ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT

THE EFFECT OF LEADERSHIP PRACTICES ON PERFORMANCE IN THE SELECTED BRANCH OF TRANSPORT AUTHORITY IN ADDIS ABABA

A Thesis Submitted to Department of Management, College of Business and Economics in Partial Fulfillment of the Requirements for MBA in Management

Prepared by: Minwuyelet Chekol

Advisor: ASRES ABITIE KEBEDE (Ph.D.)

March 2022
Addis Ababa Ethiopia

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Statement of Certificate

This is to certify that Minwuyelet Chekol has completed his thesis entitled "The Effect of Leadership Practices on Public Transportation Performance in The Selected Branch of Transport Authority in Addis Ababa." this is his original work and is submitted for examination with my approval as a thesis.

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Declaration

I declare that this thesis, titled "The Effect of Leadership Practices on Public Transportation Performance in The Selected Branch of Addis Ababa Transport Authority," is my original work and that all sources of materials used in this thesis have been properly acknowledged. With the advice and support of the research advisor (Asrse A. (PhD). This thesis was presented in partial satisfaction with Addis Ababa University's Master of Business Administration requirement. I hereby declare that this thesis will not be submitted to any other university to receive an academic MBA.

Minwuyelet Chekol _____ _____

Signature ***Date***

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Acronyms and Abbreviations

AATA	Addis Ababa transport Authority
GDP	Gross domestic product
ANOVA	Analysis of variance
LPch	Leadership practice challenges the process
LPEn	Leadership practice Enabling others to act
LPmo	Leadership practice modeling the way
LPIn	Leadership practice inspires a shared vision
PTPA	Public transport performance Accessibility
PTPG	Public transport performance Grievance
PTPQ	Public transport performance Quality
SPSS	Statistical package for social sciences
VIF	Variance inflation factor

Abstract

Leadership determines whether an organization, a nation, or a group will be achieving its goals and also satisfy the followers' needs. This study focused on the effect of Leadership Practices on performance in the selected branch of the Transport Authority in Addis Ababa. To get the real picture of the effect of leadership practice on transport performance, the research design used descriptive and explanatory research design. The total population of the study was 414 employees and 203 sample respondents were selected by using purposive and stratified random sampling techniques. The sources of data were primary and secondary. The primary data were collected from technical employees and the secondary data were gathered from available relevant books, both published and unpublished materials. The questionnaires were distributed to all 203 sample respondents which 193 of them returned and the response rate of the properly returned questionnaire was 95 percent. To present and analyze data, descriptive and explanatory statistical analysis was done by using Statistical Package for Social Sciences (SPSS) Version 26. In addition, Pearson's product-moment correlation coefficient was used to assess the relationship between (leadership practice) such as modeling the way, enabling others to act, inspiring a shared vision, and challenging the process with public transport performance. The findings show that the independent variables like modeling the way, inspiring a shared vision, and challenging the process have a statistically significant and positive relationship with the performance of public transport but enabling others to act variable was insignificant on public transport performance. On the other hand, the study also employed multiple regression analysis to identify the overall effect of leadership practice on public transport performance and the result showed that 41.7 percent of the variation in the public transport performance can be affected by the leadership practice variables. Therefore, the study concluded that leadership practice has a moderate effect on public transport performance in the selected branches of transport authority in Addis Ababa.

Keywords: *leadership practice, public transportation performance*

CHAPTER ONE

INTRODUCTION

This chapter deals with the overview of the background of the study, statement of the problem, research questions, objectives of the study, scope of the study, the purpose of the study, and organization of the thesis.

1.1. Background of the Study

The measurement of public transport performance is a crucial tool for transport operators. It enables them to verify whether the service is delivered efficiently and effectively, to identify areas where performance can be improved, to ensure that the community and users are satisfied, and to assist decision-making bodies such as transportation authorities and funding institutions in determining where, when, and how the service should be delivered. In public transportation, performance is usually measured from four main perspectives. The first perspective is based on the user's perception and satisfaction with several areas of service, such as reliability, frequency, fares, comfort, and cleanliness, among others. The second perspective is to assess how well the community in which public transportation is provided is achieving its goals. In this sense, the community's goals are primarily social and environmental, such as the mobility of the elderly and disabled, the accessibility of precarious workers to employment, the reduction of air pollution, the reduction of traffic congestion, and so on. the third perspective is from a service provider's perspective, about measuring and comparing public transportation performance. A fourth emerging perspective aims to bring all of the above perspectives together into a unified analytical framework (Karim & Fouad, 2018).

However, Urban transportation systems are wilting under the pressure of ever-growing demands on an inadequate street network (Santhakumar et. 2003) cited in (Demelash Abate, 2007). Increased urbanization and population growth, urban expansion, and dispersal of amenities and activity have increased the demand for and dependence on motorized transportation. As a result, urban transportation issues such as traffic congestion, accidents, environmental degradation, and urban sprawl have become more prevalent. As a result, sustainable transportation development plans are displacing the traditional approach of building new roadways to relieve congestion in

favor of an integrated transportation system. (Davison & Knowles, 2006), which is affordable, space- and resource-efficient, and minimizes environmental impacts and transport nuisances. As a result, supporting and enhancing public transportation networks in developing and developed countries have received more attention and have emerged as a key topic in transportation planning.

In the city of Addis Ababa, the dominant public transportation modes are city buses and taxis. Although buses have 30 seats each, they have a carrying capacity of 100 people in a crowded situation. Taxis have a carrying capacity of four (small taxis) to 12 persons (large taxis). They have rail transit within the city. Car ownership among residents is very low, so the majority depend on buses and taxis for their day-to-day mobility. Walking is the main means of transportation for several residents. Bicycle utilization is insignificant in comparison to other cities in the country due to geographic difficulties. Buses account for 40% of the city's public transportation, while taxis account for 60%. (Ethiopian Roads Authority 2005). The city is currently experiencing horizontal growth, but the bus service has not grown at a rate that is appropriate for this growth. The results of the transit availability indices analysis demonstrate that existing bus networks solely serve the city core, while urban expansion areas have limited transit availability (Gebeyehu & Takano, 2007). Taxis face several challenges, including poor driver conduct, expensive fares, and high accident rates. This study looks at the current situation as a starting point for future public transportation growth and improvement initiatives (Gebeyehu & Takano, 2007).

In the current situation, modern leadership practice plays an active part in improving the country, nation, and organizations. Many events in world history have occurred that are connected to the efficacy or failure of a country's leadership. Countries grew economically, politically, socially, and technologically as a result of strong leadership and talented leaders' execution competence.

According to Goitom (2012,) cited in (TAMIRU, 2018), a skillful leader has a major role in the accomplishment of any organization. On the other hand, more failures of the organization are attributable to poor leadership other than any cause. Poor leadership can invalidate the soundest organization. It is the quality of leadership, which regularly decides the outcome of an organization. The leader is the mediator who serves to smooth the path towards goal success. There is no auxiliary for effective leadership. Larraine, Goldsmith, and Belasco (2003), stated

that the leader's role has moved radically in recent years. The earlier, the stress was more on the leader as "boss." Today, leaders must be partners with their people; they can no longer lead with positional power alone. Leaders must move from the "command-and-control" role of judging and evaluating to a role of ensuring accountability through supporting, coaching, and cheerleading. In addition to this (Robert, 2003), cited in (Abera, 2014) also says that organizational leadership does not mean having a boss thinking of a command and then watching as it is filtered throughout the rank.

In leadership practices, leaders confront several challenges in the day-to-day operation, but the question is how leaders resolve this challenge or change it into opportunity. According to (Kouzes & Posner, 2012), the leadership challenge is about how leaders mobilize others to want to get extraordinary things to happen in the organization. It is about the practices that leaders use to transform values into actions, visions into realities, obstacles into innovations, separateness into solidarity, and risks into rewards. It is about a climate in which people turn challenging opportunities into remarkable successes. Currently in Ethiopia, service-providing organizations, including government and private are growing in different aspects of social activities. These social activities marked leadership challenges in every sector and organizational level. The transport sector plays a vital role in the development of the modern era as an integral part of the socio-economic and political structure of the country. Thus, urban transport, Transport infrastructure, and traffic management should involve optimal integration of the means and ways of mobility to create maximum ease and comfort maintaining the socio-economic and physical integration of the city.

Therefore, this study examined the effect of leadership practice on public transportation performance in the case of the city of Addis Ababa transport authority. Addis Ababa transport authority (AATA) is one of the wider services providing organizations in the city which is established in 1967 by proclamation No 256/67 but restructured and become the road transport authority in1976 with proclamation No 107/76. Moreover, the city government supports the organization in different ways such as by maintaining the old road and expanding the public transport busses. On the other hand, the leaders and the employees frequently take training about public transport issues. Still, the issue of the public transport problem exists. as a different researcher is explained the above the main cause for the existing problem is the leadership

problem. In the quest for more sustainable transportation systems, increasing the appeal of public transportation is a critical problem. While there is a wealth of knowledge about how to improve public transportation usage, empirically-based research on how to do it in practice is lacking (Khan et al., 2021). Therefore, the researcher selects this organization to investigate the effective leadership practice in public transport performance in the selected branch of Addis Ababa.

1.2. Research Gap

Public transport in Addis Ababa has several unfulfilled gaps similar to leadership practice. factors leading to the gaps include deficiencies in human resource policies such as inefficient recruitment; there may be a lack of empowerment and teamwork, According to Lashley (1995), empowering employees leads to higher customer satisfaction and higher quality. (Conlon, 2008) But, as far as the research knowledge is concerned limited research has been conducted recently in this area to point out the mentioned problem, the extent of the problem, the method of research approach, It can be mentioned that the increasing transportation Challenges in Addis Ababa is mainly due to the lack of decision-making by the leadership and Lack of consistent leadership, Boosting leadership practice and challenges towards transportation performance not been studied before so we took public transport performance and also more empirical research shows that done leadership style, not leadership practice.

1.3. Statement of the Problem

Leadership has the process of influencing others for achieving organizational objectives. Any government organization needs proper leadership practice for service delivery and the success of the organizational goal. Currently, Leadership practices in the public transport sector in Addis Ababa are essential. Because in Addis Ababa the transport users are increasing from day today. Without effective leadership, achieving an organization's goal is unbelievable. As stated by Stoner, (1995) effective leadership practice has a significant impact on influencing others, taking intention and convincing followers, shared purpose, change-maker, personal responsibility, integrity, directing, motivating employees towards the organizational mission, vision, and performing an essential task in continuous base.

Thus, leadership practice enables greater participation of the entire workforce, and can positively influence both individuals and organizational performance. Therefore, it is logical to say that the success of an organization is dependent on effective leadership practice. Employees also have major roles and make significant contributions to the development of the organization. To achieve this practice it needs visionary, committed, and capable leaders following its mission. The leadership issue, on the other hand, is about how leaders inspire others to desire to do something special. It's about how leaders turn ideas into deeds, dreams into realities, roadblocks into breakthroughs, isolation into solidarity, and risks into rewards. It's about creating an environment where people may turn difficult situations into extraordinary achievements, (Kouzes & Posner, 2012).

Leadership effectiveness depends on leadership style which is also determined by the characteristics of the leader, situation, and followers (Spillane, 2006). However, a typical hierarchical (top-down) conception of leadership persists, which explains why no studies on the dynamics of leadership practice in public sector organizations have been conducted (Ketll, 2000). There is a positive relationship between effective leadership and organizational performance (Edoka, 2012). This indicates that the success or failure of the organization depends on the effectiveness of leadership that determines the organization's performance. However, In line with this, another study disclosed that some leaders confirm the performance of the employees with that rewards to make exchange it for an appropriate outcome that motivates followers to be effective in improving performance (as Scott (2003) cited in (Tseng, 2017).

Although, In Africa, the study indicates that there is unstable leadership to achieve the goals and objectives of a nation (Issa & David, 2012). They stated that this frequent change of leadership in Africa brings the critical failure to leaders of the nation and the nation’s leaders were limited experience to be able to perform the goals and objectives of the country and/or nation. Besides, the economic status of one’s country also determines the activities of leadership in public sector organizations which might be reflected in low infrastructure development, low technological development, non-frequent leadership training programs, and ineffective leadership systems as compared to developed nations (Siti et al., 2012) cited in (Tseng, 2017).

The majority of empirical studies show that effective leadership practice how influences organizational performance and also, the relationship between effective leadership and

leadership practice however, no study in public transport authority has looked at the variable exemplary, enabling, inspiring, and ability of the leadership practice. Furthermore, there is a literature gap because no contemporaneous examination has been conducted on the relationship between these four variables. As a result, our study filled a gap in the literature by using those variables analyzed to provide valuable empirical evidence on the dependent variable of public transport performance. Therefore, the main purpose of this study will be to evaluate in detail and give appropriate recommendations on leadership practice on public transportation performance in the Addis Ababa transport authority.

1.4. Research Question

In this study, the researcher attempted to answer scientifically the following questions.

1. What is the performance level of public transport in the city of Addis Ababa?
2. Which leadership practices are that affect transport performance?
3. What is the overall effect of leadership practice on the performance of the selected branches of the transport authority?

1.5. Objective of the Study

1.5.1. General Objectives

The main objective of this research is to study the effect of Leadership Practices on performance in the selected branch of the Transport Authority in Addis Ababa.

1.5.2. Specific Objectives

1. To illustrate the performance level of public transport in the city of Addis Ababa.
2. To identify which leadership practices have an impact on the transport performance of the selected branches of the transport authority.
3. To investigate the overall impact of leadership practice on the transport performance of the authority in the selected branches.

1.6. Research hypothesis

In this research, the following hypotheses are formulated to be tested.

- H1: modeling the way leadership practice in public transport service has a significant and positive effect on the performance of public transport.
- H2: Enabling others to act in public transport services has a significant and positive effect on the performance of public transport.
- H3: Inspiring a shared vision in leadership practice has a significant and positive effect on the performance of public transport.
- H4: The challenging process of leaders has a significant and positive effect on the performance of public transport.

1.7. Scope of the Study

The study has delimited in the Addis Ababa city administration transport authority. Conceptually the study covers the effect of leadership practices in the Addis Ababa transport authority specifically in public transportation performance.

Geographically, this research is restricted to the Addis Ababa city administration transport authority. Addis Ababa transport authority has 10 branches, from these only six branches such as Nefas silk Lafto sub-city, Akaki Kality sub-city, Kirkose Sub-city, Arada Sub-city, Yeka sub-city, and Bole sub-city were selected. the reason behind this branch is based on the inner-city and expansion city in Addis Ababa. During the researcher's pre-observation there are many service users and a shortage of transportation in Addis Ababa.

The study delimited leadership practices, the leadership practice is measured by the variables such as exemplary leaders, enabling their followers, inspiring others, and ability to challenge others. On the other hand, public transport performance can measure based on the quality, accessibility, and grievance handling of the organization. The method that has been used for this research is a mixed approach. The rationality of using this approach is for a clear and deep investigation of the research issue and to maximize the reliability of the research. The sampling method that the researcher has used for this research is both probability and non-probability

sampling method. In addition, the target participants for this study were the official leaders and employees of the Addis Ababa transport authority.

1.8. Significance of the Study

This research work has major significance. First, the work addresses one of the major issues of Service delivery in Addis Ababa transport authority specifically in public transportation performance users are the primary beneficiary of this study for their future planning and service delivery in public transportation issues. Because it will be hoped that the conclusions and recommendations of the study can be used as input to strengthen its leadership improvement. Additionally, the study's results will be useful to other researchers who wish to conduct additional research on this topic. The policymakers can use this study as a benchmark for searching for a possible alternative for alleviating the leadership practice in Addis Ababa's public transport performance.

1.9. Organization of the study

This research paper has consisted of five chapters. The first chapter deals with the introduction Background of the study, research gap, statement of the problem, objective of the study, the scope of the study, and significance of the study. The second chapter deals with theoretical concepts and empirical views relevant to the topic. Chapter three focused on the research methodology. Chapter four focuses on data presentation and discussion of the findings. The final chapter contains the conclusion and recommendation

1.10. Definition of Key Terms

Leader: one who motivates or inspires others to take any action that they might not otherwise take on their own; does not refer exclusively to the person at the top level of an organization (Kouzes & Posner, 1987).

Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. (Kumar Sharma & Shilpa Jain, 2013)

Leadership Practice is the activities and actions the leadership takes to implement the effective services of public transportation (Abu-Tineh et al., 2009).

Public transport is a shared passenger transport service that is available for use by the general public, as distinct from modes such as taxis, buses, or trains which are not shared by strangers without private arrangement(Huneke, 2010).

CHAPTER TWO

REVIEWING THE RELATED LITERATURE

2.1. Introduction

Transportation is regarded as the lifeblood of any economy. The current economic processes have been accompanied by major growth in mobility and accessibility. Transportation is intrinsically related to human life. A proper transportation connection enables for efficient frequency of services, passenger and freight movement on (Rail, Roads, Air, Water) modes of travel. Whatever modality is adopted, transportation theory (or law) highlights the need of putting people first. Transport and its many modalities have evolved to the point where, to keep up with the dynamic pattern of global trade and globalization, technical and organizational innovations are regularly applied to increase the scope and efficiency of the delivery process. As a result of urbanization, demand for urban services such as transportation increases considerably, and the success and the continued survival of urban civilization are based on their quality and availability. It has helped in the transformation of society and the modernization of facilities in general. As a result, the way of living in society has evolved from traditional to modern (Mary', 2018) cited in (Abagissa, 2019). As an inherent aspect of the country's socioeconomic and political framework, transportation plays a critical role in its development in the contemporary era.

As a result, urban transportation, transportation infrastructure, and traffic management should include the best possible integration of modes and modes of mobility to provide optimum ease and comfort while sustaining the city's socioeconomic and physical cohesion. Political leadership, according to Hah and Bartol, (1983) is "the mobilization and direction of other persons within a society by a person or persons acting in patterned and cohesive ways that promote (or prevent) change in the authoritative allocation of values within that society using essentially non-coercive tactics." Effective leadership necessitates the development of its essential quality. For example, one of the most important traits of effective leadership is competence (both professional and leadership). Without competency, a leader may not be able to lead an organization effectively and efficiently (TAMIRU, 2018) By simultaneously examining and assessing many socioeconomic, spatial, and other perspectives in the problem-solving

process, the urban transportation system should be adjusted and designed to contribute and operate within the principles and restrictions of urban development planning. As a result, an effective urban transportation system can only be created and sustained via planning that responds appropriately to mobility requirements and provides guidance for better and more efficient investment, as well as serving as a vital input for spatial development policy.

This chapter has presented the theoretical, empirical literature, and conceptual framework concerning the study. It covers briefly the theoretical, and background of the topic in the broader body of knowledge. Such as transportation, the role of public transport, and leadership practices will be described in the literature review.

2.2. Theoretical Review

2.2.1. Urbanization and Transportation

The population of urban centers is constantly expanding over time, and the proportion of the urban population living in cities is increasing. With such a large population, public services, especially transportation, are in high demand. Then, due to the multifaceted character of the sector, cities are seeing transportation as a big concern (World Bank,2011) cited in (Mekuriaw, 2012). The growth of urban populations has resulted in a tremendous increase in transportation demand. In addition, the growth of metropolitan areas is leading to longer and more motorized trips, more commercial and industrial activity, and a larger propensity to travel where earnings have improved, all of which are contributing significantly to the level of demand. Because of these causes, demand for public transportation has expanded even faster than the population in most cities. This has a significant impact on government services, which are heavily reliant on subsidies. Subsidies are rarely increased sufficiently to keep up with rising service costs. As a result, public sector services are deteriorating in many cities, and they are unable to expand effectively in the face of rising demand(Wright,1993).

Furthermore, while private sector services have generally been better able to cope, their expansion has been hampered in many places by a lack of funding and, in some cases, undue regulation (Wright,1993). Cities, on the other hand, are centers of production, consumption, and distribution, all of which are related to freight transit. The urban transportation system is conceptually intertwined with the urban form and spatial organization. Urban transit is an

important aspect of urban transportation, particularly in densely populated areas (J.-P. Rodrigue et al., 2019). It has played a significant influence in the transformation of society and the modernization of infrastructure in general. As a result, society's lifestyle has shifted from traditional to modern.

2.2.2. Urban transportation

Urban transportation is a mode of transportation that allows people to move around a city. World Bank (1986) quoted on World Bank (2002) emphasized efficient management of existing transport capacity, good traffic management, and efficient pricing. The urban transport system is crucial for the economic and social development of society as it meets the challenging mobility requirements of urban agglomerations. Urban mobility is essential to the economic growth of cities and towns and the quality of life of their residents. Urban transportation management is a serious issue in all countries. It faces several difficulties. The requirements are challenging because road transport, which is the most problematic transport mode, is dominating the urban transport activities. In addition, World Bank (2002) published on cities on move report, which focused on poverty. It focuses on the issues that very poor people face, not only in terms of their financial situation, but also in terms of the larger elements of social exclusion linked with lack of access to jobs, schools, health care, and other activities. Three features of urban development have been noted by Cities on the Move as creating a fundamental paradox in urban transportation policy.

The first is that urban transportation can help to reduce poverty in two ways: indirectly through its impact on the city economy and hence on economic growth, and directly through its impact on poor people's daily needs. The second is urban growth increases transport costs. From the viewpoint of efficiency and growth, it is not too difficult to characterize the central problem and the third one is urban growth often has perverse distributional effects. The price of more accessible land is increasing. Poor people are forced to live on less expensive land, either in slums or on the periphery of the city (Mekuriaw, 2012). Since the transportation sector is crucial for the health function of the national economy, the government should be taking the transport sector a major responsibility of it. Then, the transportation sector would operate fairly and without discrimination against users. The government should also regulate to overcome the

negative consequence of a free-market economy in the transportation sector (Wood et.al, 1989). Because it has a spillover effect on the national economy and also affects all segments of society.

2.2.3. Urban Public Transportation

Public transportation is passenger transportation services, usually local in scope, that are available to any person who pays a prescribed fare. It runs on pre-determined timetables along pre-determined routes or lines with particular stops and is meant to transport large groups of people at once(J.-P. Rodrigue et al., 2019). Mostly public transportation provides services for poor people. It is established mostly by the government but the private sector is also providing services. Public transport includes large buses, minibusses, taxis, and railways. It owns by formal or informal organizations. The demand for public transport services in urban centers has been growing at a rapid rate due to the expansion of the city and the rise in population. As car ownership has not gone up corresponding to the population growth rate, public transport operations have a dominant role in urban mobility. Urban public transport is defined as all modes of transport which provide service in an urban area irrespective of their ownership.

A public transport service can be viewed as a system set up to convey people by using dedicated resources (infrastructures and/or vehicles). The most important distinguishing feature of public transport is that it is accessible to everyone, thus it excludes systems targeted to specific groups such as school transport or services for company employees. Its performance is measured with different indicators. It measures in terms whether the transportation options have financial costs within the targeted user's budget (Affordability), whether transportation options exist at the location and time users require (availability), whether the transportation options accommodate the user's abilities, including people with disabilities and special needs, often called universal design (accessibility), and whether the transportation options are considered suitable by users (quality) (Button et.al, 2010) cited in (Mekuriaw, 2012). Besides, accountability relationships and actors' participation have also paramount importance for its performance.

2.3 Public Transport

In the context of public transportation, there hasn't been much-published research on service quality, improvement, or customer satisfaction (Friman et al, 2001; Edvardsson, 1998); Rather than the public sector, much of the study has tended to focus on the private sector (Edvardsen et

al, 1994). As previously stated in the literature, public transportation has encountered several challenges, including privatization (Disney, 1998) and competition (Disney, 1998; Hood, 1991). To create customer satisfaction, improvements are required, and service quality is critical. (Edvardsson, 1998). To achieve excellent service quality and, more significantly, to sustain it, the public transportation business must become more competitive and customer-oriented(Edvardsson, 1998) As cited in (Conlon, 2008).

2.4 Effective leadership

Effective leadership must be in place in any organization for organizational success. An organization's ability to handle change is guided by effective leadership. It aids in providing the necessary skills to effectively manage and cope with the effects of change, as well as encouraging and inspiring everyone to give their all (Minja, 2010), Leadership establishes strategic intent, i.e., it gives an organization a clear sense of where it wants to go and what results from it wants to achieve (Hughes et al 2006). The effective leadership paradigm states that to lead others, one must first be able to follow. Leaders who are best known for their skilled leadership talents are those whose leadership is derived from their adept followership skills (Halcomb, Hamilton, Malmstadt, 2000). The effective leader must be seen as a credible and legitimate source of power. The leader must establish relationships with his or her followers that encourage and enable them to act to achieve a common goal. To make the most effective use of the group's total resources in task completion, the leader must also mobilize and direct the effort of the group (van Knippenberg & Hogg, 2003).

2.5 Leadership Practices in Public Transport

Many Scholars agreed that the true leader should reflect in his daily practice on what he requires Others to do. He should be above reproach, have impeccable qualifications, and be a source of influential ideas in governance. Briefly, he should be a model to others and retain the confidence of those who look up to him/her. People are not only rational but also emotional and wish to have standards of leadership to which they can aspire. Scholars viewed leadership as is not at all about personality; it is about practice (Kouzes, 2003) The author concluded that common practices of true leaders into a model of leadership, and they offer it here as guidance for leaders to follow as they attempt to keep their bearings and guide others toward peak achievement. To bring extraordinary achievements leaders have to make practical five practices of exemplary

leadership. Modeling the way: The first practice that helps to put a footprint of exemplary leadership is modeling the way Kouzes pointed out those titles are granted it is the behavior that wins one's respect. Modeling the way is essentially about earnings the accurate and the respect to lead through, direct individual involvement and action. Committed exemplary leaders achieve the Highest Standards. They must lead from what they believe because people first follow the person, then they pursue the plan of action. Inspire shared vision: Since the vision is the force that invents the future, leaders have to desire to make things happen. To make a difference in the existence of conditions and create Something that no one else has ever created before their clear image of the future pulls them. The Vision alone is not enough to bring the intended result. A leader with no constituents is not a leader, and until people will not fellow and accept a vision as their own, true leaders cannot Command commitment they only inspire it.

Babangida (1990), identified that Strong, dedicated, self-confident, skillful, Visionary, and capable leadership is the key to needed reforms and policy actions that are required for the development. Literature reveals that effective leadership is a key element that determines the success and failure of every organization, country, and society's movement towards a given objective. Leadership is not only considered an individual trait, but it is also an institutional trait (O'Toole, 2001). Vision, effectiveness, and integrity are the nucleus of true leadership. Effective leaders translate vision into meaningful and achievable policies, plans, and programs to ensure efficient public service delivery (Craig, 2005). To achieve success over the long pull, institutions need systems, structures, and practices of leadership that call forth the energies of all constituents.

The other Role of exemplary leaders is the ability to challenge the process: - leaders are pioneers–people who are willing to step out into the unknown are searching for further opportunities to innovate, grow, and improve. Innovation and change engaged in the all involve trialing risks, and failure to ignore statuesquely. Leaders should pay attention to the competency of their followers to handle challenging situations and become fully committed to change. Leadership is a team effort, so they can enable others to act on team leadership. When leadership is perceived as a relationship founded on trust and confidence, people take risks, make changes, and keep organizations and movements alive. Through the relationship created by a participatory and shared leadership environment, leaders turn their constituents into leaders themselves.

Through extensive leadership studies on executives and managers of all organizational settings, Kouzes and Posner found common and essential leadership behaviors implemented by effective leaders. The leadership model they developed consists of five common leadership practices found in their research.

2.5.1. Modeling the way

Modeling the Way begins with the definition of personal principles and progresses to the development and affirmation of shared values that may be embraced by others. Exemplary leaders understand that it is their actions that gain them respect. The real test is whether they follow through on their promises; whether their words and actions are in sync. Simple, daily actions that promote development and momentum are used by leaders to set an example and build commitment.

The model's first practice is "Modeling the Way." This entails two concepts. This is about defining shared values and leading by example. The leadership approach of "Modeling the Way" is based on the notion that actions speak louder than words. Leaders acquire the respect and trust of their followers by setting a positive example for those around them. As a result, agreed ideals are clarified and confirmed. Then, after talking the talk, leaders must walk the walk-in to gain followers' trust and respect. This was achieved by matching actions to shared values (Kouzes & Posner, 2007).

2.5.2 Enabling others to act

“Enabling Others to Act” is the fourth leadership practice identified by the LPI. This is done by encouraging teamwork and bolstering others. "Enabling Others to Act" is founded on the belief that leadership is about developing and maintaining relationships based on mutual respect and trust. Individuals acquire more confidence and accomplish higher performance when they believe their leaders trust them to be involved (Kouzes Barry Z Posner & Posner, 2013).

2.5.3. Inspiring a Shared Vision

"Inspiring a Shared Vision," which requires imagining exciting future possibilities and recruiting others to share them. A crucial attribute of leaders is their ability to inspire a shared vision. This leadership style is founded on the idea that leaders are those who inspire others rather than those

who demand things from them. Leaders must have a clear vision of the future and express it to others around them to be effective (Kouzes & Posner, 2007).

2.5.4. Encouraging the heart

Effective leaders "Encourage the Hearts" of their staff, which is the fourth and possibly most important practice. They do it by recognizing and appreciating their contributions as well as their shared values and successes. The concept of "encouraging the heart" is founded on the idea that leaders may motivate their followers by recognizing their accomplishments and expressing genuine gratitude (Kouzes Barry Z Posner & Posner, 2013).

2.5.5. Challenging the process

For transformational leaders, challenging the process is a way of life. Leaders demonstrate their readiness to question the system by either producing new ideas or identifying and supporting new ideas to put these ideas into action and get new goods, processes, and services adopted. They look for challenging possibilities that will put their skills and abilities to the test, as well as new methods to develop their companies. Transformational leaders are willing to challenge the existing quo. They are willing to try new things and take chances. For them, learning is a lifelong habit. Leaders must be willing to make to succeed because every misstep opens the door to a new opportunity. They embrace failure rather than punish it. They improve through learning from their mistakes rather than shifting the blame to someone else (Kouzes and Posner, 1995, 2002).

2.6. Public transport performance

2.6.1. Accessibility of urban public transportation

Accessible transportation is the ticket to independent living for everyone. Mobility means having access to transportation services that go where and when one wants to go, as well as being knowledgeable about such services, knowing how to use them, being able to utilize them, and having the financial resources to pay for them (J. P. Rodrigue et al., 2016). Access to public transport services in cities can be evaluated on several levels.

First, one may consider the extent to which any particular user is within easy geographic reach of a bus line. While there is little direct evidence in our sample cities, the low density of paved roads, along with unplanned urbanization, poor road surfaces, and small streets, suggests that bus

services are severely limited in their geographic reach. Then there's the question of seating capacity vs demand. Seat availability per thousand urban population can be calculated using data on fleet sizes and bus capacities (Kumar and Barrett 2008).

Secondly, People with sensory impairments will be able to access travel information on transport and paratransit services. At stations, bus stops, and within trains and buses, real-time information is visible and audible during transit. For travelers with hearing problems, inductive loops are utilized at booking and information desks, in stations (for public address systems), and on trains (Suen and Mitchell, 2012).

2.6.2. Quality of Urban Public Transportation

Service quality indicators deal with the relationship between service delivery, customer expectations, and degree of customer satisfaction. These indicators address the question; does the delivery of public transportation service meet or exceed customer expectations? (SPUTNIK, 2012). The relevance of every single trait varies from traveler to passenger, and service quality has several dimensions. The quality of transportation may be harmed by poor road conditions, overcrowding on buses, unpredictable and inconsistent service, and insufficient terminal facilities. Besides, the passengers waiting time before being able to transport and the trip made to reach taxi stations also compromise the quality of urban transport(Kumar and Barrett 2008). Another factor that may compromise the quality of transport is the operators' ultimate goal which is maximizing profit. This commercial interest makes operators squeeze as many passengers as possible into their vehicles, as long as fares can still be collected under such (Kumar and Barrett 2008). Furthermore, service quality is also measured by conducting surveys among the population that tries to capture the degree of customer satisfaction. Comfort, safety, cleanliness, and security, as well as service reliability and employee friendliness, are some of the factors that should be measured regularly (SPUTNIC, 2012)cited in (Mekuriaw, 2012).

