



**ADDIS ABABA UNIVERSITY**  
**COLLEGE OF BUSINESS AND ECONOMICS**

**The Effect of Transformational Leadership Style on Employees  
Engagement in Government Public service institutions in Addis Ababa:  
The Mediating Role of Leaders' Team Building Skill**

**BY**

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**January, 2024**

**Addis Ababa**

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## DECLARATION

I, Zelalem Yideg, hereby declare that the thesis entitled **The Effect of Transformational Leadership Style on Employees Engagement in Government Public service institutions in Addis Ababa: The Mediating Role of Leaders' Team Building Skill** is my original work and has not been submitted for any degree in any other University. It is offered for the award of the degree of Executive Masters of Business Administration from Addis Ababa University.

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**Statement of Certification**

This is to certify that the thesis prepared by Zelalem Yideg Beyene titled: "The Effect of Transformational Leadership Style on Employees Engagement in Government Public service institutions in Addis Ababa: The Mediating Role of Leaders' Team Building Skill" submitted in partial fulfillment of the requirements for the degree of Executive Master of Business Administration complies with the regulations of the university and meets the accepted standards with respect to originality and quality.

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## **List of Acronyms and Abbreviation**

MOFED.....	Ministry of Finance & Economic Development
ANOVA.....	Analysis of variance
SPSS.....	Statistical package for the social sciences
CSO.....	Customer service officer
VIF.....	variable inflation factor
TL.....	Transformational Leadership
TB.....	Leaders' Team Building Skill
EE.....	Employees engagement

## **Abstract**

*This study aims to offer a significant perspective on the impact of transformational leadership on employee engagement and the role of a leaders' team-building proficiency in particular, with a specific focus on Akaki Kality headquarter. This study focus on transformational leadership dimentionis. Explanatory research deign and a quantitative research approach was chosen for this study. A self-administered questionnaire (comprised of 33 questions) was created and distributed from a total population of 384 employees to sample of 189 employees as part of the primary data collection process. Linear regression and correlation are used to analyze the collected data. Key findings showed that the transformative aspect of leadership has a positive and significant effect, predicting a significant portion of variation in employee engagement and leader team building. Hence, it is reasonable to conclude, transformational leadership dimensions are contributing to employee engagement, and sobel test supported leaders' team building skill having a mediating effect on the relationship between perceived transformational leadership and employee engagement. Public service institutions like Akaki Kaliti sub city administration, need to implement well designed transformational leadership style and should incorporate in their administration policy and strategy. The research limitation is the analyzed data were collected from only one public service sector in the country; more researches are needed before general conclusions can be drawn.*

*Key words: transformational leadership, employee engagement, leader's team building skill, Akaki Kality sub-city.*

# CHAPTER ONE

## INTRODUCTION

### 1.1. Background of the Study

Leaders and leadership roles have been existing since the dawn of human history. As complex social beings, humans naturally fall into one of two categories: leaders or followers. How could identify leaders? What are the attributes of successful leaders? This led to the first studies of leadership trait theory (Bass 1990, Stogdill, 1948). Through decades, many scholars have conducted research on the concept of leadership with the purpose of deepen their concept of leadership and advance the inherent gain from effective leadership; these studies have caused scholars came up with different perspective about leadership's defintions (Blazi & Awolusi, 2020; Matira & Awolusi, 2020; Mukonga & Awolusi, 2019; Olatunji & Awolusi, 2019).

There hasbeen a significant amount of scholarly inquiry and investigation conducted with regard to the subject matter of leadership, which has yielded numerous alternative theories and opposing perspectives on leadership practice and conduct like the behavioral theory (Komives et al., 2007), participative theory, situational theory, functional theory (William 1998), contingency theory ( Steven Kerr ..., 1974), transactional leadership theory (Burns's, 1978) , authentic leadership theory ( Avoio & Gardner, 2005) and transformational leadership theory (Burns's ,1978). From among the above stated theories the paradigm of transformational leadership holds significant prominence within the current discourse on leadership within academia (Judge and Piccolo, 2004).

According to Yukl (1989), transformational leadership is characterized by a leadership style that effectively alters the prevailing beliefs and principles held by employees within an organization. This leadership type employs motivational strategies to encourage workers to exceed their own expectations and produce exceptional results. This particular leadership approach emphasizes the augmentation of the followers' engagement and commitment towards their organization's objectives. (Bass, 1985). A prominent component pertaining to this leadership approach entails the compelling vision offered by the leader. (den Hartog, Koopman, & van Muijen, 1997). Coming to the locus of the research, the correlation between TL and EE in the workplace has gained considerable scholarly interest in contemporary times (Zhu et al., 2009; Salanova et al., 2011).

The results obtained through empirical research pertaining to the relationship between TL and EE illustrate that there is a dearth of studies exploring the underlying mechanisms of influence. (Zhu et al., 2009). For the purpose of gain a comprehensive understanding of work engagement, these researchers argue for a thorough examination of unmeasured variables that may exert direct or indirect effects on individuals' feelings within this domain. (Zhu et al., 2009, p. 612). In a recent conceptual paper in the field of engagement literature, Bakker et al. (2011) proposed that the relationship between transformational leadership and engagement can differ in intensity across different contextual settings. This finding highlights the importance of considering the specific circumstances in which these leadership behaviors are exhibited. According to their assertions, the impact of such influence is not straightforward and can arise from facilitating employees in their interpretation of work as meaningful. (p. 14). In light of the aforementioned premises, further investigation is warranted to elucidate the association between TL and EE by exploring various mediating factors.

To this regard the researcher has chosen to take Team building skill of leader as mediating variable examining there is few researches internationally and almost none in Ethiopia that investigate the influence of the stated mediating variable on the relationship of TL on EE. To understand Team building process and the required skill of leader, former few researches and articles in addition to reference books analyzed. (Huemann (2007); Turner (2008) ; Klein (2009); Salas et al., 1999 ; Senior and Swailes, 2004 ; Sparrowe and Liden 2005)

Since 2018, Ethiopia has undertaken efforts to reform its public service, with a particular emphasis on cultivating a leadership style that is oriented towards achieving results, the implementation, adaptation, and enhancement of contemporary leadership practices has emerged as a formidable challenge. Numerous academics, including Senior (2002), Holbeche (2006), and Hayes (2006), have emphasized that public services are confronted with various difficulties stemming from the environments in which they operate and offer services in times of transformation. This evidence further underscores the necessity for efficient leadership to harmonize the endeavors of varied organizational entities during periods characterized by swift transformations and expansion. The alteration of the structure and culture of the civil service was deemed crucial by the present administration to align with the new governmental arrangements. In this Scenario, the leadership style which enhances civil servant engagement is one of determinant factor for the success of civil service reforms endeavor. A key facet of civil service reform strategy is to invest on its workforce to execute its duty with high competence and motivation.

The present study bases its premise on the Transformational leadership theory originated and explained by James MacGregor Burns on his book in 1978, Employee engagement Theory explained by Kahn's (1990) and Team building efficacy explained by Kien (2009). The paper aims to investigate the relationship between transformational leadership and employee engagements taking team building skill of leaders as a mediating factor. The researcher hopes that the findings of this study will assist Akaki Kaliti Sub City as well as other government public service institutions to have insight about leadership qualities required to impact employee engagement given that team building skill of leader is implemented.

## **1.2. Statement of the problem**

Prior research has been carried out with the purpose of exploring the influence of diverse determinants on employee engagement. The investigation of various factors impacting employee engagement has revealed that leadership styles hold considerable significance as predictors. Amidst various leadership styles, it has been established that the application of the transformational leadership style can augment employee sentiments of cohesiveness, commitment, involvement, potency, and performance. (Shamir, House, & Arthur, 1993).

Nevertheless, outcomes of these studies display incongruousness, given that certain studies have produced a blend of results. A discernible deficiency exists in establishing a connection between the leadership approach of "good management and mentoring" and employee engagement among the subordinates of entrepreneurial CEOs. (Papalexandris and Galanaki, 2009). Moreover, an investigation utilizing the four-item scale of the single factor engagement construct by Britt et al. (2006) revealed that TL does not exert a significant effect on EE. In contrast, an alternative study

employing the criteria of the Schaufeli et al. (2002) scale demonstrated a substantial and positive association between the two variables. (Wefald et al., 2011).

Markos and Sridevi (2010) emphasized the scarcity of empirical researches that establish an association between leadership and employee engagement, particularly within developing nations. The assertion presented is coherent in light of the fact that a significant portion of the scholarly literature has concentrated on the Western context. The manner in which leadership is perceived and its effect on employee engagement within an African context may unveil divergent perspectives from those commonly observed in Western contexts. Ethiopia, like many other African nations, has been plagued with inadequate leadership and poor work engagement among its public service workforce. Consequently, there is a pressing need for research to enlighten scholars regarding the impact of effective leadership on levels of engagement employee exhibit and the context in which this relationship operates. (Crawford et al. 2013)

To this connection few researches are conducted in Ethiopia to understand the link between such variables. As Ethiopia progresses towards the realization of its ambitious goal of becoming a middle-income country by 2025 (MOFED 2010), extensive investigation is required to enhance the efficiency and effectiveness of public organizations in order to successfully achieve this agenda. (Zerhun Duressa, 2014). Empirical observations suggest that the efficacy of leaders in public service institutions requires improvement to prevent critical challenges from impeding progress towards the realization of transformational objectives, potentially resulting in prolonged timelines for achieving these goals.

On Top of the above stated rationales, the mediating variable (Team building skill of leaders) for which the research has taken to test the influence, makes the study even more relevant and step it fore front. The researcher's personal browse result of the existence of such related researches both internationally and nationally reveals that no adequate study internationally and couldn't fine one in Ethiopian context. In support of the importance of investigating the moderating the influence of team building on the impact to transformational leadership, In their article, D.A. Aga, N. Noorderhaven, and B. Vallejo (2016) emphasized the need for research that explores the significance of team-building dimensions in the relationship between transformational leadership and its consequences.

Therefore our study looks for to check the perceived impact of transformational leadership on employee engagement by considering leaders' team building skill as mediating factor in an effort to fill the gap of not having enough empirical scrutiny focused in this area. It gives also additional insight as to how the research variables would get their link in Ethiopian public service institution context.

### **1.3. Research Question**

Based on the above discussion, the under listed research questions are developed:

Q1 –What is the effect of transformational leadership on employee engagement?

Q2: What is the effect of transformational leadership on team building skill of leaders?

Q3: What is the effect of team building skill of leaders on employee engagement?

Q4: What is the mediating effect of team building skill of leaders on the relationship between transformational leadership and employee engagement?

## **1.4. Objective of the Study**

### **1.4.1. General Objective**

The main Objective of this study is to investigate the influence of transformational leadership on employee engagement by considering the moderating effect of team building skill of leader.

