshot of the research area, Addis Ababa, Ethiopia in 2015



Source: Photo taken by the researcher (2015)

UNIVERSITY of the
WESTERN CAPE

Annex-9: Ethiopian federal democratic map