2.6.3. Accountability Relationships in Transportation Sector

According to World Bank, (2004) Quoted by Sharma (2009), successful services for poor people emerge from institutional relationships in which the actors are accountable to each other. In addition, UNDP (2006) quoted Sharma (2009) defines accountability as that Officials must respond to stakeholders about how they use their powers and responsibilities, act on criticisms or

mandates, and accept (some) responsibility for failure, incompetence, or deception. Corruption and other flaws abound in the transportation industry. Therefore, actors' functions should be transported and their accountability relationship should be strong. The line of communication and accountability should be clear and robust. In addition, responsiveness is a facet of accountability. When citizens use their voices, they seek responsiveness, which is facilitated by the presence of well-functioning accountability mechanisms. The "essential missing parts in our understanding of the connection between the powerful elites and the disempowered poor who are exercising their rights" are responsiveness and accountability (World Bank, 1996).

2.6.4. Grievance Handling Mechanism

Any service-providing organization has to have a grievance handling system to sustain itself in the market. It is the best mechanism to get feedback. The installed grievance handling system ought to be functional. The grievance handling system is effective when it is available and accessible to the clients with enough awareness. Besides, the organization system has to be proactive to get feedback the city transport bureau installed a grievance handling department to improve transportation service. It enables the city transport bureau to carry out its pivotal role. The city transport bureau provides services like renewed driver licenses, collecting fines from punished drivers, and other services. The Addis Ababa transport bureau's grievance resolution section has several channels in place to handle complaints and feedback from clients and other parties. Face-to-face communication, a free phone number (938), a suggestion box, and a suggestion writing pad are all examples of these approaches. In addition, the local transport bureau is collecting input and complaints from traffic cops and taxi associations.

The city transport bureau grievance handling department is not functioning at full capacity. But it would take appropriate measures to alleviate problems as possible. Even if the city transport bureau's controllers are limited in number; these controllers are collecting grievances from society at any time and place; and report to the grievance handling department of the city transport bureau (Schneider & Investigator, 2013).

2.6.5. Affordability of Urban Public Transportation

The concept of affordability is difficult to apply to urban passenger transport. Affordability varies widely with income and the distance to be traveled. For most people, moreover,

transportation is essential rather than discretionary, so the necessary funds need to be found in the household budget. Anecdotal evidence in African cities from limited surveys demonstrates that rising transport fares can isolate some people from employment opportunities, but this effect does not appear to be widespread. However, the fact that budgets are tightly balanced is illustrated by the sharp drop in ridership following fare increases, although ridership often rebounds after a few months (Kumar and Barrett 2008).

Public transport is for all. Concentrating on the transport modes of poor people in middle-income countries essentially means the provision of affordable forms of public transport, both formal and informal. But it should not be viewed only for the poor, as the importance of public transport to all income groups in many rich European cities demonstrates. Improving efficiency in public transport must be concerned not only with keeping costs down but also with providing a flexible framework within which the less poor as well as the very poor can use public transport with confidence and comfort (World Bank, 2002). The affordability of the transport fare needs to be gauged concerning household income. Subsidy policies on public urban transport have been adopted ubiquitously. In both developed and developing countries, subsidies are implemented to make transport more affordable (Estupiñan et al., 2007). The affordability of transportation fares is also connected with the accessibility of public transportation.

2.6.6. Participation of Stakeholders in the Transportation Sector

The transport situation is performing in a better way when all stakeholders are actively engaged in the system. Simply participating is not bringing positive results. Participation is efficient when practiced through institutionalized channels or through clearly legitimate, though informal, mechanisms coupled with an effective commitment to participation and organized movement to produce positive results. Besides, Partnerships between and among different levels of government, the private sector, civil society, and other stakeholders can contribute to accessible, and quality transport in the city (Work, 2012).

2.7. The Role of Public Transport in Ethiopia

Ethiopia is situated in the Horn of Africa and covers an area of approximately 1,221,900 square kilometers, almost equaling the combined size of France, Germany, and the United Kingdom

(AACC, 2009). Ethiopia is also situated between 3° and 15° north latitude and 33° and 48° east latitude (ERA, 2005 and CSA, 2007). The altitude varies between 1,500 and 3,000 meters above sea level. Ethiopia had a population of 76.5 million in 2007, according to the World Bank (2008); the current population of Ethiopia is more than 80 million, making it Africa's second-most populous country after Nigeria. The population is expected to hit 106 million by 2020, and 180 million by 2050, according to projections (Oladele, 2010). Addis Ababa is situated in the heart of the country, from 9°02'N to 9.03°N 38°44′E to 38.74°E. (ERA, 2005 and CSA, 2007). Addis Ababa is Ethiopia's and the African Union's capital city. According to the 2007 population census, it is Ethiopia's largest city, with a population of 3,384,569 people (CSA, 2007) various estimates also show that by 2020 the city is expected to host about 6-7 million inhabitants (Iginis, 2008 as cited in Mesfin, 2009) cited in (Kassa, 2015).

Transport has an important role to play in the economic growth and social development of Ethiopia. Land transportation in general, among other modes, and road transport, in particular, is the most widely used transport sector all over the world. It also provides a base for local, national, regional, and international flow of goods and passengers. According to Asnake (2006), the road transport sector contributes significantly to the national economies of emerging countries by directly contributing to GDP and employment. It also provides services that are necessary for the development of other economic sectors indirectly. The distribution of important commodities and services from one location to another relies heavily on road traffic (Kassa, 2015).

The subject under inquiry is not effectively addressed in existing reports on transportation in the country. For example, ERA (2005) created a national urban transport policy that looked at the overall state of the road network rather than inter-urban passenger transportation. (Gebeyehu & Takano, 2007) conducted a public transportation diagnostic evaluation mode choice in Addis Ababa with a special focus on intra-urban government bus transport. And Addis Ababa Chamber of Commerce made a study in 2009 on the management of commercial road transport in Ethiopia. No one has looked into the main roles of long-distance buses in Addis Ababa, despite these and other reports. This indicates that there is a gap in the research regarding the sector's position. As a result, this study aims to fill the void by investigating the major roles of long-distance buses in Addis Ababa, Ethiopia.

2.8. Leadership and the Attributes of Effective Leadership in public transportation

The process of influencing others to attain organizational goals is known as leadership. On the other hand, leadership can be learned at the same time as power; nevertheless, to be a good leader, one must be able to distinguish between the various forms of control and select the one that best fits his or her leadership style, personality attributes, and working environment. Leadership is defined as an individual's ability to influence others' beliefs, attitudes, and behaviors. and leaders set the team's direction; they aid individuals in visualizing what they might achieve; they motivate and inspire society. Leadership is the ability to persuade others to undertake something substantial that they would not have done otherwise. It motivates people to work toward a common goal (Mushabab & Nabt, 2020). Some of the characteristics of leadership can be described as follow:

Effective leaders are listeners; - leadership is almost exclusively a communication activity. In Addition, effective leaders communicate, promptly, and empathically, and they keep team Members in a good manner the real leaders are walking the talk by delivering what they Promise (Rosenbch Etal.1996) cited in (Surji, 2014).

Effective Leaders are supportive; - effective leaders are available to assist and sympathize with team members by understanding exactly how they feel and supportive leaders value their people by genuinely caring for them as an individual as well as recognizing their interests, strengths, and goals (Eikenberry K,2010) cited in (Surji, 2014).

Effective Leaders Inspire with integrity; Inspiring leaders are passionate about the mission, and purpose and listen to their team members, and leaders motivate their employees by applying motivation mechanisms to make them effective in their required work.

2.9. Leadership challenges in public transportation

Excellent leaders face significant obstacles in their day-to-day operations because of globalization. These challenges came from the outside, the within, and the leaders themselves. According to (Gregor, 1985), the challenges of leadership that facing by leading organizations are arise from the three kinds; -

1. External, which is coming from people and situations; such as opposition from the Community, interpersonal relationship problems in the organization, lack of sufficient resources, and social, economic, and political pressure in the larger world can affect the organization.
2. Internal challenges stem from within the leader himself; such as Fear, lack of Confidence, in securing, impatience intolerance, lack of vision, and limited knowledge.
3. Challenges arise from the leadership itself; leadership by itself is a challenge. While leadership presents to each of us the opportunity to demonstrate the best of what we are also exposing our limitations.

A study of leadership practices and challenges is particularly important in the sphere of local government institutions in towns where other resources, including institutional and empowerment resources, are limited concerning the challenges to which they must respond. A symbiotic relationship exists between the quality of a country's leadership and the quality of its governance (World Bank 2007).

2.10. Empirical Literature

Currently, 55% of the world's population lives in urban areas, a proportion that is expected to increase to 68% by 2050. According to estimates, urbanization, or the steady shift in human population from rural to urban regions, combined with the global population increase, might bring another 2.5 billion people to urban areas by 2050,(Division, 2018).

2.10.1. Urban Transportation Situation in Africa

In the third world, urban transportation is characterized by fast demand growth that has outstripped transit capacity. African cities have seen massive population growth during the last several decades. This is mostly owing to rapid urbanization and rural migration. By 2020, it is expected that 55 percent of Africa's people would be living in cities (Trans-Africa Consortium, 2010). The demand for public service is increasing at an alarming rate. This huge population growth associated with scattered settlements pushed up the demand for transport in most African cities. To satisfy this ever-increasing demand for transport, several measures were taken by the African cities. Among them is the privatizing of public own transport operators and allowing the

private sector to operate. However, the sector failed to provide efficient and effective service (*Overview of Public Transport in Sub-Saharan Africa*, n.d.).

2.11. Transportation Performance

Performance refers to any evaluation or comparison measure. Performance measures are a type of characterization of performance that can be quantitative or qualitative. Each of these criteria has its own set of indicators that are used to indicate how well the transit system is performing. A performance indicator is a performance measure that is used to track progress toward a performance goal and to keep track of performance. There are three types of performance indicators, according to Litman (2009) cited in (Eboli & Mazzulla, 2012), measures of service quality, which reflect the quality of service received by users; indicators of outcomes, which reflect outcomes or outputs; and cost efficiency indicators, which reflect the ratio of inputs to outputs (Eboli & Mazzulla, 2012).

However, many researchers consider the customer's point of view the most relevant for evaluating transit performance; as an example, Berry et al. (1990) cited in (Eboli & Mazzulla, 2012)"Customers are the sole arbiter of service quality," he said. Because efficiency and effectiveness, as aggregate indicators of total output, implicitly imply uniformity of service quality, passengers evaluate services in a variety of ways that may not be statistically connected with the amount of use of the service (Hensher, 2007). As a result, from the perspective of the passenger, transit performance must be assessed using service quality metrics (Transportation Research Board, 2003b) cited in (Eboli & Mazzulla, 2012). According to Zak (2011), a conflict of interests exists because various stakeholders are interested in the efficient, comfortable, and effective running of transportation networks. For example, while consumers demand high-quality transportation services, transit system operators are focused on cost-effective operations, and authorities play the dual role of stakeholder and decision-maker at the same time (Eboli & Mazzulla, 2012).

2.12. Conceptual Framework

Concepts are abstract and represent only a certain aspect of reality in research, the easiest way to identify concepts is to use research tools /questioners/show how terms have been broken down.

A conceptual framework is a network of interlinked concepts/concepts in a frame/ that together provide a compressive understanding of a phenomenon. A conceptual framework is a diagrammatic presentation in which concepts or construct/variables/and their relationships are translated into a visual picture to illustrate the interconnection between the independent and dependent variables as well as with any other variable significant in a study.

There are different types of variables but the main ones in social research include dependent, independent, mediating, moderating, and extraneous. The dependent variable also known as a response variable is the variable that the researcher is usually most interested in understanding and possibly interested in predicting (Flannelly, Flannelly, & Jankowski, 2014) cited in (Mugizi, 2019). The dependent variable is the outcome measure and is ordinarily the condition a researcher is trying to explain. Naturally, the dependent variable should be a behavior variable (Lee, 2007) cited in (Mugizi, 2019). Therefore, public transportation performance /dependent variable / is thus the main variable in my study and is the problem that calls for a study.

The Independent variable refers to the variable that is presumed to affect another variable (public transport performance). This predicting variable is called independent because one of the major aims of research is to understand the causes of phenomena. The presumed cause in a cause-effect relationship is called the independent variable, and the presumed effect is called the dependent variable (Flannelly et al., 2014). The independent variable may predict the dependent variable but one independent variable/leadership practice/ may not adequately capture underlying interrelationships among constructs, that is, the variance of a dependent variable /public transport performance / can be better explained by more than one independent variable in a multiple regression analysis. Leadership practices are interdependently affecting each other which means when there are effective leadership practices is reduced whereas if there are low leadership practices. Generally, leadership plays a major role in the effective service delivery of public transportation performance. In this relation, there are two major variables these are leadership practices and public transportation performance. In this study, leadership practice is assumed to be an independent variable and public transportation performance is a dependent variable. According to (Kouzes & Posner,2007) leadership practices were measured through five measuring variables. But the researcher purposively selected only four variables.

To verify the effect of leadership practice on public transport performance, this thesis indicated the research framework shown in figure 2.1. Four leadership practices (15 questioners) including Modeling the way, enabling others to act, Inspiring a shared vision, and Challenging the process are expected to affect transportation performance and public transport performance (17 questioners) from the variables of quality, accessibility, and grievance. Based on the research objectives, the following conceptual framework is formulated.

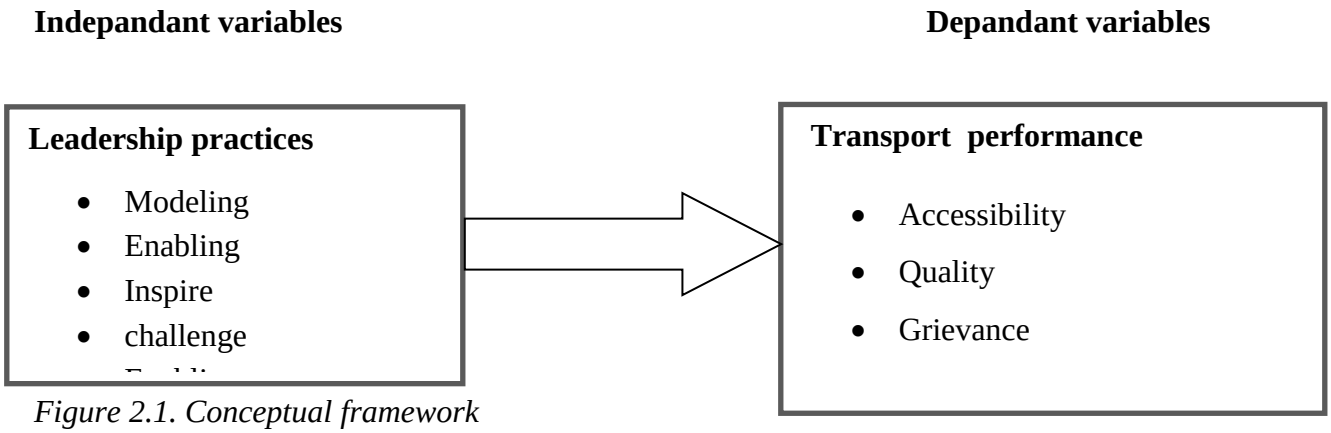

Figure 2.1. Conceptual framework

Sources: from literature and developed by the researcher.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter reviewed the research methodology and designs of Leadership Practices on Public Transportation performance in the selected branch of the Transport Authority in Addis Ababa. In this chapter, the research design, research approach source of data, sample and sampling techniques, instruments validity, reliability and procedures of data collection, and methods of data analysis and ethical consideration are presented. Therefore, the descriptive method is employed; as it is an appropriate method to obtain pertinent and precise information on the topic.