### **1.4.2. Specific Objective**

- To examine the influence of transformational leadership on employee engagement.
- To examine the influence of transformational leadership on team building skill of leader.
- To examine the influence of team building skill of leaders on employee engagement.
- To examine the mediating effect of team building skill of leaders on the relationship between transformational leadership and employee engagement.

## **1.5. Definition of Terms**

To facilitate comprehension and coherence in the study, it is imperative to provide concise definitions of crucial terminology related to the research, as presented hereafter:

**Leadership Style:** According to DuBrin A. J. (2001) the consistent behavioral patterns displayed by a leader form their unique leadership style.

**Transformational Leadership:** Kirkan (2011) defines TL as “by identifying people who pursue organizational problems to a high degree through inspiration, persuasion, and enthusiasm, and who achieve a clear vision in order to recognize similarities. Leadership patterns that leaders use to transform the status quo.”

**Employees Engagement:** Perrin's Global Workforce Study (2003) defines it as employee motivation and preparedness to make an organization successful primarily through continuous self-initiative.

**Team Building :** According to Klein et al.'s (2009, p. 3) the concept of team building encompasses interventions designed to promote stronger social bonds and clearer role definition among team members, while simultaneously tackling task-related and interpersonal problems that hinder overall teamwork.

## **1.6. Significance of the Study**

This study is of particular relevance to the following entities or cohorts:

**Scholars:-**scholars may gain additional insight on how transformational leadership could be related in improving employee engagement towards organizational goal considering the moderating effect of team building skill of leader. The finding of this study also helps particularly scholars in Ethiopia as an additional referring resource since the study had not been conducted in depth in Ethiopia to the best of researcher's knowledge.

**Public Service Institutions:-** Akaki –Kality Sub City considered as the hub of industries in Addis Ababa as well as the country. As per the report provided by the Emmanuel Development Association (EDA), the aforementioned sub-city is recognized as a significant industrial area that accommodates approximately 60% of the metal, paints, garment, and food processing industries established within Addis Ababa. At present, the industrial sector comprises in excess of 300

establishments, employing an estimated labor force of approximately 80,000 individuals. (Emmanuel Development Association, 2015). This shows that the sub city is one the major economic source of the capital city as well as the country where the leadership of the sub city could contribute to the best or otherwise on their future growth. In addition, being ranked as one of the highly populated sub city, the leadership style and employee engagement level of headquarter hugely affect the quality of service the public would get. Therefore, the research would be valuable for Akaki Kaliti Sub city which has important role for the country also could give insight for other sub cities and public service institutions as well.

### **1.7. Delimitation of the Study**

Geographically this research is restricted in Addis Ababa selecting Akaki Kaliti sub city head quarter among eleven sub cities. The concept of transformational leadership is very wide and the continual scholars' research on this particular leadership style brought about different models like full range model, 4Is model, 9- factor model and many more. However, sifting through criteria like limited research exposure, complexity and overlap, and preference and simplicity, the 4Is model has got prominence place among others, therefore, the researcher preferred the concept of 4Is model proposed and discussed by Bass and Avolio (1991, 1997) which has the four element known as Intellectual simulation, Idealized influence, Inspirational motivation and Individualized consideration.

### **1.8. Organization of the Paper**

This research paper has been structured to encompass the principal dissertations of the after mentioned five chapters.

**CHAPTER ONE - INTRODUCTION:** commences with an exposition of the research background, followed by a thorough presentation of the statement of the problem, basic research inquiries, and research objectives. Additionally, the study's significance shall be expounded upon. Finally culminates in an exposition of the delimitation of the study alongside the systematic arrangement of the research report.

**CHAPTER TWO - LITERATURE REVIEW:** This section aims to provide a comprehensive overview of the existing literature concerning practices related to transformational leadership (TL), employee engagement (EE), and team building (TB). Drawing on prior literature reviews, both theoretical perspectives and empirical evidence are discussed. Ultimately, a conceptual framework is developed based on the insights gained from this review.

**CHAPTER THREE - RESEARCH METHODOLOGY:** This section explains the research design and methodology employed in the study, including explication of data sources and data collection techniques. It also discusses the sampling method and sample size employed in the study, followed by an elucidation of the measurement of variables incorporated in the research. Finally discusses methodologies utilized for data analysis, assessment of the validity and reliability of the variables, and a brief explanation of ethical considerations.

**CHAPTER FOUR - DATA ANALYSIS AND INTERPRITATION:** This section explores the demographic profile of the participants, followed by an assessment of the internal consistency and reliability of the individual constructs using Cronbach's Alpha. The process of data analysis is carried out by means of descriptive and correlation analyses. The analysis of linear regression is utilized in conducting hypothesis testing.

**CHAPTER FIVE - RESULTS AND DISCUSSIONS:** This section comprises a succinct summary of the principal findings unearthed through the research endeavor, followed by a presentation of conclusions derived from the major findings. The study's findings inform the proposed recommendations, with acknowledgment of the limitations of the research. The foregoing inquiry has put forth recommendations for future research endeavors.

## **CHAPTER TWO**

### **Literature Review**

This section presents a comprehensive overview of the theoretical literatures and empirical researches pertaining to transformational leadership, employee engagement, and team building in the context of public service institutions, in addition, the relationship that occurred among the variables in previous research is also incorporated, and finally conceptual framework is formulated based on the review of literature.

#### **2.1. Theoretical Review**

##### **2.1.1. Definition of Leadership Style, Transformational leadership?**

###### **2.1.1.1. What is Leadership Style?**

According to DuBrin A. J. (2001) Leadership style is the “relatively consistent pattern of behaviour that characterizes a leader”. Contemporary organizations require competent leaders who possess a comprehensive understanding of the intricacies inherent in the dynamic and swiftly evolving global milieu. It is vital to take note that the utilization of distinct leadership styles can significantly impact an organization's efficacy and overall performance. According to Oladipo et al., the efficacy or inefficacy of entities, such as organizations, countries, and other communal units, is commonly attributed to the character of their leadership method.

According to Bass (1985), the concept of leadership style is categorized into two distinct approaches: transformational leadership and transactional leadership. TL is typified by attributes of individualized influence, spiritual motivation, and intellectual stimulation. In organizational settings, there is a common practice of considering individual employees, developing a clear vision and objective, fostering an atmosphere of openness, entrusting the staff with the

responsibility to achieve their goals, and unleashing their full potential. Transactional leadership is centred on satisfying the fundamental and extrinsic requirements of the personnel. The association between leaders and followers is founded on a mutually agreed-upon contractual arrangement. Organizations commonly achieve their objectives through the allocation of specific job roles and mission design that aim to ensure organizational stability.

#### **2.1.1.2 What is Transformational Leadership?**

According to Conger (2002), transformational leadership is characterized by a leadership approach that transcends conventional performance incentives, instead fostering intellectual and creative development. This approach is aimed at transforming the organization's mission. Trofino (2000) provides a definition of leadership that entails the establishment of a distinct and unambiguous discernment for the future of an organization. Kirkan (2011) posited that transformational leadership is a leadership approach employed by leaders to effect change within an organization by identifying followers who are experiencing challenges and utilizing inspiration, persuasion, and enthusiasm to achieve a clearly defined vision with the aim of realizing a shared objective.

Transformational leaders have been noted to uplift individuals from lower levels of need that are concentrated on mere survival, in accordance with Maslow's hierarchy, to upper levels (Kelly, 2003; Yukl, 1989). The act of inspiring followers to aspire towards attaining a collective objective, in lieu of their individual interests, is a potential attribution of leaders (Feinberg, Ostroff & Burke, 2005, p. n) This phenomenon may serve as a motivation for followers to channel their efforts towards attaining group goals. In general, leaders tend to prioritize the fulfillment of their followers' individual human needs, with particular emphasis on higher-order needs such as self-actualization. The pursuit of a purposeful life entails an inherent desire to

cultivate love, engage in learning, and establish a lasting footprint. Transformational leaders have been purported to foster trust, admiration, loyalty, and respect among their subordinates (Barbuto, 2005). This style of leadership entails that individuals in leadership positions actively interact with their followers as holistic beings, rather than perceiving them solely as employees, as an instance. Transformational leaders place great emphasis on the realization of potential in their followers (Rice, 1993).

### **2.1.1.3 Origin and Evolution of Transformational Leadership**

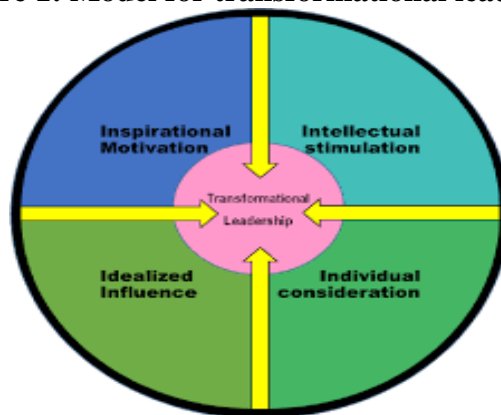
The initial differentiation between transactional and transformational leadership was originally proposed by Downton in 1973, as cited by Barnett, McCormick, and Conners in 2001. Nonetheless, this concept did not receive widespread recognition until the publication of James McGregor Burns' political leaders work in 1978. As postulated by Burns (1978), the concept of transformational leadership involves a sequential progression that leaders and their followers mutually inspire each other to attain elevated levels of moral and motivational development. Transformational leaders facilitate a novel viewpoint among their adherents when tackling preexisting issues. Bernard Bass, a Distinguished Professor Emeritus of Organizational Behavior at the State University of New York (Binghamton), extended the notions of transformational leadership beyond James Burns' original concept. Specifically, Bass challenged Burns' perception that transactional and transformational leadership are opposing ends of a continuum. Judge and Piccolo (2004,p. 755) argued that the two concepts of transformational leadership and transactional leadership should be viewed as distinct and independent constructs. They further suggested that exceptional leaders possess traits associated with both leadership styles.

The increased focus on transformational leadership during the past thirty years has been spurred by two primary factors (Simic, 1998). The early 1970s witnessed substantial international economic transformations that were a departure from the preceding 25 years of stability post-World War 2 era. These changes necessitated massive western corporations like General Motors and AT&T, to contemplate profound modifications in their operational methodologies. In the second instance, the prevailing theoretical groundwork concerning leadership in the 1970s was established through endeavors aimed towards discerning traits, behaviors, and contingencies, notwithstanding the inability to comprise certain atypical leader qualities (Simic, 1998, p.) Transformational leadership supports the expansion of capabilities and cultivates elevated levels of individual commitment among "followers" towards organizational goals.

#### 2.1.1.4 Transformational Leadership Model

Bass and Avolio (1991, 1997) formulated the theoretical framework of the TL model, which comprises four key components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

**Figure 1: Model for transformational leadership**



*Source: Bass Handbook of Leadership theory 4<sup>th</sup> edition*

**Inspirational motivation:** is centered on the effective communication of a desired future state and the utilization of symbols to articulate this vision, as stated by Den Hartog and colleagues (1997) in their research. According to Bono and Judge (2004), the supervisor exhibits a positive outlook and fervor towards future endeavors.