3.2.Description of the Study Area

The research is conducted in Addis Ababa city Administration in Transport Authority Effective Leadership practices on public transportation performance in Addis Ababa. Addis Ababa is the political capital and the most important commercial and cultural Centre of Ethiopia, Addis Ababa is the capital city in Ethiopia and one of the fastest-growing cities in Africa, and also the diplomatic center of Africa. Addis Ababa hosts several international organizations, such as the headquarters of the African Union (AU) and the United Nations Economic Commission for Africa (UNECA). Addis Ababa has an area of 540km2 (54000ha) and an average elevation of 2400 meters above mean sea level. It is located almost in the central part of the country

The total population in this city is estimated to be above 3 million according to the (2007) census. But, according (2021), the total population will be estimated at 5millions. The current administration of Addis Ababa consists 10 of sub-cities and 117 Woredas. Addis Ababa contributes a lot to the economic development of the country and it is where the most significant changes in the socio-political sphere of the country emanate from the city. The social and physical infrastructure of Addis Ababa has increased quantitatively in the past few decades but they are still in need of significant improvement in terms of quality and distribution. Addis Ababa transport authority has 10 branches. However, the researcher purposely selected only six branches in this study.

3.3. Research Design

According to (Kerlinger, 1986), the research design is a plan, structure, and strategy of investigation so conceived as to acquire a solution to research questions or problems. The plan is the completed scheme or program of the research and it includes an outline of what the investigator can do from writing the operational implications to the final analysis of data; Kerlinger (1986). Based on this definition the research design used in this study is descriptive research and explanatory as Kothari, (2004) stated that a descriptive study was undertaken to establish and be able to describe the characteristics of the variables of interest in the study whereas, Explanatory research attempts to simplify why and the way there's a relationship between two or more aspects of a condition or phenomenon.

3.4. Research Approach

(Creswell, 2003) stated that the mixed methods approach involves gathering both numeric information as well as text information so that the final data were representing both quantitatively and qualitative information. But the researcher used only quantitative research approaches to study the issues or problems in identifying factors that influence the results, intervention frequency, and testing theory.

3.5. Research Method

The research used a quantitative research method to interpret and analyze data collected through questionnaires and document analysis. As descriptive statistics helps to describe the characteristics of the variables of interest in the study (Kothari, 2004) and is used to describe the general information about the respondents‟ demographic situation such as percentage, mean, standard deviations, regression, and using SPSS Version 26.

3.6. Population and Sample

3.6.1. Target Population

Addis Ababa transport authority has 10 branches. However, the researcher purposely selected only six branches for the population consisting of 414 employees in Addis Ababa transport

authority based on inner-city and expansion areas. In the selected six branches there is professional and administrative public servant staff. The reason for selecting that branch is that the researcher believes that these branches have many service users and a shortage of public transport. In addition, the researcher wants to address the effect of leadership practices on public transport performance in the study area.

3.6.2 Sampling Techniques

Sampling is the selection of a subset of a statistical sample of individuals from within a statistical population to estimate the characteristics of the whole population. Statisticians attempt for the samples to represent the population in question. Therefore, as, Kothari (2004) stated conducting a study on the complete list of all population or census surveys is difficult to cover due to different constraints especially if the inquiry is large. As a result, the kind of sampling used depends on three factors; the nature of the population, the type of investigation, and the degree of precision desired at minimum cost. By taking this into consideration, purposive and stratified random sampling techniques selected the desired sample population, Vandalen (1979). To obtain the relevant data, the sample populations were selected only from the study area. Hence, the target populations of the study focused only on Addis Ababa, and to make the population size manageable 203 participants were selected among the sub-city branch of employees in Addis Ababa.

3.6.3. Sample Size

Sampling is a method of picking a sufficient number of items from the population so that this sample study would not only aid in understanding the population's features but also allow us to generalize the findings (Chawla. D. and Sondhi.N.(2011). Sampling is the process of selecting a small number of cases from a large number of units that make up the object of study, based on criteria that allow the results of a study sample to be extrapolated to the entire population (Corbetta, 2003). Although there are no general rules, the sample size usually depends on the population to be sampled. The researcher accepted a maximum sampling error of 5% with a 95% level of confidence. Effect of Leadership Practices on Public Transport performance in the selected branch of Transport Authority in Addis Ababa. Following this, to get the exact number of respondents, the formula given by (Yamane, 1967) is used.

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

Where N= the total population.

e = sampling error estimated

n = total sample size which is taken from the calculation

So, the researcher sample is n=$\frac{N}{1+N(e^2)}$ n=$\frac{414}{1+414(0.05)2}$ 203.44 ≈203

Therefore, the sample size n will be 203

The proportional calculation of the sample =$\frac{203}{414}$= 0.49%

Table 3.1: Summary of sample size

No	***Respondent category***	***Total population***	***Sample size***
1	Nefas silk lafto branch	69	69×0.49 = 34
2	Akaki Kality Branch	71	71×0.49 =35
3	Kirkose Branch	63	63×0.49 = 31
4	Arada Branch	62	62×0.49 =30
5	Yeka Branch	73	73×0.49 = 36
6	Bole Branch	76	76×0.49 = 37
	Total	414	203

Sources: own survey 2021

According to table 3.1. the employee respondents sample size Nifa silk lafto branch 34, Akaki kality branch 35, Kiroks branch 31, Arada branch 30, Yeka branch 36, and Bole branch 37 total of 203 respondents were engaged in the study.

3.7 Instruments and Methods of Data Collection

In conducting this study, the researcher used data gathering tools. These are questionnaires for the employee of the Addis Ababa transport authority. The prepared questionnaires were close-ended. Moreover, the prepared questionnaires for this study have three parts: - the first part is concerned with the demographic information of respondents, the Second part contains leadership practices and the third part contains questions related to public transportation performance in the Addis Ababa transport authority. The Likert scale was employed for this study in the data collection instrument. Therefore, in a study respondents have been asked to rate each item on a Likert five-point scale by assigning a value: 1 =strongly disagree, 2 = disagree, 3 = neutral, 4= agree 5=strongly agree and the prepared close-ended questioners will have distributed to the 203 the respondents.

3.7.1. Questionnaires

According to business, a dictionary questionnaire is a list of research or survey questions asked to respondents and designed to extract specific information. To collect data in a short period with covering a wider area, the Questionnaire had a greater advantage over the other methods (Kothari, 1990). Therefore, the researcher applied the questionnaire method as a data collection tool for this research. In this study, the questionnaire has closed-ended questions. Since the respondents were employees and customers then, the questionnaire was prepared in English and Amharic.

3.8 Sources and Types of Data

In this study, both primary and secondary sources of data types were used. The primary data was collected from professional or technical employees of the Addis Ababa transport authority office and leaders by distributing the questionnaire. Whereas the secondary data was also collected from relevant, books both published and unpublished journals, different articles, reports, and appropriate officials' documents to enrich the study with secondary data.

3.9. Data Analysis Methods

Analysis of the data is a very important part of the research study. After collecting the data from both primary and secondary sources, the collected data is analyzed and interpreted quantitatively. The quantitative data is analyzed by using regression and SPSS Version 26 software application.

3.9.1 Model Specification

Inferential statistics like multiple regressions and Pearson correlation were used. Multiple regressions are used to determine the nature of the relationship between independent variables and the dependent variable (Azmah et al., 2012). Multiple regression analysis is described as a statistical technique that is used to analyze the relationship between one dependent variable and several independent variables (Uyanık & Güler, 2013). The objective is to predict the dependent variable from known independent variables. The coefficient of multiple correlations is

symbolized by the correlation R which indicates the strength of the correlation between the combination of the predictor variables and criteria variables (Abdi, 2015).

The required assumptions of this multiple regression model are; the error variable (ε) is normally distributed, the mean value of the error variable is zero, the variance of the error variable is a fixed but unknown value, the values of the error variable are independent of one another, a relationship between the factor affecting the success of consumer cooperative was linear.

Regression analysis was done by the utilization of an econometric model:

$Y = \alpha + \beta1X1 + \beta2X2 + \beta3X3 + \beta4X4 + \varepsilon$

Where: Y= is the dependent variable indicating the public transportation performance

α= is a constant term for the worth of Y when all Xs are zero

β1, β2, β3, β4, = are the regression co-efficient or change introduced in Y by each X

ε = is the random error term accounting for all other factors not captured within the model.

- X1= Modeling the way
- X2= Enabling others to act
- X3= Inspire a shared vision
- X4= Challenging the process

The magnitude of the regression coefficient was to help the researcher know the direction and magnitude of the relationship between the independent variables and the dependent variable.

The coefficient of determination R^2 is evaluated to determine the explanatory power of the model and how well data fit into the statistical model. The F statistic is evaluated to determine the overall significance of the models.

3.10. Validity and Reliability

3.10.1. Validity

Pilot testing was made to assess the validity and reliability of the data collection instrument of the study (questionnaire). The validity of the questions was assessed by professional or technical employees, who provided feedback and ideas on the representativeness and applicability of the questions to the research objectives, as well as the questionnaire's format. After making the necessary changes, a questionnaire was piloted with 41 employees who are similar to the study sample's population to assess the questionnaire's reliability.

Validity is determined by the meaningful and appropriate interpretation of the data obtained from the measuring instrument as a result of the analyses. Whiston (2012) defined validity as obtaining data that is appropriate for the intended use of the measuring instruments. In this case, validity tests, which determine whether the expressions in the scale make suitable measurements according to the purpose of the research, come to the fore, (Sürücü, 2020). Testing the validity of the measuring instrument is more difficult but more important than assessing its Reliability. for the research to yield beneficial results, the measuring instrument must measure what it claims. The use of a validated measuring instrument ensures that the findings obtained as a result of the analyses are valid.

3.10.2 Reliability

Reliability is the ability to measure instruments to give similar results when applied at different times. Of course, it is unlikely that the same results are given every time due to differences at the time the measuring instrument is applied, as well as changes in the population and the sample. However, a strong positive correlation between the results of the measuring instrument is an indication of Reliability. The Reliability of the measuring instrument is an essential consideration for the results of the study to be healthy. Therefore, researchers should ensure that the measuring instrument used is reliable(Sürücü, 2020). There are different methods of reliability tests, for this find out about the internal consistency (Cronbach alpha) technique was once regarded to measure the consistency of respondents and Cronbach's alpha is the most often used inside consistency metric for determining whether or no longer a scale is dependable.

Researchers use a couple of Likert scales in a questionnaire and this learns about devised five Likert scales from "strongly disagree" to "strongly agree". The researcher conducts a pilot test earlier than the actual dissemination of the contraptions for a full-scale survey. Accordingly, the pilot check was once carried out on 41 employee respondents for checking the questioners concerning the leadership practices and public transportation performance for measuring of Addis Ababa transport authority. The coefficient of reliability of Alpha for this study was once found to range between 0.756, and 0.897. According to Sarandakos (1998), refers to the capacity of an instrument to produce consistent results. Reliability is equivalent to consistency. Likewise, a Cronbach's alpha value between 0.6 and 0.7 may not be sufficient. For this reason, a

Cronbach's alpha value of 0.7 and above is an indicator of the internal consistency of the scale sufficient (Sürücü, 2020). Therefore, the data collection instrument of the study is adequately reliable.

Table 3.2: Reliability Statistics

No	Category	Cronbach's Alpha	No of Items
1	Modeling	.838	4
2	Enabling	.767	3
3	Inspire	.897	4
4	Challenging	.754	4
5	Quality	.805	6
6	Accessibility	.852	6
7	Grievance	.756	5
Total			32

Source SPSS out Put.

3.11. Ethical Consideration

The Oxford Advanced Learner's Dictionary (8th Edition) defines the word ethical as something morally correct or acceptable. In this research, the researcher imperatively expected to collect and use the data from the respondents in a morally acceptable way. The researcher also maintains the respondents‟ privacy with undue confidentiality and does not collect the respondent's personal life information. The collection of data was the best stage to minimize the chances of infringing on personal space and violating individuals' rights and freedom. To avoid unethical conduct in data collection, the researcher strived not to reveal the names, residences, or addresses of the participants that may ultimately cause social damage to their personal lives or their families.

CHAPTER FOUR

PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA

4.1. Introduction

This chapter focuses on the presentation, analysis, and interpretation of data collection from respondents through questionnaires and document analysis. It consists of an introduction, respondents' demographic characteristics, descriptive statistics which are measured in terms of leadership practice, and public transportation. Items of the questionnaire on these variables were measured in five Likert scales using five points ranging from 1=Strongly Disagree to 5=Strongly Agree. In addition, some demographic descriptions of the respondents are collected**.**

4.2. Response rate of Respondents

The researcher distributed 203 questionnaires to the respondent of the study out of these, 193 were returned. This represents a response rate of 95.07%. According to (Mc Burney 2010) as cited in (Yohannes,2018) 70% and above response rate is acceptable for analysis and interpretation of findings, and hence, the response rate obtained (95.07%) in this study is significant for giving reliable findings. In short, a total of 203 questionnaires 193 (95.07%) were returned whereas, 10 questionnaires (4.93%) were unreturned.

Table 4.1 Response rate respondents

No	Total respondents	203
	No, distributed Questionnaire	203
	Returned Questionnaire	193
	unreturned questionnaire	10
	Response rate	95.07%

Source: Own survey (November 2021).

4.3. Descriptive analysis

4.3.1 Demographic characteristics of respondents

The demographic variables of the study respondents selected in this section were gender, age group, educational level, work experience, and Martel states. The demographic features of the respondents were examined using descriptive statistics with frequencies, and the results are displayed below.

Table 4.2. Gender of respondents

Gender of respondent			
		Frequency	Percent
Valid	Male	125	64.8
	Female	68	35.2
	Total	193	100.0

Source: Own survey (November 2021).

Table 4.2 shows the gender distribution of respondents; the study includes 125 (64.8%) men and 68 (35.2%), female respondents, out of 193 sample sizes. The percentage indicates the great difference in the number of male and female participation in the area of the study. It indicates that more respondents of the organization are male.

Table 4.3. Age of respondents

Age of respondent				
		Frequency	Percent	Cumulative Percent
Valid	18-25	30	15.5	15.5
	26-33	80	41.5	57.0
	34-41	47	24.4	81.3
	>42	36	18.7	100.0
	Total	193	100.0	

Source: Own survey (November 2021).

As shown in the above table 4.3 the result of the study shows that the age group of the respondents, 30 (15.5%) were the aged between 18-25 below and 80 (41.5 %) of them were between 26-33; meanwhile, 47 (24.4) % of the participants were in the range between 34-41, and only 36(18.7%) of the respondents were above the age of 42. According to this table, most of the respondent's age is found in the range of 26-33 years is 80 (41.5%) and this implies that most of the respondents are young. The above finding shows that nearly 41.5% of the respondents were at the highest percentage level and the least one is 15.5%.

Table 4.4. Work Educational background of the respondents

Educational background				
		Frequency	Percent	Cumulative Percent
Valid	Diploma	46	23.8	23.8
	Degree	116	60.1	83.9
	2nd Degree	29	15.0	99.0
	Others	2	1.0	100.0
	Total	193	100.0	

Source: Own survey (November 2021).

Regarding the educational level of respondents, among the respondents, the majority 116(60.1%) of the respondent's educational level is a degree. The next percent 46(23.8%) and 29(15%) of respondents are Diploma and second degree (master) holders respectively. The rest 2(1%) is others' the data indicate that the majority of the respondents are degree holders.

Table 4.5. work Experience of the respondents

Work Experience				
		Frequency	Percent	Cumulative Percent
Valid	0-5	71	36.8	36.8
	6-11	46	23.8	60.6
	12-17	33	17.1	77.7
	>18	43	22.3	100.0
	Total	193	100.0	

Source: Own survey (November 2021).