**Idealized influence:** pertains to a set of behaviors that involve prioritizing the benefits of the group over that of the individual, exemplifying elevated ethical standards, and assuming the role model position for subordinates (Bono & Judge, 2004). The amalgamation of inspirational motivation and idealized influence is commonly referred to as "charisma". According to Yorges, Weiss, and Strickland (1999), charismatic leadership can exert a constructive impact on subordinates and effectively steer employees towards collective objectives. The outcome of this phenomenon is a heightened level of engagement between inferiors and the directives put forth by the principal, leading to a willingness to make concessions towards the achievement of said directives (House & Howell, 1992).

**Individual consideration:** pertains to the act of providing personalized coaching, support, and stimulation to subordinates. The recognition of followers' emotions and their imperative for growth and self-development is acknowledged by the supervisor, as noted by den Hartog and colleagues (1997). According to Avolio and Bass (1995), employees are regarded as distinct individuals who require tailored and individualized attention that aligns with their respective developmental stages.

**Intellectual stimulation:** pertains to the practice of supervisors challenging their subordinates to approach problems from a diverse range of perspectives. Thus, by encouraging active cognitive engagement of workers within the organizational framework, the supervisor fosters a greater sense of participation among employees. (Bono and Judge ,2004).

## **2.1.2 Overview of Employee Engagement**

### **2.1.2.1 What is Employee Engagement?**

Currently, a universally accepted definition for the concept of employee engagement does not exist. It becomes apparent upon examination of the definitions proposed by three prominent research organizations in the field of human resources, not to mention individual researchers. The following passage represents a revised version of the original paragraph: The definition conveyed in Perrin's Global Workforce Study (2003) pertains to the capacity of employees to engage in discretionary efforts that ultimately contribute to the prosperity of their respective organizations. Such efforts are contingent upon a willingness to help the company succeed, alongside the requisite skillset to sustain such efforts over time.

Based on the findings of the study, engagement is influenced by an assortment of factors encompassing both affective and cognitive elements pertaining to employment and the more comprehensive work environment. According to the Gallup organization, employee engagement can be defined as a state of active involvement with and an enthusiastic approach towards work. In accordance with Dernovsek (2008), Gallup has posited that employee engagement shares similarities with favorable attachments and commitments of employees. According to the explanation provided by Robinson et al., (2004), employee engagement can be characterized as a constructive mindset that an employee possesses towards the organization and its principles. An employee who is actively engaged in their work possesses a comprehension of the overall business context and collaborates with fellow colleagues to enhance job performance, thereby contributing positively towards the organization's well-being. The development and cultivation

of engagement within an organization necessitates the establishment of a reciprocal relationship between employers and employees.

### **2.1.2.2. Origin & Evolution of Employee Engagement**

The majority of literature pertaining to EE is connected to survey house and consulting firms. It is also a relatively recent addition to the field of human resource management, having first emerged in scholarly works approximately twenty years ago (Rafferty, Maben, West, & Robinson, 2005; Melcrum Publishing, 2005; Ellis & Sorensen, 2007).

The construct of EE has emerged as a result of two well-established concepts that have gained academic recognition and received extensive empirical scrutiny: Commitment and Organizational Citizen Behavior (OCB) (Robinson, Perryman, & Hayday, 2004; Rafferty et al., 2005). The concept of employee engagement exhibits similarities to and intersects with the aforementioned phenomena. Robinson et al. (2004) suggests the concepts of commitment and Organizational Citizenship Behavior (OCB) fail to fully encapsulate the two facets of employee engagement, namely its interactive character and the requisite level of business acumen expected of engaged personnel, despite the apparent intersection between these constructs. Rafferty and colleagues (2005) establish a differentiation between employee engagement and two preceding constructs, namely, commitment and organizational citizenship behavior (OCB), by highlighting that engagement manifests as a mutually beneficial and reciprocal interaction between the employee and the organization.

### **2.1.2.3 Employee engagement models and theory**

The dearth of scholarly inquiry on the subject of employee engagement has resulted in a paucity of robust models or theories on the matter. There exist two distinct research streams that present

models pertaining to the concept of employee engagement. Kahn's (1990) qualitative investigation delved into the psychological factors contributing to individuals' level of personal engagement or disengagement in their workplace. Through his study, Kahn identified three fundamental psychological conditions- namely, safety, meaningfulness and availability- that were found to significantly influence engagement and disengagement at work.

Employees were more engaged at work in conditions that gave them with greater psychological significance and safety, as well as when they were more psychologically available. May et al. (2004) discovered that stated fundamental psychological conditions were significantly associated to Kahn's (1990) model. The study revealed that job enrichment and role fit had a positive association with the concept of meaningfulness. Additionally, constructive relationships with colleagues and supervisors were identified as positive predictors for the notion of safety. Contrarily, conformity to co-worker norms and self-consciousness exhibited a negative relationship, while the availability of resources emerged as a favorable predictor for psychological abundance. Participation in external activities was identified as a negative predictor.

The alternative perspective on engagement is presented in the burnout literature, where job engagement is depicted as a constructive countermeasure to burnout. It is noteworthy that burnout is characterized by a gradual enervation of engagement with one's occupation (Maslach et al., 2001). According to Maslach et al. (2001) the factors contributing to both burnout and engagement in the realm of work-life may be categorized as follows: workload, control, rewards and recognition, community and social support, perceived fairness, and values. The authors put forth the contention that the phenomenon of job engagement exhibits a positive correlation with

a sustainable workload, a sense of personal agency, suitable acknowledgment and compensation, constructive collegial relationships, equitable treatment, as well as fulfilling and appreciated assignments. Like burnout, engagement is anticipated to intervene between these six work-life components and different work results.

In spite of the fact that both Kahn's (1990) and Maslach et al.'s (2001) models show the psychological conditions or predecessors that are vital for engagement, they don't thoroughly clarify why people will react to these conditions with shifting degrees of engagement. Social Exchange Theory (SET) offers a more robust theoretical framework for elucidating the concept of employee engagement. The SET theory posits that obligations arise as a result of a succession of interactions among parties who exist in a condition of mutual interdependence. In essence, the Social Exchange Theory (SET) offers a conceptual framework that elucidates the factors that influence employees' inclination to heighten or diminish their levels of engagement in their work and organizational setting. The parameters dictating involvement as described in the works of Kahn (1990) and Maslach et al. (2001) may be interpreted as economic and socio-emotionally oriented exchange resources within the domain of the SET.

The receipt of resources by employees from their organization is known to elicit a sense of obligation to reciprocate the organization's investment via heightened levels of engagement. Kahn's (1990) conceptualization of engagement posits that employees experience a heightened sense of obligation to fully immerse themselves in their role performances as a form of reciprocity for the resources they derive from their organization. In instances where enterprises neglect to allocate these essential resources, it is probable that individuals will opt to disengage themselves from their assigned responsibilities. The allocation of cognitive, emotional, and

physical resources towards work roles by an individual relies on the provision of socio-emotional and economic resources from the organization.

### **2.1.3 Theoretical Overview of Team Building**

#### **2.1.3.1 What is Team-building?**

Initially developed as a collective process intervention aimed at enhancing social interactions and interpersonal relationships (e. g, Schein, 1969, 1999), team building has undergone significant transformation, encompassing a multifaceted approach that incorporates the attainment of objectives, the meeting of targets, and the accomplishment of tasks (Payne, 2001). Team-building interventions were found to be widely adopted during the late 90s, according to Salas and his associates in 1999. We embraced the team-building definition given by Klein et al. (2009, p. 3) as ‘the interventions that focus on formal and informal team-level improving social relations and clarifying roles as well as solve problems and interpersonal issues that affect team functioning’.

#### **2.1.3.2 Team building Approach**

Within the academic discourse there is a consensus exists regarding the presence of four discrete approaches, all of which possess the capacity for amalgamation. These approaches outlined by Klein et al. (2009) and Salas et al. (1999) comprise goal-setting, developing interpersonal relations, role clarification and utilizing problem-solving techniques. Each of the team-building practices is briefly presented below.

**Goal-setting:** Entails elucidating the overall goals and objectives of the project to the team members, often by defining subtasks and developing schedules. It is expected that team members who are exposed to the process of goal-setting will engage in action planning in order to discern strategies to attain the specified objectives. According to research, there is evidence to suggest

that the adoption of goal-setting together with performance measurement and feedback has effectively been implemented within numerous organizational contexts (Salas et al., 1999)

***Role-clarification/definition:*** This intervention involves elucidating the distinct role expectations of individuals, the group norms, and the collective responsibilities of team members (Klein et al. , 2009) The present premise highlights the significance of augmenting communication among team members pertaining to their individual roles with the team. According to Salas et al. (1999), individuals who participate in role-clarification activities are likely to gain a greater comprehension of their own roles and responsibilities, as well as those belonging to their team members within the given collaborative setting.

***Interpersonal processes:*** This intervention improves team dynamics by promoting open discussion and resolving conflicts through enhanced teamwork skills (Klein et al., 2009). Assuming trust, open communication, and confidence, this approach aims to build group cohesion (Mathieu & Schulze, 2006; Salas et al., 1999).

***Problem solving:*** The fourth team-building practice focuses on recognizing key task issues to boost proficiency. The intervention identifies issues, generates information, and engages in problem-solving to create action plans. Also, action plan implementation and evaluation are crucial in this intervention (Beebe & Masterson, 2015).

## **2.1.4 The Interrelationship among Transformational Leadership, Employee Engagement & Team Building**

### **2.1.4.1 Transformational leadership and work engagement**

Recently, there has been a significant amount of attention given to the relationship between transformational leadership and employee engagement at work (Zhu et al., 2009; Salanova et al., 2011). In particular, Schaufeli and Bakker (2004) define engagement as a positive and fulfilling

state of mind that is characterized by vigor, commitment, and absorption in one's work (p. 295). However, despite numerous empirical studies on this topic, the specific mechanisms through which transformational leadership impacts work engagement have not been adequately explored (Zhu et al., 2009). These researchers argue that further investigation is needed, including the consideration of other factors that may directly or indirectly influence feelings of work engagement (Zhu et al., 2009, p. 612).

According to Bakker et al. (2011), a relatively recent conceptual article in the field of engagement, the correlation between transformational leadership and engagement is moderated by varying contextual factors, resulting in differing intensities of the relationship. According to their assertion, the manifestation of direct influence is a complex phenomenon that can be attributed to the provision of assistance to staff in comprehending the significance of their work (p.14). The notion of meaning in work, also referred to as meaningfulness in work as posited by Rosso et al., (2010), has been extensively theorized within literature. Arnold et al., (2007) suggests that meaningful work is characterized by an individual's ability to identify a purpose in their work that extends beyond the tangible outcomes of their labor. According to literature sources, the primary objective of individuals is to seek out employment that is considered to be personally fulfilling, meaningful and motivational (Hackman and Oldham, 1976; Chalofsky, 2003).

Undoubtedly, this viewpoint is evident in a portion of the antecedent literature pertaining to motivational theories. Maslow's Hierarchy of Needs postulates that once fundamental physiological, safety, and social needs have been fulfilled, individuals strive to satisfy their higher-order necessities, which entail advancement from the stage of belonging to that of esteem

and, ultimately, self-actualization. Research has demonstrated a significant correlation between achieving personal significance in employment and fulfilling higher level requirements.

Chalofsky (2003) posits that once individuals have had their fundamental needs met, they will actively pursue employment opportunities that are more substantial and aligned with their existential purpose in life. Therefore, it is imperative for individuals to strive for work experiences that are reflective of meaningful pursuits and that serve to optimize their sense of motivation. Hackman and Oldham's (1976) established a connection between the meaningfulness of work and individual motivation. They discovered that meaningful work, while also being coupled with feedback and autonomy, holds the greatest potential for inciting intrinsic motivation.

#### **2.1.4.2 Transformational leadership and team-building**

McDonough (2000) posits that leadership style plays a crucial role in team-building practices and offers four arguments to support this contention. Initially, proficient leadership is required to establish clear parameters for allocated tasks within the team and facilitate optimal performance among its members within such boundaries. Secondly, it is imperative for leaders to demonstrate transformational leadership, which involves granting team members the autonomy to investigate, deliberate, and make independent decisions regarding the approaches to adopt, issues to address, and assignments to execute. Thirdly, an efficient leadership approach is imperative for disseminating information and knowledge among team members as well as other factions within the organization, thereby facilitating the formation of pragmatic decisions. This necessitates the development of communication mechanisms that effectively facilitate the exchange of relevant information pertaining to the project's objectives, evolution, modifications, and the specific

duties and obligations allocated to individual members. In the realm of organizational management, it is asserted that effective leadership plays a consequential role in facilitating team commitment, which, in turn, fosters a positive attitude and climate, thereby enhancing the likelihood of goal attainment. Fourth, effective leadership is a vital prerequisite for the attainment of team goals, as it fosters team commitment through the cultivation of a positive atmosphere and mindset.

#### **2.1.4.3 Teamwork and employee engagement**

Kahn (1990) posits that the interdependence between Co-workers and teams play a significant role in highlighting the interpersonal dimension of employee engagement. This suggests that the establishment of trusting and supportive relationships within the team can positively contribute to employee engagement. Collaborative efforts in the workplace have been found to exhibit a consequential influence on the sense of purpose and fulfillment individuals derive from their employment, exemplifying a fundamental aspect of employee engagement known as meaningfulness ( Locke, E. A., & Taylor, M.) It is speculated that employees are more likely to demonstrate elevated levels of work engagement when they foster positive relationships with their colleagues.

According to Khan, the establishment of supportive and trusting interpersonal relationships among employees can contribute to the development of physiological safety. The foundation of interpersonal trust can be classified as either affective or cognitive, as stated by McAllister, D. J. (1995). The concept of affective trust explain the emotional bond that exists between individuals, characterized by a mutual sense of trust, a genuine expression of concern for one another's well-

being, faith in the intrinsic goodness of the other, and a willingness to make a long-term commitment to the relationship. (Pennings. M., & Woiceshyn. J,1987).

## **2.2 Empirical Review**

### **2.2.1 Relationship between Transformational Leadership and work engagement**

According to Mohammed Yasin Ghadi and Mario Fernando (2011) on their research title “Transformational leadership and work engagement: The mediating effect of meaning in work”, the findings obtained through the application of structural equation modeling demonstrate that the adoption of a TL approach has a profound and beneficial impact on the work engagement attributes of subordinates. It has also unveiled that the association between TL and EE is mediated, to some extent, by employees’ perceptions of meaning in work.

Furthermore, Maria Tims, Arnold B. Bakker, Despoina Xanthopoulou (2011) tried to answer the question, “Do transformational leaders enhance their followers' daily work engagement?” the implementation of daily transformational leadership demonstrates a positive correlation with the level of daily engagement observed among employees. Additional analyses indicate that this association is fully mediated by day-levels of optimism. Nonetheless, the phenomenon of daily self-efficacy did not function as a mediating mechanism. These results enhance existing theory and prior research by shedding light on the impact of transformational leaders on promoting work engagement.

### **2.2.2 The Relationship between Transformational Leadership and Team work**

D.A. Aga, N. Noorderhaven & B. Vallejo (2016) conducted a study entitled "Transformative Leadership and Project Success: The Mediating Role of Team Building" with the aim of

ascertaining whether there exists a positive correlation between transformative leadership and team building. Their finding discovered clear evidence in favor of the hypothesis that there is a positive association between TL and TB and that the effect of TL on project success is partially mediated by TB.

### **2.2.3 The Relationship between Team Building and Employee Engagement**

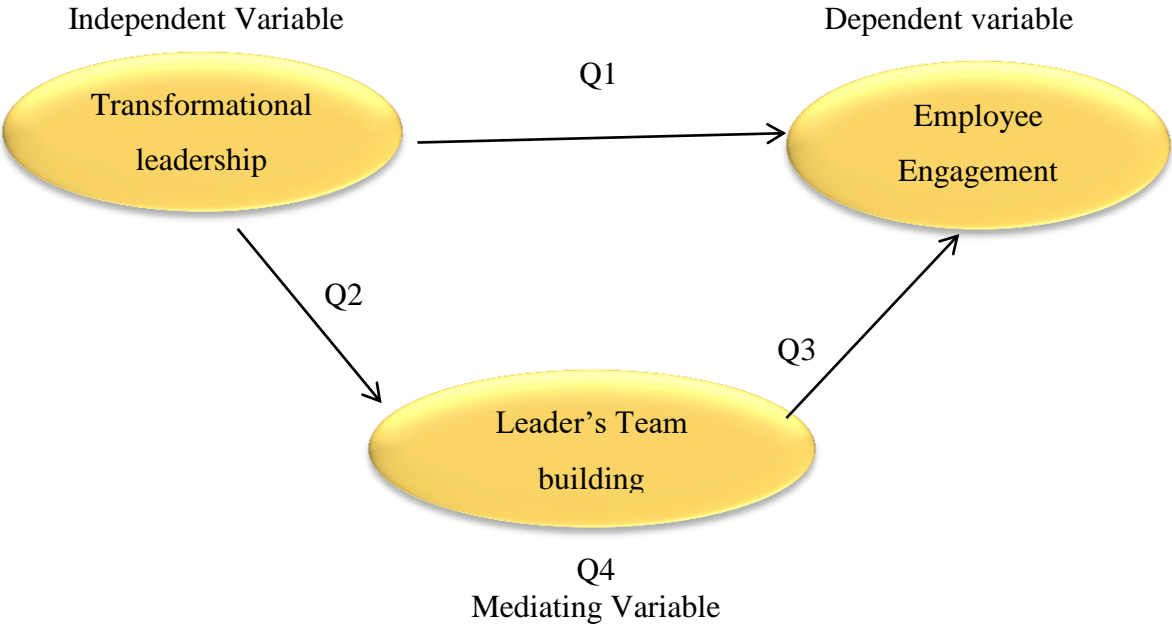
In his 2020 study, Muhammad Umair Mughal conducted empirical research examining the effects of leadership, teamwork, and employee engagement on employee performance. Through the utilization of regression analysis, the study revealed that the work environment, teamwork and peer support, and transformational leadership exhibited statistically significant path validity or t value. The aforementioned factors were discovered to possess significant t-values with respect to their connection to employee engagement. According to their research, the variables of working environment leadership, teamwork, and peer support were found to exert a profound influence on employee engagement.

## **2.3 Conceptual Framework**

According to Nwokah (2012), the conceptual framework constitutes an abstract depiction that is associated with the desired outcome of a research endeavor and plays a pivotal role in determining the research's design. The crux of the matter is to explicate theoretical constructs and establish connections between the variables under examination, contextualize the interpretation of study outcomes, elucidate observations, and facilitate the advancement of practical and beneficial theoretical tenets. In light of this, the present conceptual framework delineates the primary areas of focus of the study. It also elucidates the presence of independent, dependent, and mediating variables along with their purported associations, which will be

ultimately substantiated through data analysis. This conceptual framework outlines the proposed association between transformational leadership, work engagement, and team building.

**Figure 2: Conceptual framework**



*Source: Created by the authors based on Review of Literature*

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

Research methodology, according to Rajasekar, Philominathan, and P. Chinnathambi (2013), is a methodical approach to problem solving. It is the study of research methodology.

The term "research methodology" refers to the techniques employed by researchers to define, clarify, and predict events. It can also be described as the study of knowledge acquisition methods. Its objective is to offer a research work schedule.

#### **3.1 . Description of the study area**

One of Addis Abeba's main sub-cities, Akaki Kality is situated in the south-east. In the north, it borders Bole Sub-city, in the west, Kirkos and Nifas Silk Lafto Sub-Cities, and in the south, Oromia Regional State. The Southern edge has the lowest point at 2,050 metres, and the highest point is 2,331 metres above sea level. The Sub City has 13 woreda's and 156 km<sup>2</sup> of total land area. Land Information Centre of Addis Abeba City, 2014. The largest sub-city is Akaki Kality, which occupies more than 14,000 acres, or almost 25% of the total area of the city.

**Figure 3: Addis Ababa regional map: red is Akaki Kality sub city**



*Source: Wikipedia, the free encyclopedia*

## **3.2 The Research Design**

### **3.2.1. Research Type**

The paper is a explanatory research types. The goal of a explanatory research is to clarify why and how there is a relationship between two aspects a situations or phenomenon (Ranji kumar, 2011). Explanatory research is a valuable means of finding out what is happening , to seek new insights, to ask questions and assess phenomenon in a new light (Robson, 2002).

### **3.3.2. Research Approach**

With the primary goal of examining the impact of transformational leadership on employee engagement, this study employs a quantitative research methodology and uses the leaders' capacity for team building as a mediating variable in the Akaki Kaliti sub-city administration office. Quantitative methods are ideally suited for investigating cause and effect, as well as testing ideas and hypotheses (Muijs, 2010, p.9). The method collects numerical data and analyses it using a mathematical method to explain correlations and regressions of events. The quantitative research strategy was chosen for this study because it is a suitable way for establishing a quantifiable cause and effect link between the study variables.

### **3.3.3. Data Collection Method**

A survey design was used because it is a popular and widely used strategy in business and management research and the most frequently used to address the who, what, where, how much, and how many questions (Saunders, Lewis & Thornhill, 2009, p.175). Surveys also provide a quantitative or numeric of trends, attitudes, or opinions of the population by studying a sample of population (Creswell, 2009, p.146).In addition this design allow the researcher to extrapolate or make generalizations about the population based on sample results. Most importantly, surveys are preferred because they are cost-effective and allow for inference about large populations.