Regarding the work experience of respondents, the above Table 4.5 shows that the respondents who have 0-5 years of 71(36.8%) work experience while the respondents who have 6-11 and 12-17 years are 46(23.8%) and 33(17.1%) respectively. The rest 43(22.3%) respondents have >18 years' experience. This shows that the majority 71(36.8%) out of 193 respondents have 0- 5 years of service in their respective sub-cities.

4.4. Validity and reliability

Questionnaires were utilized in the data collection process. According to Singh, (2014), both validity and reliability increase and even sometimes decreases opportunities to insert researcher bias in quantitative research. Similarly, both (Kimberlin & Winterstein, 2008), indicated that the evidence of validity and reliability are seen as prerequisites to assure the integrity and quality of a measurement instrument. Thus, the item to be valid were Modeling the way, enabling others to

act, Inspiring a shared vision, Challenging the Process, Quality, Accessibility, and grievance handling.

The reliability of measuring scales was evaluated in this study using SPSS version 26. Cronbach's alpha coefficient was used to assess the scales' reliability. The Cronbach's alpha coefficient for all construct ranges was 0.701 and 0.866, which is considered acceptable because it indicates and shows that the instrument was reliable and valid for measuring the research work.

Table 4.6. Cronbach's Alpha reliability

	Item	Factor loading of items	Number of items	Cronbach's Alpha
model	LPmo1	.684	4	.718
	LPmo2	.633		
	LPmo3	.648		
	LPmo4	.660		
Enabling	LPEn1	.616	3	.773
	LPEn2	.750		
	LPEn3	.706		
Inspire	LPIn1	.676	4	.701
	LPIn2	.594		
	LPIn3	.662		
	LPIn4	.613		
Challange	LPch1	.684	4	.743
	LPch2	.715		
	LPch3	.638		
	LPch4	.697		
Quality	PTPQ1	.720	6	.770
	PTPQ2	.715		
	PTPQ3	.728		
	PTPQ4	.735		
	PTPQ5	.775		
	PTPQ6	.738		
Accessibility	PTPA1	.850	6	.866
	PTPA2	.851		
	PTPA3	.835		
	PTPA4	.819		
	PTPA5	.836		
	PTPA6	.866		
Grievance	PTPG1	.758	5	.793
	PTPG2	.740		
	PTPG3	.727		
	PTPG4	.789		
	PTPG5	.751		

Source: Own Survey, (November 2021)

4.5. Descriptive statistics

The following sub-sections deal with the data presentation, analysis, and interpretation of Modeling the way, enabling others to act, Inspiring a shared vision, and challenges in the process which are the dimensions of Leadership practice that are taken as independent variables for the study. And also, the dependent variable of public transport performance which is Quality, Accessibility, and grievance handling to be considered in this study.

This section represents the respondents' perceptions of the independent and dependent variables. Participants were asked to indicate how strongly they agreed or disagreed with statements on the variables under research on a five-point Likert scale (5=strongly disagree to 1=strongly agree).

On the test of variables, a mean of 3.0 is used to determine neutrality. To show the difference from the mean, the standard deviation was used. A low standard deviation indicates that the data is spread over a wide range of values, whereas a high standard deviation indicates that the data is spread over a big range of values. Descriptive statistics in the form of mean and standard deviation were used to show the respondents' level of agreement with the organizations' implications. The responses of the respondents for the variables indicated below were measured on a five-point Likert scale with 1= strongly disagree, 2= disagree, 3 = neutral, 4= agree and 5= strongly agree. However, to make the interpretation of the mean results easier and clearer, the scales were reassigned as follows. This formula is adapted from Vichea, (2005), with 5-point scales, the interval for breaking the range in measuring each variable is calculated by $5-1/5= 0.8$. It means items with scores that fall between the ranges of: 4.20 – 5.00 are considered as strongly agreed; 3.40 – 4.09 as agreed: 2.60 – 3.39 as Neutral; 1.08 – 2.59 as disagree and 1.00 – 1.79 strongly disagree. Data from questionnaires were processed by the SPSS program in terms of frequency, mean, and standard deviation (Descriptive statistics).

4.5.1`. Descriptive Statistics of Modeling the way Dimensions

Table 4.7. Descriptive Statistics of modeling the way Dimensions

	N	Minimum	Maximum	Mean	Std. Deviation
The Leaders strive for developing teamwork spirit among members and department	193	1	5	3.31	1.013
Leaders demonstrate their work by doing it first and then ordering their employees to do it.	193	2	5	3.37	.887
Leaders make it easier for people to work together and trust one another.	193	1	5	3.27	.908
Rather than telling, my leaders demonstrated leadership by doing	193	1	5	3.06	.955
Average				3.25	0.941

Source: Own Survey, 2021

As shown in the above table 4.7. the descriptive statistics of modeling the way SPSS results indicate that the Leaders strive for developing teamwork spirit among members and department (mean 3.31 and standard division 1.013), Leaders demonstrate their work by doing it first and then ordering their employees to do it (mean 3.37 and standard division 0.887), Leaders make it easier for people to work together and trust one another (mean 3.27 and standard division 0.908) and Rather than telling, my leaders demonstrated leadership by doing (mean 3.06 and standard division 0.955) over all the independent variables (mean 3.25 and standard deviation 0.941). In the summative result as the above table shows Four of the category modeling the way results, are on the average becoming neutral.

4.5.2 Descriptive statistics for Enabling others to act

This section contains information gathered from employees in regards to the enabling others to act leadership practices dimension.

Table 4.8. Descriptive statistics for Enabling others to act

	N	Minimum	Maximum	Mean	Std. Deviation
The Leader practices tolerance and makes the employee adopt the tolerance principle	193	1	5	3.00	1.342
The leaders create a comfortable environment for their employees	193	1	5	2.58	1.321
Leaders are committed and involved in achieving the organization's objectives.	193	1	5	3.13	1.238
Average				2.90	1.30

Source: Own Survey, 2021

The above table (4.8.), shows the range of neutrality (mean 2.60 up to 3.39), which means, the leader practices tolerance and makes the employee adapt to the tolerance principle lies (mean=3.00 and Standard Deviation=1.342). The respondent's response becomes the position of becoming neutral. In the same way, the leaders create a comfortable environment for their employees also (mean= 2.58 and standard deviation=1.321). Leaders are committed and involved in achieving the organization's objectives. (mean=3.13 and standard deviation=1.238). Based on Table 4.5. data, the mean of enabling between 2.58 and 3.13 means respondents' responses were neutral ranges.

4.5.3 Descriptive statistics to inspire a shared vision

This part deals with the data that were gathered concerning inspiring a share vision the other which is one of the leadership practices dimensions.

Table 4.9. Descriptive statistics inspire a shared vision

	N	Minimum	Maximum	Mean	Std. Deviation
The leaders encourage their employees by applying different motivation mechanism	193	2	4	2.91	.821
Our leaders clearly understood the employee intention, need, and interest	193	2	4	2.89	.808
Employees have the freedom to express their opinion	193	2	5	3.22	.840
Inspire me being highly competent	193	2	5	3.07	.845
Average				3.023	.8285

Source: Own Survey, 2021

As the above table shows the leaders encourage their employees by applying different motivation mechanisms (mean 2.91 and standard division 0.821), Our leaders clearly understood the employee intention, need, and interest (mean 2.89 and Standard division 0.808), Employees have the freedom to express their opinion (mean 3.22 and standard division 0.840), and inspire a shared vision me being highly competent (mean 3.07 and standard division 0.845). The overall result of the mean and standard deviation in the neutral position. It indicates that leaders do not properly motivate employees to work as much as they should.

4.5.4 Descriptive statistics of challenge the process

This section covers the data on the leadership ability dimensions that have been received**.**

Table 4.10. Descriptive statistics of challenge the process

	N	Minimum	Maximum	Mean	Std. Deviation
The leaders take action properly and timely	193	1	5	3.07	1.210
The leaders delegate the right person to the right place in the office	193	1	5	2.54	1.224
Leaders make decisions without being influenced by other parties.	193	1	5	2.74	1.197
Leaders delegate authority to others based on their responsibility.	193	1	5	2.88	1.217
Average				2.808	1.212

Source: Own Survey, 2021

As the above table illustrates that the leaders take action properly and timely (mean 3.07 and standard division 1.210), and the leaders delegate the right person to the right place in the office (mean 2.54 and Standard division 1.224), and regarding leaders make decisions without being influenced by other parties (mean 2.74 and standard division 1.19), moreover, regarding leaders' delegate authority to others based on their responsibility (mean 2.88 and standard division 1.217). The data imply that the majority of the respondents were neutral regarding the issue. According to the information gathered from the respondents, the organization's leadership practice skill is insufficient. As a result, the leadership must be capable and knowledgeable.

4.5.5 Descriptive statistics of public transport performance Dimensions

This part deals with the data that were gathered concerning public transport performance dimensions. The dimensions are quality, accessibility, and grievance handling.

Table 4.11. Descriptive statistics of quality

	N	Minimum	Maximum	Mean	Std. Deviation
Front line service providers in the public transport sector provided training to their stakeholders	193	1	5	2.61	1.362
The customer satisfaction survey is conducted regularly in the sector by stakeholders	193	1	6	2.85	1.235
Public transport services in the sub-city run on schedule	193	1	5	2.94	1.253
Public transport in buses, taxis trains are modern clean, and comfortable	193	1	5	2.37	1.162
The value for many in the public transport sector is reasonable and fair	193	1	5	2.96	1.316
Information on public transport at terminals is Sufficient.	193	1	5	2.54	1.094
Average				2.712	1.237

Source: Own Survey, 2021

The above table 4.8. demonstrates that Frontline service providers in the public transport sector provided training to their stakeholders (mean 2.61 and standard division 1.362); Customer satisfaction survey is conducted periodically in the sector by the stakeholder's office (mean 2.85 and Standard division 1.235), and concerning public transport services in the sub-city run on a schedule (mean 2.94 and standard division 1.253); Public transport in buses, taxis trains are modern clean and comfortable (mean 2.37 and standard division 1.162); and regarding the value for many in the public transport sector is reasonable and fair (mean 2.96) and standard division 1.316); moreover, Information in public transport at terminals is adequate (mean 2.54 and standard division 1.094). generally, in the descriptive statistics of all the six categories of the dependent variable quality the output lies between the range of 2.60-3.39. according to (Vichea, 2005), the result lies on a neutral level.

4.5.6 Descriptive statistics of Accessibility

Table 4.12. Descriptive statistics of accessibility

	N	Minimum	Maximum	Mean	Std. Deviation
Public transport accessibility in the sub-city performed based on the planned direction	193	1	5	2.87	1.198
There is a good political commitment by the leadership to make accessibility of public transport widely available	193	1	5	3.12	1.256
There is user involvement in the planning process	192	1	5	2.89	1.201
Users of public transport participate in implementation process	193	1	5	2.84	1.210
Public transport users are involved in monitoring and evaluating performance	193	1	5	2.78	1.228
There is an acceptable policy towards public transport	193	1	5	2.65	1.208
				2.858	1.217

Source: Own Survey, 2021

The above table shows that regarding Accessibility and concerning public transport accessibility in the sub-city performed based on planned direction (mean 2.87) and standard division 1.198); and regarding there is a willing and good political commitment by the leadership to make accessibility of public transport widely available (mean 3.12 and Standard division 1.256); besides, concerning there is user involvement in the planning process (mean 2.89 and standard division 1.201); and Users of public transport participate in the implementation process (mean 2.84 and standard division 1.21), and Public transport users are involved in monitoring and evaluation of performance (mean 2.78) and standard division 1.228); furthermore, regarding here is the favorable policy towards public transport (mean 2.65 and standard division 1.208). This result shows that accessibility of public transport performance is neutral on the issues of applicability.

Generally, the overall above descriptive statistics accessibility of public transport performance result mean and standard deviation (2.65 up to 3.12 and 1.208 up to 1.256) respectively this shows that accessibility public transport performance is neutral level.

4.5.7 Descriptive statistics of Grievance

Table 4.13. Descriptive statistics of Grievance

	N	Minimum	Maximum	Mean	Std. Deviation
Districts report to the central administration each complaint they received every day.	193	1	5	3.18	1.170
There is a separate schedule that has been framed for employees to attend to grievances redressed at specific levels.	193	1	5	3.20	1.256
There are known complaint handling mechanisms in the public transport service	193	1	5	3.48	1.246
Bad experiences in the public transport service by users are accepted by the government through many channels of communication (phone, email, petition, etc.)	193	1	5	2.84	1.318
Grievance cases are assigned for the department to support by evidence and applied for improvements	193	1	5	3.15	1.262
				3.17	1.250

Source: Own Survey, 2021

The above table shows that Districts report to the central administration each complaint they received every day (mean 3.18) and standard division 1.170), and There is a separate schedule that has been framed for employees to attend to grievance redressed at specific levels (Mean 3.2 and Standard division 1.256); there are known complaint handling mechanisms in the public transport service (mean 3.48 and standard division 1.246); moreover, concerning Bad experiences in the public transport service by users are accepted by the government by many channels of communication (phone, email, petition, etc.) (Mean 2.84 and standard division 1.318); and regarding Grievancehandling, cases are assigned for the department to support by evidence and applied for improvements (mean 3.15 and standard division 1.262).

The summative result shows that a clear understanding of the objective of the grievance dimension helps the performance of public transport. The overall result of the mean and standard deviation (mean is in the range of 2.60–3.39) lies in the neutral position. This shows that respondents did not agree and, conversely, disagreed on having a clear vision of and comprehending the grievance variable's purpose in general.

4.6. Correlational Results

The term "correlation" refers to the relationship between two or more variables and is a synonym for "association." It establishes the degree to which two pieces of data are related. This section calculated Pearson's Product and Moment Correlation Coefficient. These statistical methods are used to make decisions regarding the study's concerns and draw conclusions about the sample. Pearson's Product Moment Correlation Coefficient was used to determine the relationship between the dependent and independent variables.

Correlations, according to Marczyk, DeMatteo, and Festinger (2005), provide information on the relationship's direction (either positive or negative) and intensity (–1.0 to +1.0). Furthermore, correlation testing will indicate whether or not the association is statistically significant. A perfect positive correlation is represented by some +1, whereas a perfect negative correlation is represented by a value of -1. When two variables have a positive correlation, it means that they change in the same direction. That is, one or the other must increase or decrease. A negative correlation between two variables indicates that as one rises, the other one falls. Correlation coefficients between -1 and +1 suggest lesser positive and negative connections, whereas a value of 0 indicates that the variables are independent, according to Saunders, Lewis, and Thornhill (2009). Therefore, to assess the relationship between the four independent variables – Modelling the way, enabling others to act, Inspire a shared vision, Challenging the process and the dependent variable public transport performance (Quality, Accessibility, and Grievance handling) in the case of transport authority of Pearson’s product-moment correlation coefficient is applied.

Evans' (1996) guide can be used to describe the strength of association. According to Evans (1996), the absolute value of the linear correlation coefficient (r) is cited in (Beldjazia and Alatou, 2016). “If r = 0.00 up to 0.19 it will be very weak, r= 0.20 up to 0.39 it will be weak, r = 0.40 up to 0.59 it will be moderate, r = 0.60 up to 0.79 it will be strong and r = 0.80 up to 1.0 it will be very strong”.

Table 4.14. Correlation analysis results

Correlations						
		PTP	LPmo	LPEn	LPIn	LPch
PTP	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	193				
LPmo	Pearson Correlation	.481**	1			
	Sig. (2-tailed)	.000				
	N	193	193			
LPEn	Pearson Correlation	.452**	.556**	1		
	Sig. (2-tailed)	.000	.000			
	N	193	193	193		
LPIn	Pearson Correlation	.541**	.503**	.610**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	193	193	193	193	
LPch	Pearson Correlation	.557**	.450**	.621**	.564**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	193	193	193	193	193
**. Correlation is significant at the 0.01 level (2-tailed).						