### **3.3 Target Population, Sampling Techniques and Sample Size and**

#### **3.3.1 Target Population**

This study's research population consists of 384 employees who are employed in the Akaki Kaliti Sub City Head Quarter.

#### **3.3.2 Sampling Techniques**

According to Kohari (2004), a sample is a portion or subset of a population that is chosen to be representative of the population as a whole. To ascertain the impact of transformational leadership dimensions on employee engagement, a sample of Akaki Kaliti Sub City Headquarter employees was selected.

The researcher has chosen to collect research samples from employees in the Sub city due to time and money constraints. Respondents will be chosen using a simple random sampling selection approach in order to minimize researcher bias and guarantee representativeness.

Sharma (2017) asserts that the simple random sampling technique, when used properly, guarantees that the sample chosen is representative of the population, ensures that each person of the population has an equal chance of being chosen as a subject, is reasonably simple to apply, eliminates bias, and assures that the results are accurate.

#### **3.3.3 Sample Determination**

To compute the sample size of employees from Akaki Kaliti sub-city HQ, researcher used the simplified formula supplied by (Israel, 2009). The study used a sample size calculation formula

for a finite number of populations to obtain a representative sample size from the whole population. At  $e=0.05$ , a 95% confidence level was assumed for this formula to calculate sample size. Respondents were drawn from the general population using the formula outlined below (Cohen, 1969).

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

n= 189

Where, n = number of sample size
N = Total number of study population
e = Sampling Error
e =0.05

### 3.4 Data sources and Types

In this study, both primary and secondary data were utilized. A questionnaire was used to obtain primary data. With reference to the theoretical literature evaluated, questions about the dimension of TL, EE & TL were created. This can demonstrate the impact of transformational leadership aspects on employee engagement and measure the mediating effect of team-building skills. The questionnaire was delivered directly to the study participants (Akaki Kality sub-city headquarters employees). Secondary sources included books, journals, websites, and yearly reports.

### **3.5 Procedures of Data Collection**

One hundred eighty nine (189) self-administered Questionnaires were provided to randomly selected samples of employees in the Akaki Kaliti sub-city headquarter for primary data collection. To ensure inclusivity, an Amharic version of the questionnaire was also developed and distributed, catering to individuals who may face difficulties in comprehending the English version.

### **3.6 Measures of Variables**

#### *Transformational leadership*

The four behaviors of transformational leadership (TL) were assessed using the Global Transformational Leadership Scale (GTL; Carless et al., 2000). The GTL has consistently demonstrated strong internal consistency, as highlighted in numerous studies. This scale comprises seven highly reliable items, supported by robust evidence of validity, and deemed to hold significant utility value, as emphasized by Carless et al. (2000).

#### *Employee Engagement*

UWES-9, which has nine statements (Schaufeli et al., 2006) for measuring work activity, is a succinct and successful variant of UWES-17 (Shuck et al., 2016). Because of its simplicity, the researcher picked the most recent scale, the UWES -9.

#### *Team building skill*

Based on the meta-analysis by Klein et al. (2009), the measuring scales for the list of team-building activities were created. In their study titled "Impact of transformational leadership and project success: The mediating role of team-building" (D.A. Aga et al. 2016, 2016), the

researchers employed these measuring scales. Goal-setting (4 items), interpersonal interactions (5 items), role-clarification (3 items), and problem-solving (5 items) are represented by the 17 items on the test, which covers four main team-building practices.

### **3.7 Method of Data Analysis**

It employed both descriptive and inferential analysis. The raw data set was created using the data entered into Microsoft Excel. The raw data was then imported into SPSS version 20, and frequency tables were generated for each of the response variables in the dataset. Additionally, correlation analysis was done to determine whether or not there is a connection between the aspects of TL and EE. To determine the degree to which the components of transformational leadership are influencing employee engagement and the mediating role of a leader's team-building abilities, regression analysis was used.

### **3.8 Data Analysis Tools**

The statistical package for social sciences (SPSS) version 20 software was used for all statistical operations, and the pertinent data analysis required to provide an answer to the question was completed.

### **3.9 Reliability and Validity**

#### **3.9.1 Reliability Test**

The Cronbach Alpha is 0.995, which is extremely high and demonstrates very strong internal consistency among the measurement items, as seen in the table below. According to George & Mallery (2003), the instrument should be accepted if the value of alpha is greater than 0.7.

Additionally, the internal consistency of the items in the scale derived from them is greater the closer Cronbach's alpha coefficient is near 1.0.

**Table 3.1: Reliability test**

Variables	N of items	Cronbach's Alpha
Transformational leadership	7	.982
Employee engagement	9	.978
Team building skill	17	.955
Total	33	.995

*Source: analysis of survey data 2022, using SPSS 20*

According to Guilford's (1965) suggestion, which Taleghani et al. (2011) quoted, the internal consistency gets higher the higher the Cronbach's alpha value goes. A number greater than 0.70 indicated that the measurement was highly reliable. The Cronbach's alpha average is 0.995, as shown in the table above. This suggests that the scale's items for this study have high, acceptable internal consistency.

### **3.9.2 Validity of the Instrument**

The most crucial criterion, validity, refers to the extent to which an instrument accurately measures the intended assessment (Kothari, 2004, p. 73). Validity plays a pivotal role in ensuring that the instrument effectively captures the desired information. According to Muijs (2010) on page 66, one way to verify validity is content validity, which examines whether the manifest variables (questionnaire) are appropriate for measuring the latent concept (TL, EE, and TB) that we are attempting to measure. In this study the researcher used standardized measuring scale for which their validity consistently proved in different research context. The details of each measuring scales presented on the above "Measuring Variables" section.

### **3.10 Ethical Considerations**

All of the information and data from the responders are private taking into account ethical considerations. The purpose of the research was made very apparent to the respondents. Personal information such as names and other identifiers were not asked for in the questionnaire; instead, the researcher assigned a code. The researcher exclusively utilizes the questionnaire replies for academic purposes and does not disclose them to any outside parties.

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

Within a twelve-day period, questionnaires were successfully distributed to 189 personnel at the Akaki Kaliti Sub City headquarters. With a 90.7% response rate, a total of 171 legitimate replies were received, while 18 questionnaires were missing. The questionnaires were physically delivered to the respondents, who were closely monitored and assisted with filling them out.

Frequency tables are used to illustrate the data obtained, and the Statistical Package for the Social Science (SPSS) version 20 was used to analyze the findings.

The questionnaire was designed with five scales that ranged from strongly agree to strongly disagree, with 5 representing strongly agree, 4 agree, 3 no opinion, 2 disagree, and 1 strongly disagree. The staff of the Akaki Kaliti sub city headquarters completed all of the questionnaires.

The results are regarded as representative of the population because the employees were chosen using a random sampling method, and attempts were made to have a representative sample. For demographic parameters, descriptive statistics were used, whereas scale-typed questionnaires required correlation and regression analysis. The hypothesis was tested using linear regression analysis, and suitable analysis and interpretations were made in light of the findings. Thus, the findings are given and analyzed in the following sections with the goal of learning the most recent data about transformational leadership and employee engagement in the sub-city by using team building expertise as a mediator variable.

#### 4.1 General information

The demographic profile of the respondents was discussed using descriptive statistics, frequencies with their corresponding percentages in a simplified tabular style. It is organized in the following areas: gender, age, academic background, marital status and how long they served in this institute - Akaki Kaliti sub city head quarter. This information was collected to learn more about the respondents' characteristics and to display the population's distribution for the study.

**Table 4.1 General Information**

		Frequency	Percent
Gender	Male	94	55
	Female	77	45
Academic Background	First degree	132	77.2
	College diploma	10	8.2
	Masters and above	29	14.6
Age	20-30	59	34.5
	31-40	67	39
	41-50	41	24
	51-60	4	2.5
How long have you served in this institute	1-5 years	112	65.5
	6-10 years	51	29.8
	10 years and above	8	4.7
Marital Status	Single	98	57.3
	Married	73	42.6
Total	Total	855	100.0

*Source: analysis of survey data 2023, using SPSS 20*

The above table 4.1 shows distribution of respondents' gender which proportionate 55 % of were male, while 45 % of the respondents were females. This implies that majority of the participants in the research were male.

The Academic Background of respondents are shown in table 4.1 which are categorized as 77.2 % holds a first degree, 8.2% were college diploma holders, while 14.6% of the respondents achieved masters and above.

The result of the respondent's age grouping indicates 34.5% were from 20-30 years old, 39 % were from 31 to 40 years old, 24 % were from 41-50 age groups, and the remaining 2.5 % of the respondents were from 51-60 age groups.

Further, table 4.1 shows that 65.5 % of respondents served from 1 to 5 years of range in Akaki Kaliti sub city head quarter, 29.8% of the respondents have 6- 10 years of work experience in the institution, and the remaining few (4.7 %) of the employee served Akaki Kaliti sub city head quarter for more than 10 years. Lastly, the table indicated 57.3 % of the employees are single while 42.6% are married.

#### **4.2 Descriptive statistics**

Tables were used to display and summarize descriptive statistics of frequency and mean, which were then analyzed and evaluated using simplified statements and percentages, followed by an explanation. The mean is the most commonly used and reported metric of central tendency (Marczyk, 2000)

### Mean Reference

Rating scale		
Mean Range	Interpretation	Response Made
1.0 - 1.7	strongly disagree	Very low
1.8 - 2.5	Disagree	Low
2.6 - 3.3	Not Sure	Neutral
3.4 - 4.1	Agree	High
4.6 - 5.0	Strongly Agree	Very High

**Table 4.2 Descriptive statistics**

	N	Mean	Std. Deviation
Transformational Leadership	171	3.79	.614
Employee Engagement	171	3.86	.539
Team Building Skill	171	3.78	.593
Valid N (list wise)	171		

*Source: analysis of survey data 2023, using SPSS 20*

Looking the above three variables shown on table 4.2, the highest mean score (3.86) is for employee engagement (vigor, dedication and absorption); The respondents' level of agreement on the existence of TL practice in Akaki Kaliti sub city administration indicated by mean score of 3.79. The perception of employees towards Akaki Kaliti sub city administration leaders' team building skills (Problem Solving, Role Clarification, Interpersonal Relationship, Goal Setting) is rested on a mean of 3.78 score. The standard deviation averagely kept its lower score in all

variables which signifies there is no extreme values that misguide the interpretation of the mean.

### **4.3 Correlation Analysis**

The most basic and useful way to quantify the relation between two or more variables is through correlations. The way of the association (positive or negative) as well as the intensity of the link (-1.0 to +1.0) are both expressed in correlations as a single number called a correlation coefficient ( $r$ ). The statistical significance of the link will also be shown by correlation tests (Marczyk, 2005).

Various writers provide various interpretations; nonetheless, (Cohen, 1988) proposes the following principles for understanding correlation coefficients:

<b>Small =.10 to .29</b>
<b>Medium=.30 to .49</b>
<b>Large =.50 to 1.0</b>

The guideline applies irrespective of a negative sign out the front of the  $r$  value.