As shown from the above Table 4.14, the Pearson Correlation indicates, Concerning the correlation among the variables of the dependent variable public transport performance (PTP), and the independent variable, Modeling the way (LPmo), Enabling others to act (LPEn), Inspiring a shared vision (LPIn) and Challenging the process (LPch) shows that there is the relationship between them with r= .0481, 0.452, 0.541, 0.557 and P-value 0.01. This indicates that they have a moderate correlation and a positive significant relationship between those variables. Based on table 4.11 the Pearson correlation output indicates that moderate correlation appears between all the dependent and the independent variables with the range of (r=0.452-0.55) and P-value 0.01.

4.7. Regression of assumption test

It is critical to understand the dependent and independent variables' causes and effects on one another, as well as the strength and weakness of their relationship, by conducting a variable testing assumption test. The basic assumption tests were employed in this study, which included the Normality test, multi-collinearity assumption, Linearity test, and Homoscedasticity test, which were all met and acceptable.

4.7.1 Normality test

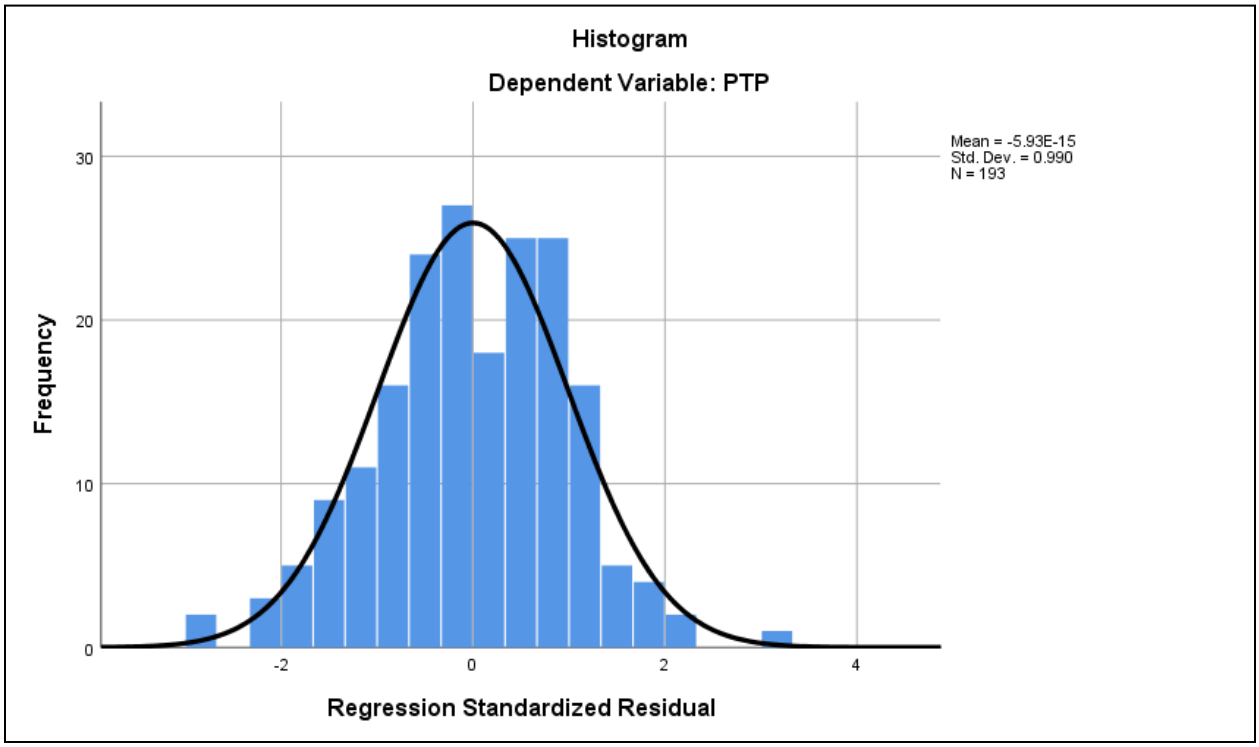

Figure 4.1 Normality Test

source: own survey 2021

According to(Garson, 2012)the normal distribution of histogram graphs like bell-shaped. The above graph in Figure 4.1. Residuals Normality Tests. The normal distribution of histogram graphs is bell-shaped. The variables' kurtosis and skewness values should be between -3 and 3. As a result, the normal distribution of the variables in this study scored in the negative two to positive two range, as seen on the graph above, and the graph has peaked and is bell-shaped. So, the variables are normally distributed.

4.7.2. Linearity test

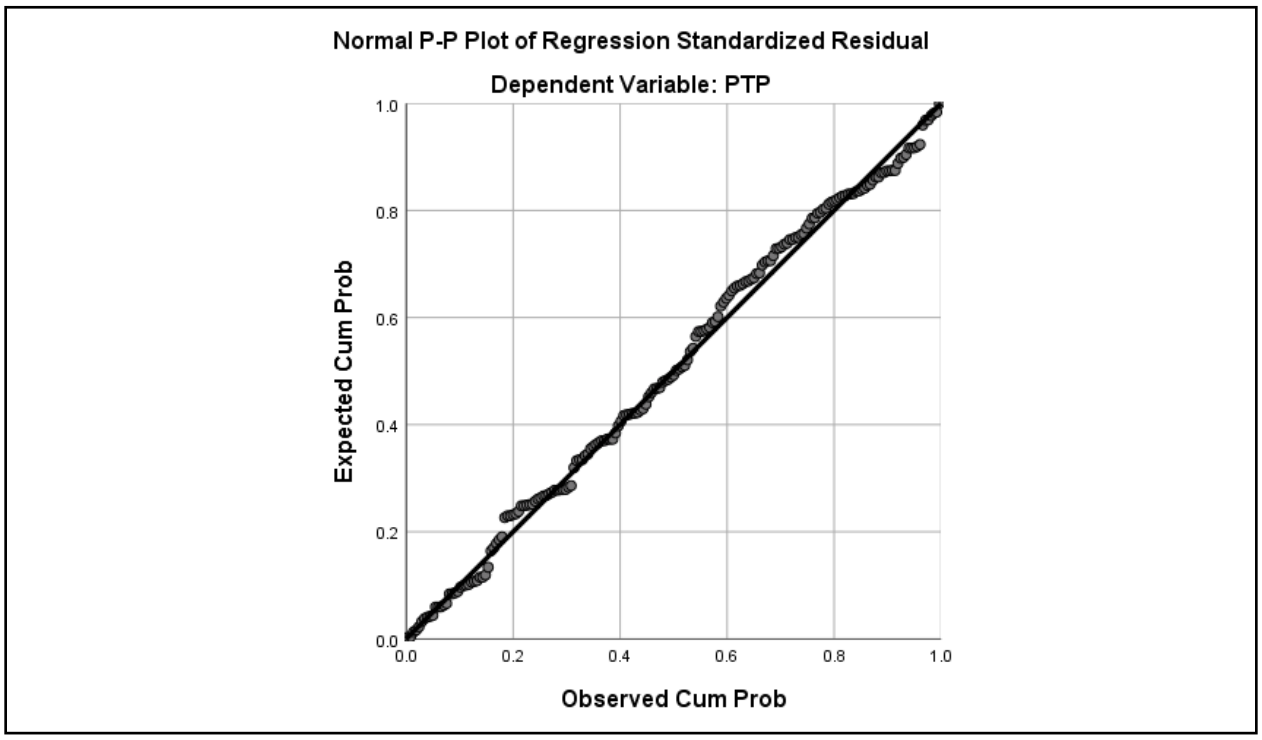

Figure 4.2. Linearity Test

Source: own survey 2021

In the above figure 4.2. linearity tests the P-P plot for the model can be used to test the linearity of connections between the dependent and independent variables. The residuals are distributed closer to normal the closer the dots are to the diagonal line. Visual examinations of the p-p plot revealed a linear relationship between the dependent and independent variables. The data set may be observed passing through the origin. As a result, the residuals appear to be fairly regularly distributed. It's possible to conclude that the data is normally distributed.

4.7.3. Homoscedastic test

The homoscedasticity assumption states that errors have the same variance at all levels of the independent variables (Osborne & Waters, 2003). This necessitates an equitable distribution of residual terms or error term homogeneity across the data. Visual examination of a plot of the standardized residuals by the regression standardized predicted value can be used to verify homoscedasticity (Osborne & Waters, 2003). The problem is not damaging to analysis if the erroneous terms are scattered randomly with no discernible pattern. The scatterplot in fig 4.3

indicates that the standardized residuals in this study are distributed uniformly, indicating that homoscedasticity was not violated. The scatterplot in fig 4.3. indicates that the standardized residuals in this research are distributed evenly which shows no violation of homoscedasticity.

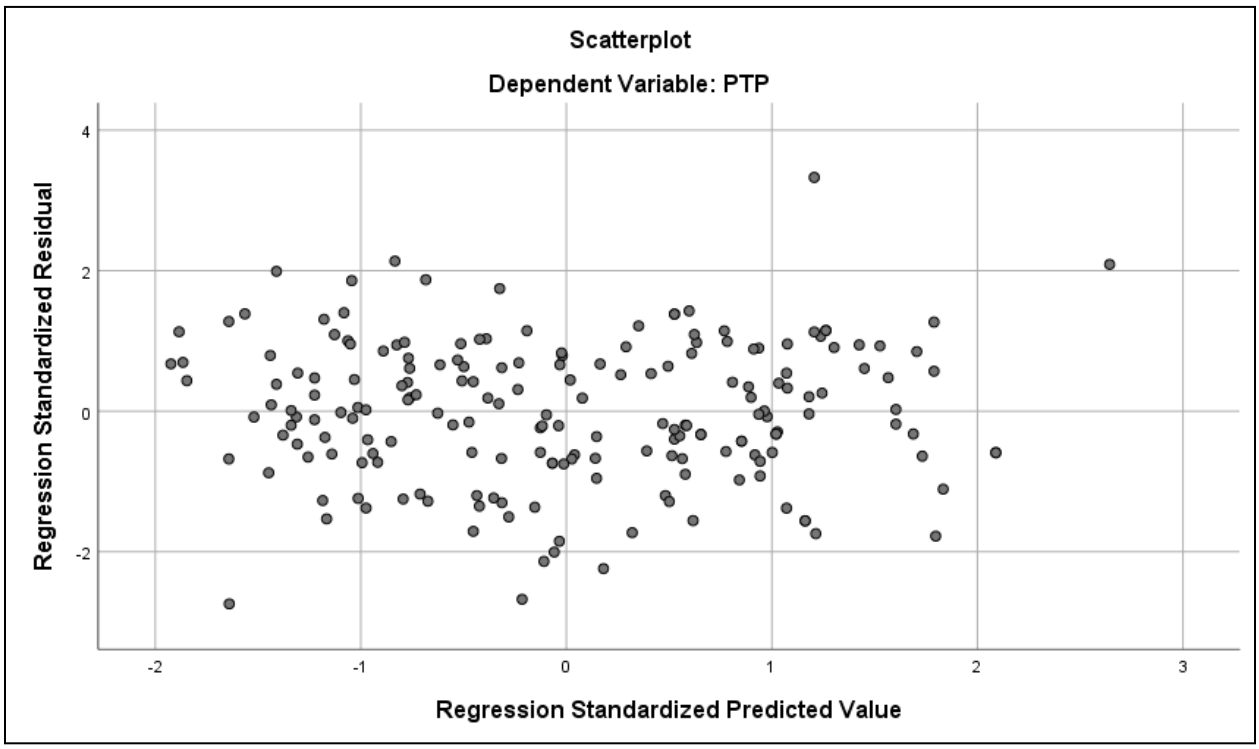

Figure 4.3. Homoscedasticity Test

Source own survey 2021.

4.7.4 Multicollinearity Test

Table 4.15. Multicollinearity test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	LPEx	.642	1.557
	LPEn	.468	2.135
	LPIn	.546	1.832
	LPAb	.555	1.801
a. Dependent Variable: PTP			

Source: own survey 2021

We may also check for Multicollinearity using the data in the table above. A general rule of thumb is that any predictor with a VIF of 1 to 10 should be checked for possible Multicollinearity issues (Dhakal, 2018). The tolerance should be between 0.1 and 1.0, according to (Joseph F. Hair Jr, William C. Black, Barry J. Bin, 2010) cited in (Ramesh Tharu, 2019). In a multiple linear regression model, the VIF of all independent variables (Modeling the way = 1.557, Enabling others to act = 2.135 and inspiring a shared vision =1.832, Challenging the process 1.801) is between 1 and 10. The tolerance was 0.642, 0.468,0.546, and 0.555 respectively, the result indicates between 0 and 1. This shows that there is no Multicollinearity problem.

4.7.5. Autocorrelation test

Table 4.16. Model summary[b]

Model Summary[b]										
					Change Statistics					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.646[a]	.417	.405	.31812	.417	33.649	4	188	.000	2.016
a. Predictors: (Constant), LPch, LPmo, LPIn, LPEn										
b. Dependent Variable: PTP										

Source: own survey 2021

The Durbin Watson statistic has a value between 0 and 4 according to (Babatunde et al, 2014). Non-autocorrelation is indicated by a value near 2, positive autocorrelation by a value near 0, and negative autocorrelation by a value near 4. The Durbin-Watson test performance in this study is 2.01, which is within the acceptable range, as indicated in the above table.

As Table 4.13 indicates, The R^2 and adjusted R^2 values are 0.417 and 0.405 respectively. The R^2 indicates that 41.7 percent of the variation in the public transport performance can be explained by the leadership practice variables of Modeling the way, enabling others to act, Inspiring a Shared Vision, and Challenging the process, and also the remaining 58.3 percent of the variable problem are explained by another factor and which needs farther study. The F-test is used to detect the overall probability of the relationship between the dependent variable and all the independent variables occurring by chance. According to Table 4.13., the F-test result lies

between (4 and 188) which is 33.649 with a significance ('Sig.') of .000. This means that the probability of these results occurring by chance was less than 0.05. Therefore, a significant relationship was present between leadership practice and public transport performance. Based on the information obtained from Table 4.13, R^2 value of 0.417 and the F-test result indicates 33.649 with significance ('Sig.'). It can be concluded that both indicate there was a high degree of goodness of fit in the study regression model.

4.8. Regression analysis

Multiple regression analysis is the process of calculating a coefficient of multiple determination and regression equation using two or more independent variables and one dependent variable (Saunders, Lewis & Thornhill 2009). According to (Garson's, 2012) description, if the number of independent variables in the study is only one while in the case of more than one independent variable in the study, the researcher has to make use of multiple regression models. Therefore, to assess the cause-and-effect relationship between independent variables (Modeling the way, enabling others to act, Inspire the shared vision, and Challenging the process) and the dependent variable public transport performance (Quality, Accessibility, and grievance), the study employed multiple regression analysis.

Table 4.17. Coefficient of Variation

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.718	.135		12.684	.000
	LPm	.130	.041	.219	3.146	.002
	LPEn	-.015	.031	-.040	-.486	.628
	LPIn	.184	.052	.268	3.563	.000
	LPc	.150	.034	.332	4.441	.000
a. Dependent Variable: PTP						

Source: own survey 2021

The standardized coefficient

The standardized coefficient is used to distinguish which of the independent, and dependent variables is very important by comparing them to each other. Based on the above regression standard coefficient table 4.17 leadership practice challenging the process has the highest

standard coefficient (0.332), next to follow Inspiring a shared vision a standard coefficient (0.268). The result shows leadership practice on challenging the process has the highest effect relative to others.

As from the above regression coefficient table, 4.17 the independent variable leadership practice (Modeling the way, Inspire a shared vision, and Challenging the process) has statically positive significance in affecting public transport performance, and enabling others to act has insignificantly affected public transport performance with a p-value of 0.628 which is greater than the alpha level of 0.05.

Unstandardized coefficient

The independent variable modeling the way predicts uniquely public transport performance in the form of leadership practice modeling the way on average 13% of the time. The other predictor variable inspires a shared vision uniquely explains public transport performance from a leadership practice perspective on average 18.4% of the time.

Generally, a unit change in modeling the way, inspiring a shared vision, and challenging the process lies respond 13%,18.4%, and 15% changes in the performance parameter of the public transport on average respectively.

The study employed the following multiple regression model to determine the statistical significance of the independent factors on the dependent variable, as mentioned in chapter three.

$Y = \alpha + \beta1X1 + \beta2X2 + \beta3X3 + \beta4X4 + \varepsilon$

Where: Y= is the dependent variable indicating the public transportation performance

α= may be a constant term for the worth of Y when all Xs are zero

β1, β2, β3, β4 = are the regression co-efficient or change introduced in Y by each X

ε = is the random error term accounting for all other factors not captured within the model.

Where; Y = public transport performance

- X1= Modeling the way
- X2= Enabling others to act
- X3= Inspire a shared vision
- X4= Challenging the process

The magnitude of the regression coefficient was to help the researcher know the direction and magnitude of the relationship between the independent variables and the dependent variable.

$Y= 1.718+0.130X1 +0.184X3+0.150X4+ \varepsilon$

The constant value ($\alpha = 1.718$) in the following model formula suggests that if all other model variables were zero, public transport performance would be 1.718. A beta coefficient (β) of 0.130 indicates that a unit change in exemplary results in a 13% difference in public transport performance, while a beta coefficient of 0.184% indicates that a unit change in inspiring results in an 18.4% change in public transport performance. Moreover, a beta coefficient of 0.150 means that a 15% difference in public transport performance results from a unit change in the ability. Furthermore, the error term (ε) estimate in the preceding regression model formula was considered to be zero.

According to the regression coefficients, independent and dependent variables are statistically significant in predicting public transport performance. The independent and dependent variables indicated their P-values ($P< 0.05$). This suggests that by increasing these variables there is a change that improves public transport performance.

The above table 4.17. shows the value of the regression coefficient and the constant, which is the expected value of the dependent variable when the values of independent variables are equal to zero. Results indicated that all of the independent variables have a statistically significant positive relationship with the dependent variable except enabling others to act. All result was statically significant at a p-value less than 0.05. Similarly, the study revealed that modeling the way, inspiring the shared vision, and challenging the process, was significant predict public transport performance with a beta value of 0.130, 0.184, and 0.150 respectively. While, Enabling others to act in public transport service has an insignificant and negative effect on the performance of public transport (B= -.015) with a p-value (0.628). The variable with the largest beta coefficient makes the strongest contribution to explaining the dependent variable (public transport performance). Therefore, the study found that inspiring the shared vision is the most contributing prediction of public transport performance with a beta value of 0.184 The other three modeling the way, enabling others to act and challenging the process in their descending order of unstandardized coefficients, are modeling the way (B=.0.130), enabling others to act

(B= -.015), and challenging the process (B=.150) the variables are making signs to the prediction of public transport performance.

Table 4.18. ANOVA[a]

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	13.621	4	3.405	33.649	.000[b]
	Residual	19.025	188	.101		
	Total	32.646	192			
a. Dependent Variable: PTP						
b. Predictors: (Constant), LPmo, LPIn, LPEn, LPch						

Source: own survey 2021

As shown from the above table **4.18 ANOVA[a]** result indicated the overall significance of the model from a statistical perspective with the P-Value of 0.000 compared to the alpha level of 0.05 it can be concluded that the independent variables predict the dependent variable and leadership practice (Modeling the way, enabling others to act, Inspiring a shared vision, and Challenging the process) had a significant effect on public transport performance. The value under the column of statistically significant indicates and fits the value expected. the F-test result lies between (4 and 188) which is 33.649 with a significance ('Sig.') of .000. The result shows the model is fit for analysis and interpretation. The **f** value is significant that could be considered and seen as anticipated and actual data is not different in the overall research work.

4.9. Hypothesis Testing

The null hypothesis that the coefficients of Modeling the way, Inspire a shared vision, and Challenging the process are zero is rejected since the p-values for the three performance dimensions are considerably below the 0.05 threshold. on the other hand, enabling dimensions have a p-value of zero at the conventional level of 95 percent confidence interval. We fail to reject the null hypothesis that the coefficient for empathy and responsiveness is zero since the enabling others to act dimension has a p-value of 0.628, which is larger than the normal p-value.

We fail to reject that the null hypothesis is different from zero for enabling others to act as independent variables. We accept the alternate hypothesis for independent variables of modeling the way, inspiring a shared vision, and challenging the process.

Table 4.19. Hypothesis summary

Hypothesis	dimension	(p-value)	Null hypothesis	Alternate hypothesis
H1: Modeling the way leadership practice in public transport service has a significant and positive effect on the performance of public transport.	Model	.002	Rejected	Accepted
H2: Enabling others to act leadership practice in public transport services has a significant and positive effect on the performance of public transport.	enabling	.628	Fail to reject	Reject
H3: Inspiring a shared vision in leadership practice has a significant and positive effect on the performance of public transport.	Inspire	.000	Rejected	Accepted
H4: The challenging process of leaders has a significant and positive effect on the performance of public transport.	Challenge	.000	Rejected	Accepted

Source: own computation, 2021

H1: Modeling the way leadership practice in public transport service has a significant and positive impact on the performance of public transport.

From the above regression coefficient table, 4.17 results indicate that the independent variable modeling the way, enabling others to act, inspiring a shared vision, and challenging the process has an un-standard coefficient (β) (0.130, -0.015, 0.184, 0.150) with p-value (0.002, 0.628, 0.000, and 0.000) respectively. Considered the exemplary leadership practice variable was found to be a positive and statistically significant effect on public transport performance with their P-value ($P< 0.05$). Therefore, modeling the way leadership practices variable null hypothesis is rejected and Alternate hypotheses are accepted.

H2: Enabling others to act leadership practice in public transport services has a significant and positive effect on the performance of public transport.

From the Table above 4.17 regression, the Unstandardized coefficient analysis result indicates the independent variable leadership practice Enabling others to act as a positive and insignificant effect on the public transport performance with (β) coefficient -0.015 and p-value 0.628. Based on this, hypothesis 2: is not confirmed. Therefore, enabling others to act leadership practice variable null hypothesis is Fail to reject and Alternate hypothesis is Reject.

H3: inspiring a shared vision in leadership practice has a significant and positive effect on the performance of public transport.

As mentioned above regression unstandardized table 4.17 the independent variable inspiring a shared vision has a positive and significant effect on public transport performance with an unstandardized coefficient (β) =0.184 and p-value at 0.000. P-value <0.05 means the alternative hypothesis H3, is accepted and the null is rejected.

H4: The challenging process of leaders has a significant and positive effect on the performance of public transport.

As shown in the above table 4.17 the independent variable challenging the process has a positive and significant effect on public transport performance with an unstandardized coefficient (β) =0.150 and a p-value of 0.000. P-value <0.05 means the alternative hypothesis H4, is accepted and the null is rejected.

4.10 Discussion of the Findings

This section presents the discussion based on the findings of the study. It is concerned about the effect of leadership practices on public transport performance in the selected branch of the Addis Ababa transport authority. The effects of leadership practices dimensions are modeling the way, enabling others to act, inspiring a shared vision, and challenging the process and public transport performance dimensions are accessibility, quality, and grievance handling. Accordingly, to illustrate the performance level of public transport in the city of Addis Ababa. Results of data analysis indicate that all the mean levels of independent and dependent variables are between

2.712 and 3.25 which means respondents' responses were neutral ranges level and the other objective of the research was to identify which leadership practices that have an impact on transport performance of the selected branches of the transport authority. Results of data analysis indicate that the regression standard coefficient leadership practices were challenging the process has the highest standard coefficient (0.332), next to follow Inspiring a shared vision a standard coefficient (0.268). The result shows leadership practice on challenging the process has the highest effect relative to others. The last objective of this research was to investigate the overall impact of leadership practice on the transport performance of transport authorities in the selected branches. The results of this study show that there is a relationship between independent and dependant variables with r= .0481, 0.452, 0.541, 0.557, and P-value 0.01. This indicates that they have a moderate correlation and a positive significant relationship between those variables. A positive relationship between transformational leadership and performance has been proposed and linked in several studies by researchers such as Bass (1997), Avolio, Bass & Jung (1999), Howell & Hall-Merenda (1999), and Elenkov (2002). Thus scholars "There is a positive relationship between leadership practices and organizational performance".

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATION

5.1. Introduction

Based on the data presented, analyzed, and interpreted in chapter four of this study, this chapter presents a summary; conclusion; recommendation; limitations, and future research direction. Furthermore, the summary section begins with the study question and ends with the conclusion. The conclusion is based on leadership practices and public transportation performance in the selected branches of Addis Ababa. The four dimensions of leadership can be summarized as the following: Modeling the way, enabling others to act, Inspiring a shared vision, and Challenging the process. Similarly, the conclusion of the status of public transportation performance is focused on elements such as quality, accessibility, and grievance handling. On the other hand, recommendations are made based on the findings to improve leadership practice in implementing public transportation in selected sub-city branches.

5.2. Summary

The research summary appropriately focuses on the research questions, and the researcher describes each research question starting with the procedure and ending with the discussion of the results. As a result, the fundamental research questions were: What is the performance level of public transport in the city of Addis Ababa? What are the dimensions of leadership practices that affect transport performance? What is the overall effect of leadership practice on the performance of the selected branches of the transport authority?

According to the basic research questions quantitative research approaches were used and the data was collected through questioner close-ended. The questionnaires were prepared for addressing leadership practices and public transport performance. The leadership practices were addressed through questionnaires with the employee. Data was collected through a questionnaire from 193 employees of the organization. The collected data were analyzed and interpreted using quantitative analysis methods. Therefore, by using the above procedures the researcher has answered the research questions on what is the performance level of public transport in the city of Addis Ababa. The major findings of leadership practices in four measuring variables such as

modeling the way, enabling others, challenging the work process, and inspiring the vision of others practiced in the selected branch of transport authority in Addis Ababa. The overall statistical descriptive results lie in the range of (mean 2.60 – 3.39). which means the output result indicates lies in the neutral position.

The Pearson correlation output indicates that moderate correlation appears between all the dependent and the independent variables with the range of (r=0.452- 0.55) and a P-value of 0.01.

Based on the regression standard coefficient leadership practice ability has the highest standard coefficient (0.332), next to follow the variable inspire with a standard coefficient of (0.268). The result shows leadership practice on ability has highest relative to others. The unstandardized Regression coefficient of the independent variable's leadership practice (exemplary, inspire, and ability) has statically positive significance in predicting public transport performance, and enabling has insignificant. p-value less than the alpha level of 0.05 has significance and a p-value greater than 0.05 has insignificant. While, Enabling others to act in public transport service has an insignificant and negative effect on the performance of public transport (B= -.015) with a p-value (0.628). The variable with the largest beta coefficient makes the strongest contribution to explaining the dependent variable (public transport performance). Therefore, the study found that inspiring a shared vision is the most contributing prediction of public transport performance with a beta value of 0.184 The other three modeling the way, enabling others to act and challenging the process in their descending order of unstandardized coefficients, are modeling the way (B=.0.130), enabling others to act (B= -.015), and ability (B=.150) the variables are making signs to the prediction of public transport performance.

The R^2 indicates that 41.7 percent of the variation in the public transport performance can be affected by the leadership practice variables of independent variables together and also the remaining 58.3 percent of the variable problem are affected by another factor and which needs further study. As far as the author's knowledge there is no study conducted on the public transport performance of the city of Addis Ababa directly related to the topic of this study.

5.3. Conclusion

From the summarized analysis of the data, the following conclusion was drawn based on the effect of leadership practice on public transport performance in the selected branches of Addis Ababa. The major focusing area of the study of independent variables is: - modeling the way, enabling others to act, inspiring a shared vision, and ability to challenging the process of the performance of public transport through leadership practice activities.

The study concludes the independent variables, modeling the way, inspiring a shared vision, and the ability to challenge the process are positively and significantly affecting the performance of public transport. Enabling others to act variable insignificantly affects the performance of public transport. The overall Pearson correlation output indicates that moderate correlation appears between all the independent and dependent variables with the range of (r=0.452- 0.557) and a P-value of 0.01. From correlation analysis is results are positive and significant relationship. Therefore, it is reasonable to use all the independent variables as a predictor of the dependent variable.

Unstandardized Regression coefficient the independent variable leadership practice (modeling the way, inspiring a shared vision, and ability to challenge others) has statically positive significance in predicting public transport performance, and enabling has insignificant predicting power.

In chapter one of this study the following research hypothesis was forwarded:

- H1: Modeling the way leadership practice in public transport service has a significant and positive effect on the performance of public transport.
- H2: Enabling others to act in public transport services has a significant and positive effect on the performance of public transport.
- H3: inspiring a shared vision in leadership practice has a significant and positive effect on the performance of public transport.
- H4: The challenging process of leaders has a significant and positive effect on the performance of public transport.

The hypothesis of the study concludes the independent variables, modeling the way, inspiring a shared vision, and challenging the process are positively and significantly affecting the

performance of public transport. The hypothesis results indicate that the independent variables modeling the way, inspiring a shared vision, and challenging the process were leadership practice variables in public transport performance have a significant and positive effect on the performance of public transport. P-value result ($p<0.05$) Therefore, exemplary leadership practice variable null hypothesis is rejected and Alternate hypotheses are accepted but Enabling others to act variable was an insignificant effect on the performance of public transport p-value is greater than 0.05 which means ($p>0.05$). 95% of a confidence interval.

5.4. Recommendation

The study found exemplary leaders for their subordinates, the ability of leaders for their duties, and the capacity of leaders to inspire their employees in their activities will respond positively and significantly. Based on the research findings the following possible recommendations are put forward by the researcher.

- In performing routine duties medium and long-term plans as well as the vision and mission of the organization managers or leaders must be equipped with appropriate general and specific knowledge about the sector they manage. To create capacity in the leadership, the government should pay proper attention to building up institutions that can generate good leadership for institution management in general and the transport sector in particular. The government and other stakeholders in the transport sector should apply the leadership practices as an opportunity to develop and recruit current and future leaders in the sector.
- In any organization without an exemplary leader, achieving an organizational goal is unbelievable, therefore by considering the Addis Ababa Transport Authority leaders should give series attention to exercising the four leadership practices, especially modeling the way principle.
- Effective leadership practices have a significant role in achieving the current state of public transportation performance. As a result, the Addis Ababa Transport Authority should focus primarily on developing proactive management of the transport sector. In addition, the effectiveness of those leaders should be monitored and evaluated regularly.
- The leadership has to build consensus and trust between the community and leadership through open discussion and transparent ways. Trust is the basis for almost all relationships in life. Without trust, it is impossible to create healthy and productive environments. The

leader should be a role model, develop integrity, and honor ship to bring attitudinal change in the community.

- The big issue in the transportation system is weak usage and controlling system of technology, So the public transport authority and their subordinate offices must be equipped with appropriate technology to manage public transport in the city.
- The government and other stakeholders of the transport authority should give priority to leaders' capacity building through preparing on the job as well leadership training.
- The transportation authority should use several strategies to raise public awareness, such as preparing short-term training, distributing brushers, and often advertising the current transportation condition on social media.

Limitations and future research directions

In this study, there are several limitations, all of which can be addressed in future research.

First, the study was a case study with a selected transport authority branch. As a result, the study's findings were limited to the scope of the study organization branches. Other researchers in the field can add the scop to include other cities and sub-cities to generalized problems and future direction in the sector. Second, this research focuses on the effect of leadership practices on public transportation performance in six Addis Ababa branches; it has an effect on participation, which means that general data cannot be extended properly by other branches. As a result, other scholars should consider this gap and perform additional research. That can address all parts of the city to give better generalization. Third, there is a sample limitation in that the target population consists solely of employees for practical reasons, and future studies should incorporate customer perceptions in investigating leadership techniques in public transportation authorities.

Finally, in terms of methodology this study used a quantitative research technique, other researchers may use a qualitative technique or a mix of both approaches to explain the results and produce more strong generalization. Future researchers might look at new ways of overcoming leadership practices in the public transportation authority, as well as other variables and elements that affect leadership development techniques.