### 4.3.1 Correlation between transformational leadership and employee engagement

Table 4.3 Relationship between transformational leadership and employee engagement

		Transformational Leadership
Transformational Leadership	Pearson Correlation	1
	Sig. (2-tailed)	
	N	171
Vigour	Pearson Correlation	.465**
	Sig. (2-tailed)	.000
	N	171
Dedication	Pearson Correlation	.556**
	Sig. (2-tailed)	.000
	N	171
Absorption	Pearson Correlation	.683**
	Sig. (2-tailed)	.000
	N	171

Source: analysis of survey data 2023, using SPSS 20

The above table revealed the existence of positive association between transformative leadership and the elements of employee engagement. There is also a medium positive link ( $r=.465$ ,  $p=.000$ ) between perceived transformative leadership behavior and vigor, as shown in Table 4.3. There is also a large ( $r=.556$ ,  $p=.000$ ) measure of link between perceived TL and devotion. The correlation coefficient between perceived TL and absorption has come at 0.683 with  $P < 5$  and indicates a stronger association. In summary, TL has positive and averagely strong association with employee engagement.

Several scholars have proposed several mechanisms through which transformative leaders might affect employees' engagement. (Zhu et al. 2009) discovered a clear link between transformative leadership and workforce engagement. According to the study's findings (Chin et al., 2019), transformational leadership is connected with employee engagement. Other research have demonstrated that transformative leadership is connected with higher levels of employee engagement (Breevaart et al., 2014; Jena et al., 2018; Mozammel & Haan, 2016; Datche & Mukulu, 2015).

#### 4.3.2 Correlation between perceived transformational leadership and team building skill

**Table 4.4: Relationship between perceived transformational leadership and team building skill**

		Transformational Leadership
Transformational Leadership	Pearson Correlation	1
	Sig. (2-tailed)	
	N	171
Goal Setting	Pearson Correlation	.879**
	Sig. (2-tailed)	.000
	N	171
Interpersonal Relationship	Pearson Correlation	.842**
	Sig. (2-tailed)	.000
	N	171
Role Clarification	Pearson Correlation	.777**
	Sig. (2-tailed)	.000
	N	171
Problem Solving	Pearson Correlation	.724**
	Sig. (2-tailed)	.000
	N	171

*Source: analysis of survey data 2023, using SPSS 20*

Based on the correlation result shown in the table 4.4 perceived transformational leadership has large/ high relationship with leader's team building skill dimensions (goal setting, interpersonal relationship, role clarification and problem solving) ,when we see in detail, the relationship between perceived transformational leadership and goal setting has high score measurement having 0.879. This may postulate that if the leader sets goals on a participatory basis as a team and also participating and making the goal clear to the team, there is high probability that he/ she is implementing transformational leadership style therefore; goal setting has power to determine the perceived transformational leadership.

The second categories of correlation coefficient between interpersonal relationship and perceived transformational leadership as indicated in the table 4.4 above have a positive and high relationship with the magnitude of 0.842; they are statistically significant at 0.05 levels.

The third category approach of the team building skill is role clarification, the result from table 4.4 shows the relationship between role clarification and transformational leadership is high having 0.777 significant at 0.05 levels.

As presented on table 4.1, correlation coefficient between problem solving and perceived transformational leadership revealed that there is high relationship between problem solving and perceived transformational leadership having 0.724 significant at 0.05 levels.

Therefore, It is reasonable to summarize transformational leadership style has a power to determine leaders' team building skill.

### 4.3.3 Correlation between teambuilding skill and employee engagement

**Table 4.5: Relationship between teambuilding skill and employee engagement**

		Team Building Skill
Team Building Skill	Pearson Correlation	1
	Sig. (2-tailed)	
	N	171
Vigor	Pearson Correlation	.609**
	Sig. (2-tailed)	.000
	N	171
Dedication	Pearson Correlation	.655**
	Sig. (2-tailed)	.000
	N	171
Absorption	Pearson Correlation	.608**
	Sig. (2-tailed)	.000
	N	171

*Source: analysis of survey data 2023, using SPSS 20*

The result from the above table 4.5 shows that vigor has a positive and strong relation with leader's team building skill having 0.609 score. This postulate that vigor from employee engagement dimension would highly influenced by leaders' team building skill.

Dedication is another dimension of employee engagement that is taken into account in gaging relationship with leader's team building skill. Based on the correlation result from table 4.5 shown by Pearson Correlation test, dedication is positively and largely correlated with leader's team building skill. The correlation coefficient between dedication and leader's team building skill is 0.608. This shows that leader's team building skill might be a good determinant of dedication.

The last dimension of employee engagement is absorption. As indicated in the table 4.5 the correlation result regarding “absorption” has a strong and positive association with leader’s team building skill at 0.630 magnitudes. This means the level of employees’ absorption toward their work could be determined by the level of leaders’ team building skill. By doing so we can postulate that employee engagement might be improved by leaders who are good in building team.

#### **4.4. Regression Analysis**

Similar to correlations, statistical regression looks into the connection or relationship between variables. Regression's primary objective, in contrast to correlations, is prediction (Marczyk, 2005).

As a result, regression analysis is used to determine the extent to which the independent variable, transformational leadership (inspirational motivation, idealized Influence, individualized Consideration, and intellectual Simulation), explains or influences the dependent variable, employee engagement (vigor, dedication, and absorption). In this investigation, simple linear regressions were applied. We attempt to predict the dependent variable using a single independent variable in simple regression. (Marczyk and colleagues, 2005). Simple regression is utilized in this study to examine the magnitude of the link between the independent and dependent variables, through the process we investigate the mediating influence of leaders' team building skill as well.

Mediation is a hypothesized causal chain in which one variable influences another, which influences a third variable. M, the intervening variable, acts as a mediator. It "mediates" the connection between a predictor, X, and an outcome, Y.

Baron and Kenny (1986) developed a four-step strategy in which various regression analyses are carried out and the significance of the coefficients is assessed at each stage. Following this, regression analysis was used to assess the mediating influence of a Leader's Team Building Skill on Transformational Leadership and Employee Engagement.

In this study:-

X- Transformational Leadership (TL)

Y- Leader's Team Building Skill (TB)

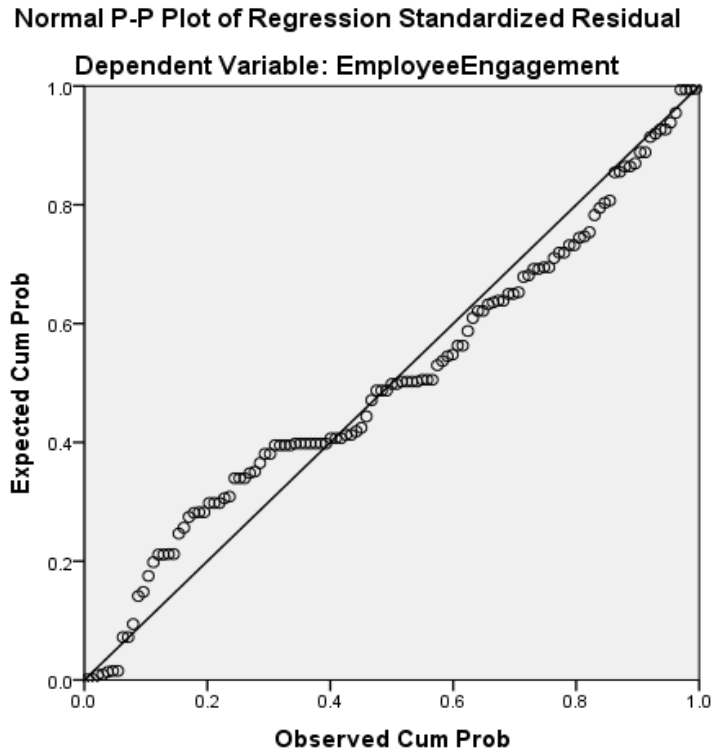
M- Employee engagement (EE)

Before analyzing the regression results, we must determine if the multicollinearity and normality assumptions have been violated.

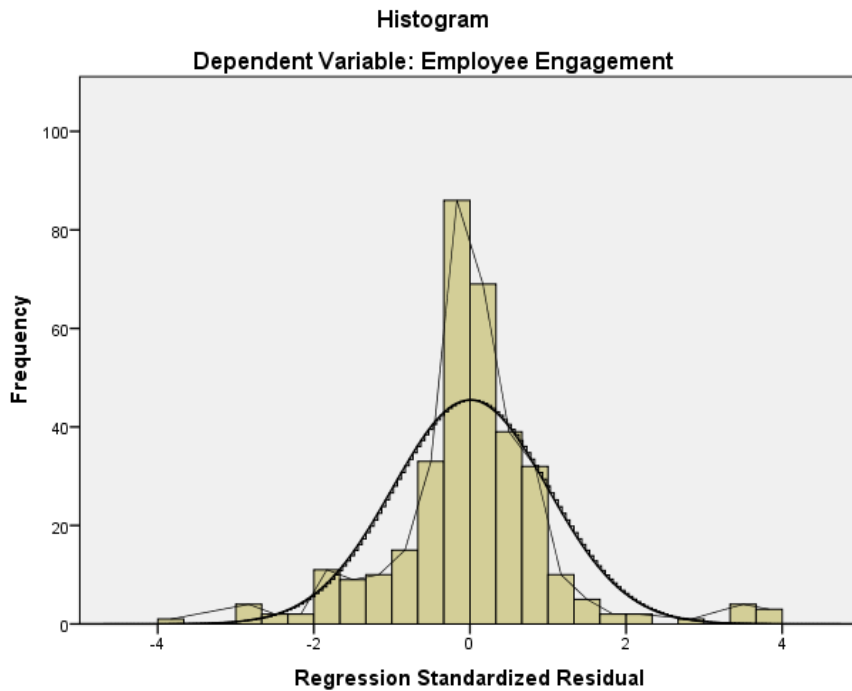
### **Normality assumption**

The normality test of data is utilized to detect whether a dataset is accurately represented by a normal distribution and to calculate the probability that an underlying random variable follows a normal distribution (Field, 2009). Numerous statistical procedures rely on the assumption that the sampling distribution is normally distributed. Therefore, if the sample data approximates a normal distribution, the sampling distribution is also likely to be normal. To assess the normality assumptions for simple linear regression analysis, two methods commonly employed are the histogram and the P-P plot (probability-probability plot).

**Figure 4.1: Histogram and normal P-Plot**



Deviations from normality are also visible on the normal probability plot. In this graphic, the straight line depicts a normal distribution, while the spots reflect the observed residuals. As a result, all points in a perfectly normally distributed data set will lie on the line (Field, 2009). Similarly, as seen in Figure 4.1, the dots are closely aligned to the straight line, indicating a minimal or no departure from normalcy and no extreme examples are found.



According to (Krithikadatta, 2014), a normal distribution resembles a symmetric bell-shaped curve with equal or close mean, median, and mode values. As a result, figure 4.1 above depicts the underlying frequency distribution, which resembles a bell-shaped curve.

### **Multicollinearity Assumption**

Utilizing VIF and tolerance, the multicollinearity assumption might be put to the test. The formula  $1 - R^2$  is used to calculate tolerance, which is a measure of how much of the variability of the specified independent variable is not explained by the other independent variables in the model. If this number is extremely low (less than .10), it indicates that there is a significant amount of multiple correlation with other variables, which suggests multicollinearity. The value of the VIF (Variance inflation factor) is simply 1 divided by the value of the tolerance.

**Table 4.6: Collinearity Statistics**

Model	Collinearity Statistics	
	Tolerance	VIF
Constant		
Idealized influence	.639	1.564
Inspirational Motivation	.282	3.552
Intellectual stimulation	.433	2.310
Individual consideration	.261	3.834

*Source: analysis of survey data 2023, using SPSS 20*

In this situation as shown on table 4.6 above, VIF values are less than 10 that would mean no concerning case which point to multicollinearity. The tolerance result also shows more than 0.10 which indicate we are adhered to multicollinearity assumption.

#### 4.4.1 Transformational leadership on Employee engagement

**Table 4.7: Model summary: Transformational leadership on employee engagement.**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.655 <sup>a</sup>	.430	.425	.40846
a. Predictors: (Constant), Transformational Leadership				

*Source: analysis of survey data 2023, using SPSS 20*

The value of R=0.655 and R Square 0.430 in the result summary on table 4.7 shows that the independent variables (transformational leadership) explain 43.0% of the variance Square in the dependent variable (employee engagement). As a result, the remaining 57.0% represents other variables that are not explained but may have an effect on employee engagement.

**Table 4.8: ANOVA**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	14.954	1	14.954	89.628	.000 <sup>b</sup>
	Residual	19.854	160	.167		
	Total	34.808	161			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Transformational Leadership

Source: analysis of survey data 2023, using SPSS 20

The model's ANOVA outcome displays the F-test, which indicates whether or not the overall regression model is a good match for the data. The P value in the above ANOVA table 4.8 is 0.00, which is less than the level of significance of 0.05. Thus, the blended factors predicts the dependent variable considerably (F=89.628;  $p < 0.05$ ). As a result, the overall regression model is significant.

**Table 4.9: Coefficients**

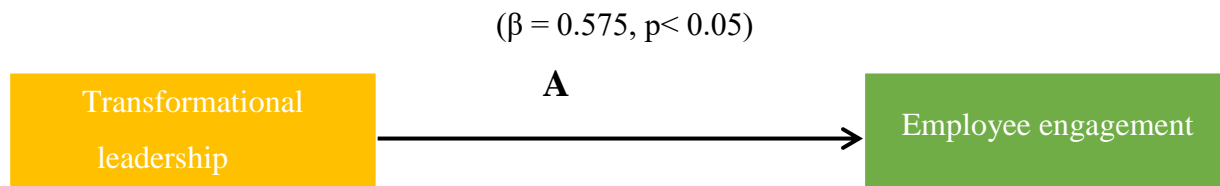
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.681	.233		7.203	.000
	Transformational Leadership	.575	.061	.655	9.467	.000

a. Dependent Variable: Employee Engagement

Source: analysis of survey data 2023, using SPSS 20

The unstandardized Beta Coefficients that present the contributions of each variable to the model are shown in Table 4.9 above. The predictor's regression analysis findings illustrate the impact of transformational leadership on employee engagement. The statistics demonstrate that transformative leadership ( $\beta = 0.575$ ,  $p < 0.05$ ) has a positive and significant impact on employee engagement with a 95% confidence interval. The positive beta value indicates that a 1% increase in perceived transformational leadership results in a 57.5% rise in workplace employee engagement.

**Figure 5: Diagram presentation of the effect of TL on EE**



*Source: created by Author based on regression analysis*

#### 4.4.2 Transformational leadership on leader's team building skill

**Table 4.10: Model summary**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.903 <sup>a</sup>	.815	.813	.25626
a. Predictors: (Constant), Transformational Leadership				

*Source: analysis of survey data 2023, using SPSS 20*

The summary of results in table 4.10 shows that  $R=0.903$  and R Square is 0.815, indicating that the independent variables (transformational leadership) explain 81.5% of the variance Square in

the dependent variable (leader's team building skill). As a result, the remaining 18.5% represents other variables that are not explained but may have an effect on leaders' team building skill.

**Table 4.11: ANOVA**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	34.401	1	34.401	523.851	.000 <sup>b</sup>
	Residual	7.815	160	.066		
	Total	42.216	161			
a. Dependent Variable: Team Building Skill						
b. Predictors: (Constant), Transformational Leadership						

*Source: analysis of survey data 2023, using SPSS 20*

The ANOVA result of the model in table 4.11 demonstrates that the F-test, which determines whether or not the overall regression model is a good match for the data. The P value in the preceding ANOVA table is 0.00, which is less than the level of significance of 0.05. As a result, the combination of factors strongly predicts the dependent variable ( $F=523.851$ ;  $p < 0.05$ ). As a result, the total regression model has significance.

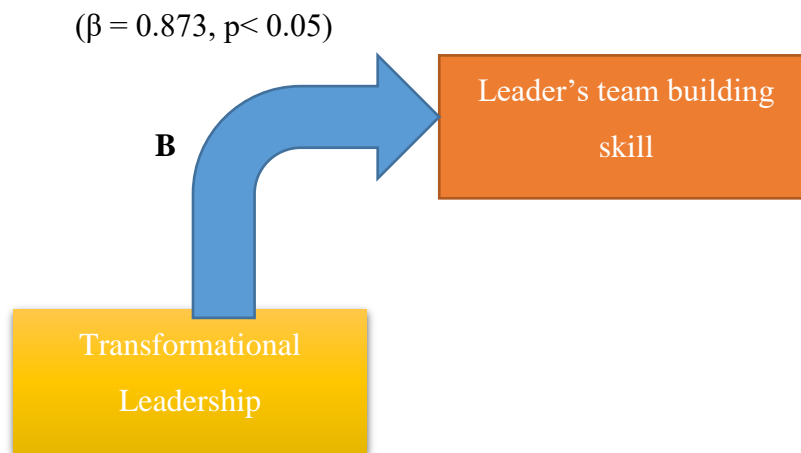
**Table 4.12: Coefficients**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.473	.146		3.234	.002
	Transformational Leadership	.873	.038	.903	22.888	.000
a. Dependent Variable: Team Building Skill						

*Source: analysis of survey data 2023, using SPSS 20*

The unstandardized Beta Coefficients in Table 4.12 illustrate the contributions of each variable to the model. The findings of the predictor's regression analysis reveal the influence of transformational leadership on the leader's team building ability. The statistics suggest that transformational leadership ( $\beta = 0.873$ ,  $p < 0.05$ ) has a positive and significant influence on the leader's team building skill with a 95% confidence interval.

**Figure 6: Diagram presentation of TL on TB**



*Source: created by author based on regression analysis*

#### 4.4.3 Team building skill on employee engagement

**Table 4.13: Model summary**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.743 <sup>a</sup>	.551	.548	.36226
a. Predictors: (Constant), Team Building Skill				

*Source: analysis of survey data 2023, using SPSS 20*

The value of  $R=0.743$  and  $R$  Square  $0.551$  in the result summary table 4.13 indicates that the independent variables (leader's team building skill) explain 55.1% of the variance Square in the

dependent variable (employee engagement). As a result, the remaining 44.9% represent other variables that are not explained but may have an effect on employee engagement.

**Table 4.14: ANOVA**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	19.191	1	19.191	146.243	.000 <sup>b</sup>
	Residual	15.616	160	.131		
	Total	34.808	161			
a. Dependent Variable: Employee Engagement						
b. Predictors: (Constant), Team Building Skill						

Source: analysis of survey data 2023, using SPSS 20

The F-test is displayed in the model's ANOVA result to show whether the overall regression model adequately fits the data. The P value is 0.00, which is less than the level of significance of 0.05, according to the ANOVA table 4.14 above. The set of variables strongly predicts the dependent variable at F=146.243; p< 0.05. The entire regression model is significant as a result.

**Table 4.15: Coefficient**

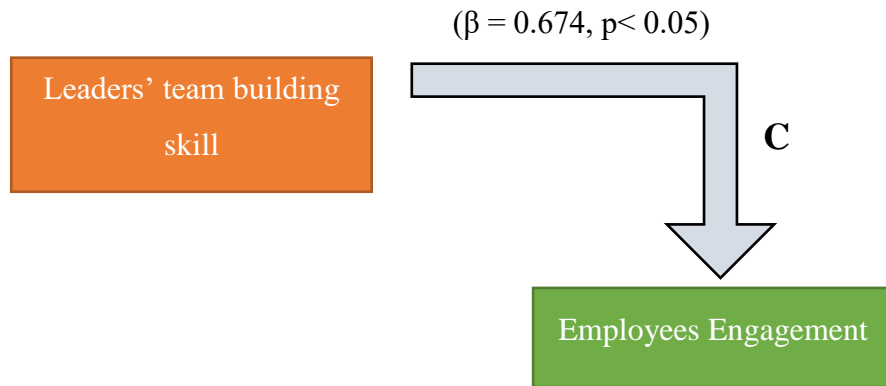
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.312	.213		6.150	.000
	Team Building Skill	.674	.056	.743	12.093	.000
a. Dependent Variable: Employee Engagement						

Source: analysis of survey data 2023, using SPSS 20

The unstandardized Beta Coefficients in Table 4.15 show the contributions of each variable to the model. The results of the predictor's regression analysis show the effect of leaders' team

building skills on employee engagement. The data show that leaders' team building skills (0.674,  $p < 0.05$ ) have a positive and significant effect on employee engagement with a 95% confidence interval.

**Figure 7: Diagram presentation of the effect of TB on EE**



*Source: Created by author based on regression analysis*

#### 4.4.4 Effect of transformational leadership and Leaders team building skill on employee engagement

The under presented statistical step estimates the direct effect between transformational leadership and employee engagement as well as leaders' team building skill and employee engagement to find the Unstandardized Beta and Standard Error coefficients for paths A and C.