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Appendix 1- Questionnaire -English

College of Business and Economics

Masters of Business Administration (MBA)

Department of Management

Research Questionnaire

To be filled by employees

My name is Minwuyelet Chekol and I am currently MBA student at Addis Ababa University, College of Business and Economics. I am writing my MBA thesis as a partial fulfillment.

Dear Respondents!

This questionnaire is designed to gather data on the effect of Leadership Practices on Public Transportation performance in the selected branches of the Transport Authority in Addis Ababa. Since the success of the study depends upon the responses that you provide, I will ask for your genuine and accurate response to each of the items. Hence, I would like to assure you that your response and answers remain strictly confidential.

Note:

- No need of writing your name
- Please put the "√" mark in the blank against your choice.
- If you prefer additional information, please contact me at the following address:

✓ Minwuyelet Chekol

✓ Mobile –0913642748

✓ E-mail Address – minwuyelet77@gmail.com

Thank you!

Part I: Background information.

Direction I: Please respond to the following questions by writing the appropriate information on the space provided or by writing (√) mark in one of the boxes provided.

- **General Information**

1. Sex: 1) Male ☐ 2) Female ☐

2. Age in a year

1) 18-25 ☐ 3) 34-41 ☐

2) 26-33 ☐ 4) 42 and above ☐

3. Education

1) Diploma ☐ 3) Second degree ☐

2) First-degree ☐ 4) Other ☐

4. Work experiences: 1) 0-5 ☐ 3) 12-17 ☐

2) 6-11 ☐ 4) 18 and above ☐

5. Marital Status:

1) Single ☐ 3) Divorced ☐

2) Married ☐ 4) Widowed ☐

Part II. Leadership practices and public transportation performance

Instruction: Please show the extent to which how practices are being carried out in your organizations by putting a "√" mark on one of the alternatives.

Rating:
1= Strongly Disagree 3 = Neutral
2 = Disagree 4 = Agree 5 = Strongly Agree

Nº	**Items**	**Variables**				
		SD	**D**	**N**	**A**	**SA**
1.1. Modeling the way		**1**	**2**	**3**	**4**	**5**
1	The Leaders strive for developing teamwork spirit among members and department					
2	Leaders demonstrate their work by doing it first and then ordering t heir employees to do it.					
3	Leaders make it easier for people to work together and trust one an other.					
4	Rather than telling, my leaders demonstrated leadership by doing					
1.2.Enabling others to act		**1**	**2**	**3**	**4**	**5**
1	The Leaders practices tolerance and make the employee adopt the tolerance principle					
2	The leaders create a comfortable environment for their employees					
3	Leaders are committed and involved in achieving the organization's objectives.					
1.3.Inspire a shared vision						
1	The leaders encourage their employees by applying different motivation mechanism					
2	Our leaders clearly understood the employee intention, need, and interest					
3	Employees have the freedom to express their opinion					
4	Inspire me to be highly competent					
1.4.Challenge the process		**1**	**2**	**3**	**4**	**5**
1	The leaders take action properly and timely					
2	The leaders delegate the right person to the right place in the office					
3	Leaders make decisions without being influenced by other parties.					
4	Leaders delegate authority to others based on their responsibility.					
2. Public Transportation Performance						
2.1 Quality		**1**	**2**	**3**	**4**	**5**
1	Frontline service providers in the public transport sector provided with training with their stakeholders					

2	A customer satisfaction survey is conducted regularly in the sector by stakeholders					
3	Public transport services in the sub-city run on schedule					
4	Buses, taxis, and trains are all contemporary, clean, and comfortable modes of public transportation.					
5	The value for many in public transport sector is reasonable and fare					
6	Information in public transport at terminals is acceptable					
2.2 Accessibility		**1**	**2**	**3**	**4**	**5**
1	Public transport accessibility in the sub city performed based on planned direction					
2	The leadership has expressed a willingness and strong political commitment to increasing public transportation accessibility.					
3	There is user involvement in the planning process					
4	Users of public transport participate in implementation process					
5	Public transport users are involved in monitoring and evaluation of performance					
6	There is a policy that encourages people to use public transportation.					
2.3. Grievance		**1**	**2**	**3**	**4**	**5**
1	Districts report to the central administration each compliant they received on a daily basis.					
2	There is a separate time schedule that has been framed for employees to attend to grievance redressed at specific levels.					
3	There is clearly known complaint handling mechanisms in the public transport service					
4	terrible aspects in the public transport service by users are accepted by government by many channels of communication (phone, email, petition etc.)					
5	Grievance cases are assigned for department to support by evidence and applied for improvements.					

If you have additional opinions or comments please write in the space below ———————
_____
_____
_____
_____
_____
_____

Thank you very much!

Appendix 2- Questionnaire -Amharic

አዲስ አበባ ዩኒቨርሲቲ

የቢዝነስና ኢኮኖሚክስ ኮሌጅ የማኔጅመንት ትምህርት ክፍል

የቢዝነስ አስተዳደር የድህረ ምረቃ ትምህርት ፕሮግራም

የጥናት መጠይቅ

በሠራተኞች የሚሞላ

ይህ ጥናታዊ መጠይቅ የተዘጋጀው የአዲስአበባ ዩኒቨርሲቲ የመጨረሻ አመት የቢዝነስ አስተዳደር ተማሪ ሲሆን የጥናት ርዕሱ የአመራር ተግባራት በህዝብ ትራንስፖርት አፈጻጸም ላይ የሚያመጣው ተጽእኖ በአዲስ አበባ ነባራዊ ሁኔታ በሚልነው፡፡ ይህ ጥናት የድህረ-ምረቃ ትምህርት የመመረቂያ ማሟያ ጽሁፍ ነው፡፡ እርስዎ የሚሰጡት ማንኛውም ዓይነት መረጃ ሚስጥራዊነቱ የተጠበቀና ለትምህርታዊ ጥናትና ዓላማ ብቻ ሚውል በመሆኑ በሚሰጡት መረጃ ምንም ዓይነት ኃላፊነት ወይም ተጠያቂነት አይኖርብዎትም፡፡ በመሆኑም ጥናታዊ መጠይቁን በተገቢውና እውነታውን በሚያሳይ መልኩ ሞልተው እንዲመልሱ በትህትና እየጠየቅሁ መጠይቁን ለመሙላት ስለሚያደርጉት ቀና ትብብር በቅድሚያ አመሰግናለሁ፡፡

<u>የመጠይቅ አሞላል</u>

- **መጠይቁን ሲሞሉ ስምዎትን መጥቀስ አያስፈልግዎትም**
- **መጠይቁን በአግባቡና በተገቢው ሁኔታ ሞልተው በጊዜ እንዲመልሱ በትህትና እጠይቃለሁ**
- **እያንዳንዱን ጥያቄ ሲመልሱ በተሰጠው ሰንጠረዥ ውስጥ ባሉት የምልሽ አማራጮች የእርስዎን ሃሳብ በሚወክለው በአንዱ ላይ የX ምልክት በማድረግ እንዲመልሱና ተጨማሪ ሃሳብ ካለዎት ደግሞ በመጠይቁ መጨረሻ ላይ ወይም በማንናውም ባዶ ቦታ ላይ እንዲገልጹ እጠይቃለሁ፡፡**

ለተጨማሪ ጥያቄና ሃሳብ እባክዎ በሚከተለው አድራሻ ይጠቀሙ፡፡

ምንዉየለት ቸኮል

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ክፍል አንድ

የምላሽ ሰጭው መረጃ

1. ጾታ
   1) ወንድ ☐ 2) ሴት ☐
2. እድሜ
   1) 18-25 ☐ 3) 34-41 ☐
   2) 6-33 ☐ 4) 42 እና ከዚያ በላይ ☐
3. የትምህርት ደረጃ
   1) ዲፕሎማ ☐ 3) ሁለተኛዲግሪ ☐
   2) የመጀመሪያ ዲግሪ ☐ 4) ሌላ ☐
4. የስራ ልምድ
   1) 0-5 ☐ 3) 12-17 ☐
   2) 2) 6-11 ☐ 4) 18 እና ከዚያ በላይ ☐
5. የጋብቻ ሁኔታ
   1) ያላገባ ☐ 3) የፋታ/ች ☐
   2) ያገባ ☐ 4) የትዳር አጋር የሞተበት/የሞተባት ☐

ክፍል ሁለት

የሰራ አመራር ትግበራና የህዝብ ትራንስፖርት አፈጻጸም ሁኔታን በተመለከተ

ከዚህ በታች በተቀመጠው ሰንጠረዥ የተዘረዘሩትን ጥቄዎች በባለ አምስት የሊከርት እሰኬል መለኪያ ማለትም

1. በጣም አልስማማም 2. አልስማማም 3. ገለልተኛ ነኝ
4. እስማማለሁ 5. በጣም እስሰማማለሁ

ተ/ቁ	የመጠይቅዝርዝር	1	2	3	4	5
		በጣም አልስማማም	አልስማማም	ገለልተኛነኝ	እስማማለሁ	በጣም እስማማለሁ
1. የሰራ አመራር ተምሳሌታዊነት		1	2	3	4	5
1.1	መሪዎች በሰራተኞችና በስራ ክፍሎች መካከል የቡድን የስራ ስሜት እንዲነሰብት ይተጋሉ፡፡					
1.2	መሪዎች ስራን የሚመሩት በቅድሚያ ራሳቸው ሰርቶ በማሳየት ከዚያም ሰራተኞቻቸውን እንዲሰሩ በማዘዝ ነው፡፡					
1.3	መሪዎች ሰራተኞቻቸው አብረው እንዲሰሩና የእርስ በእርስ መተማመን እንዲዳብር ሁኔታዎችን ያመቻቻሉ፡፡					
1.4	የኔ የሰራ መሪዎች ከመናገር ይልቅ ስራን በመስራት ያሳያሉ፡፡					
2 ማስቻልን በተመለከተ		1	2	3	4	5
2.1	መሪዎች መቻቻልን በመተግበር ሰራተኞቻቸው የመቻቻል መሰረታዊ መርሆዎችን እንዲላመዱ ያደርጋሉ፡፡					
2.2	መሪዎች ለሰራተኞቻቸው አመቺ የስራ አካባቢ እንዲኖር ያደርጋሉ፡፡					
2.3	የተቋሙ ግቦች እንዲሳኩ መሪዎች ቁርጠኛና ንቁ ተሳታፊዎች ናቸው፡፡					
3	**ማነሳሳትን በተመለከተ**	**1**	**2**	**3**	**4**	**5**
3.1	መሪዎች የተለያዩ የማነሳሻ ዘዴዎችን በመጠቀም ሰራተኞቻቸውን ያበረታታሉ፡፡					
3.2	መሪዎቻችን የሰራተኞቻቸውን ሃሳብ፣ ፍላጎት እና ስነልቦና በሚገባ ይረዳሉ፡፡					
3.3	ሰራተኞች አስተሳሰባቸውን ለመግለጽ ሙሉ ነጻነት አላቸው፡፡					
3.4	መሪዎች የበለጠ ተወዳዳሪ እንድሆን ያነሳሱኛል፡፡					
4 ችሎታን በተመለከተ		**1**	**2**	**3**	**4**	**5**
4.1	መሪዎች በተገቢው ሁኔታ እና ጊዜ ርምጃዎችን ይወስዳሉ፡፡					
4.2	መሪዎች ለትክክለኛው ሰው ትክክለኛውን የቦታ ውክልና ይሰጣሉ፡፡					
4.3	መሪዎች ያለምንም የሌላ አካል ተጽእኖ ውሳኔዎችን ያሳልፋሉ፡፡					
4.4	መሪዎች በተሰጣቸው ስልጣን መሰረት ኃላፊነትን ለሌሎች ይወክላሉ፡፡					
የህዝብት ራንስፖርት አፈጻጸምን በተመለከተ						
1. ጥራት		**1**	**2**	**3**	**4**	**5**
1.1	በህዝብ ትራንስፖርት ዘርፍ የፊት ለፊት አገልግሎት የሚሰጡ አካላት በሚመለከታቸው ባለድርሻዎች አማካኝነት ስልጠና ያገኛሉ፡፡					
1.2	በተቋሙ ውስጥ የተገልጋዮች የአገልግሎት እርካታ ደረጃ ያለበትን ሁኔታ በተመለከተ በቋሚነት ተደጋጋሚ ጥናት ይካሄዳል፡፡					
1.3	በክፍለ ከተማው የትራንስፖርት አገልግሎት በተቀመጠለት መርሃ ግብር መሰረት ይከናወናል፡፡					
1.4	በህዝብ ትራንስፖርት ስርዓቱ ውስጥ ያሉት ታክሲዎች፣ አውቶቡሶችና ባቡሮች ዘመናዊ፣ ንጹህና ምቾት ያላቸው ናቸው፡፡					
1.5	በህዝብ ትራንስፖርት ስርዓቱ ውስጥ ያለው የዋጋ ተመን ምክንያታዊና ፍትሃዊ ነው፡፡					

1.6	በህዝብ ትራንስፖርት መናህሪያዎች ስለ ትራንስፖርት ሁኔታው የሚጠቅሙ መረጃዎች በበቂ ሁኔታ ይገኛሉ፡፡					
2. ተደራሽነት		**1**	**2**	**3**	**4**	**5**
2.1	በከፍለ ከተማው የህዝብ ትራንስፖርት ተደራሽነት በታቀደ አቅጣጫ የሚከናወን ነው፡፡					
2.2	የህዝብ ትራንስፖርት አገልግሎት ተደራሽነት የተሳካ እንዲሆን የመሪዎች ፍላጎትና ፖሊቲካዊ ቁርጠኝነት አለ፡፡					
2.3	በህዝብ ትራንስፖርት የእቅድ ዝግጅት ወቀት ተጠቃሚው ተሳትፎ ያደርጋል፡፡					
2.4	በህዝብ ትራንስፖርት ዘርፍ እቅድ ክንውን ሂደት ተጠቃሚው ይሳተፋል፡፡					
2.5	በህዝብ ትራንስፖርት ቁጥጥርና ምዘና ወቅት ተጠቃሚው ተሳትፎ ያደርጋል፡፡					
2.6	በህዝብ ትራንስፖርት ዙሪያ አመቺ ፖሊሲ አለ፡፡					
3.የቅሬታ አያያዝ ሁኔታ		**1**	**2**	**3**	**4**	**5**
3.1	የበታች የትራንስፖርት አስተዳዳር አካላት በየዕለቱ ያለውን ቅሬታ ለበላይ አካላት ያሳውቃሉ፡፡					
3.2	የተቋሙ ሰራተኞች የሚገኙበትና በተነሳ ቅሬታ ላይ የሚወሰድ ማስተካከያ የሚደረግበት በቋሚነት የተቀመጠ የተለየየ ጊዜ መርሃ ግብር አለ፡፡					
3.3	በህዝብ ትራንስፖርት ዘርፍ በግልጽ የሚታወቅ የቅሬታ አያያዝና አፈታት ተዘርግቷል፡፡					
3.4	በህዝብ ትራንስፖርት ዘርፍ በተገልጋዮች ላይ የተፈጠሩ መጥፎ ተሞክሮዎችን በተመለከተ በተለያዩ የግንኙነት መረቦች (በስልክ፣ በኢሜል፣ በፔቲሽን) ሲደርሱ መንግስት ይቀበላል፡፡					
3.5	የቅሬታ ክስተቶች እየተለዩ ለሚመለከተው የስራ ክፍል ተሰጥተው በመረጃና ማስረጃ እንዲደገፉ ተደርጎ ለቀጣይ መሻሻል በሚጠቅም ሁኔታ ተግባራዊ ይደረጋሉ፡፡					

ተጨማሪ ሃሳብ አስተያየት ካለዎት እባክዎት ከዚህ በታች በተቀመጠው ቦታ ያስፍሩ

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እጅግ በጣም አመሰግናለሁ፡፡