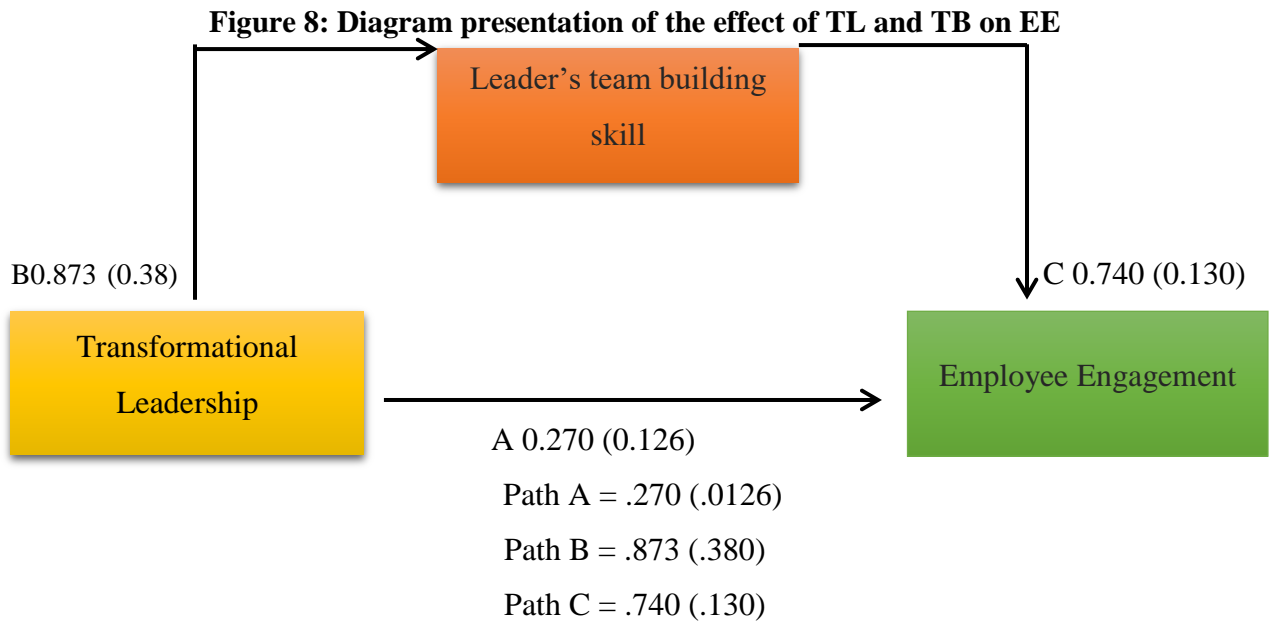
**Table 4.16: Coefficient**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.331	.216		6.146	.000
	Transformational Leadership	.270	.126	.810	5.600	.000
	Team Building Skill	.740	.130	.815	5.694	.000
R= .743 and Adjusted R square =.553						
a. Dependent Variable: Employee Engagement						

*Source: analysis of survey data 2023, using SPSS 20*

Table 4.16 above displays the standardized Beta Coefficients, which illustrate the contributions of each variable to the model. The effects of transformative leadership on employee engagement are demonstrated by the predictor's regression analysis results with a 95% confidence interval. The statistics demonstrate that TL ( $= 0.270$ ,  $p < 0.05$ ) has a favorable and substantial impact on employee engagement.

According to the regression analysis result in Table 4.16 above, a leader's ability to establish a team has a considerable effect on employee engagement. The score for beta is ( $= 0.740$ ,  $p < 0.05$ ). This demonstrates that, with a 95% confidence interval, leaders' team-building skills have a positive and significant influence on employee engagement.



*Source: created by author based on regression analysis*

#### 4.4.5 Indirect effect of transformational leadership and Leaders team building skill on employee engagement

The Sobel Test was used by the researcher to determine whether or not the indirect effect is statistically significant. The Sobel Test (Sobel, 1982) is a method used in mediation analysis to

estimate the statistical significance of an indirect effect. And the indirect effect analysis results for transformational leadership → leaders' team building Skill → employees' engagement using Sobel Test are as follows:

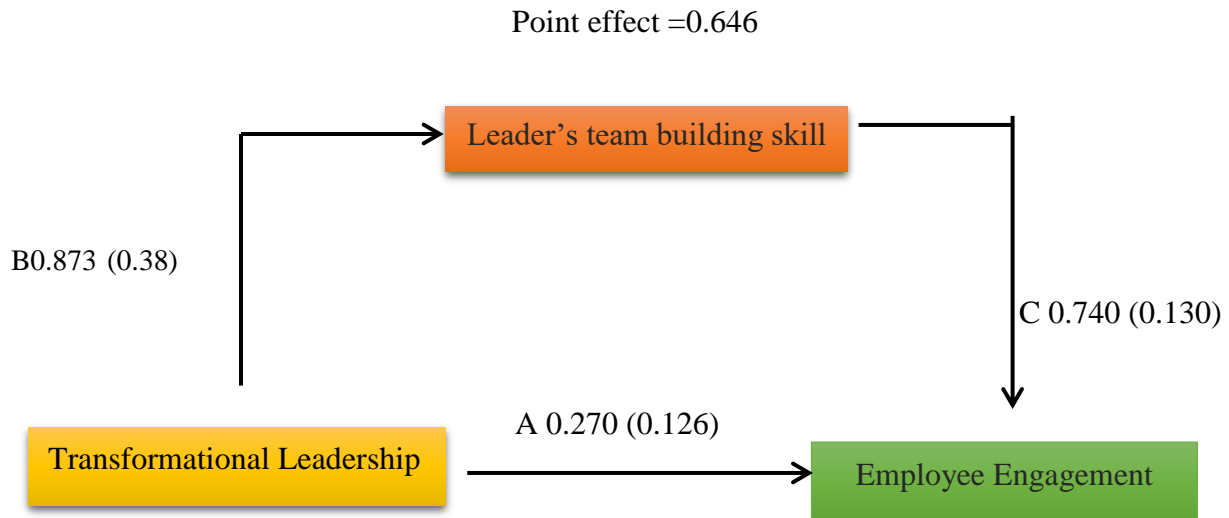
**Table 4.17 Sobel Test Anaysis**

<i>Test statistic</i> = <b>2.13040425</b>
<i>Std. Error</i> = <b>0.30323822</b>
<i>P-value</i> = <b>0.00000135</b>

Looking the above table 4.17, we clearly see P-value *which in this case is less than 0.05* therefore we can conclude that the indirect effect between relationship *and* satisfaction *via* Leaders team building skill is statistically significant (p-value  $\leq 0.05$ ).

To find out the point estimate of the indirect effect at which the p-value in the Sobel Test is statistically significant, by calculating the Unstandardized Coefficient Beta for **C \* B 0.874 x 0.740 = 0.646** this means the estimate of the indirect effect between transformational leadership and employee engagement through Leaders team building skill variables at the p-value of **0.00000135** as shown in the Sobel Test.

**Figure 9: Diagram presentation of indirect of effect of TL and TB on EE**



Source: created by author based on sobel Test

**Table 4.18: Testing TB as a mediator in the relationship between TL and EE**

Relationship	Unstandardize B	p-value	Result
TL $\rightarrow$ EE (A)	0.270	.000	Significant
TL $\rightarrow$ TB (B)	0.873	.000	Significant
TB $\rightarrow$ EE (C)	0.740	.000	Significant
B*C	0.646		
B*C > A	0.270 Mediation occurs		

Source: analysis of survey data 2023, using SPSS 20

Based on the above test, the mediation test is supported leaders team building skill having a mediating effect on the relationship between perceived transformational leadership and employee engagement.

These results address (Ochalski, 2016) conceptual claims that leader's team building skill might mediate the relationship between transformational leadership and employee engagement in different contexts.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Summary of Finding**

Examining the interplay between perceived TL and EE, alongside the moderating role played by leaders' team building skill, constituted the core purpose of this investigation carried out within Government Public service institutions in Addis Ababa, Akaki Kaliti sub city administration head office. Transformational leaders create an environment in which trust and engagement are demonstrated by motivating employees to reach their full potential and achieve extraordinary goals while being mindful of employees' ongoing development.

As shown in table 4.2, the descriptive statistics of the respondents agreed with theoretical and empirical explanations provided by many researchers. Moreover, the respondents agreed with the perceived transformational leadership dimensions, employee engagements dimensions (vigor, dedication and absorption) as well as leaders' team building skill dimensions by giving the higher rate scale 3.79, 3.86, and 3.78 respectively.

On a number of aspects related to transformational leadership, employee engagement, and leader team building skills, correlation analyses have been done.

The relationship looks like the following:-

- Sets goals is highly correlated with perceived transformational leadership 0.87
- interpersonal relationship and perceived transformational leadership 0.84
- role clarification and transformational leadership having 0.777

- problem solving and perceived transformational leadership having 0.724
- Vigor has a significant positive and high effect on leader's team building skill having 0.69 and .046 with perceived transformational leadership.
- Dedication is positively and largely correlated with leader's team building skill 0.60 and 0.55 with perceived transformational leadership.
- Absorption has a strong and positive effect on leader's team building skill 0.63 and 0.68 with perceived transformational leadership.

The regression analysis clearly shows that 51.4 % of variance in employee engagement is explained by transformational leadership dimensions.

- *Employee engagement = 0.270 Transformational leadership + 0.740 leader team building skill*

$$R^2 = 53.4$$

- *Leaders team building skill = 0.873 transformational leadership*

$$R^2 = 81.5$$

- *Employee engagement = .674 Team building skill*

$$R^2 = 55.$$

## 5.2 Conclusion

Relying on the above facts given by earlier chapter, therefore, it is reasonable to conclude that employee engagement can be enhanced, reinforced and retained by implementing transformational leadership style which has the attributes of inspirational motivation, idealized Influence and individualized consideration. This leadership style has indicated that it has significant effect on developing strong bond between Akaki Kaliti sub city administration leaders and its employees. Moreover, it should be underlined that team building skill of leader has a role

of influence engagement level of employees in the midst of applying transformational leadership style.

Finally, this study concludes that transformational leadership dimensions are contributing factors for employee engagement. Service giving companies like Akaki Kaliti sub city administration, need to implement well designed transformational leadership style to enhance employees' engagement. In the meantime leaders' team building skill has the ability of fueling the effect of relationship between transformational leadership and employees' engagement.

### **5.3 Recommendations**

The findings of this research also important evidence for managers or higher officials of Akaki Kaliti sub city administration who takes charge of leadership at every level. It is helpful for managers to understand the effectiveness of transformational leadership from employee's perspective.

The Akaki Kaliti sub city administration may find the following suggestions helpful in enhancing TL initiatives to ensure EE in light of the results and conclusions presented above.

- The Akaki Kaliti sub-city administration is recommended that leaders to make sure in supplying resources to help their team accomplish their goal based on each specific needs, and to pay for subordinates' particular attention. They ought to act as mentors to their staff members, offering each worker specific guidance. As a result, these leaders support their staff members in realizing their objectives and vision.

- Akaki Kaliti sub city administration management in order to succeed, they are advised to work on communicating vision and mission of the sub city , and should be transparent to their subordinates so that they can easily buy their leaders goals and makes it their own.
- Akaki Kaliti sub city administration leaders should become a role model to employees, and behaves in a manner consistent with their sound ethics, principles and values. As a result, employees will respect, and trust their leaders and want to identify with them.
- Akaki Kaliti sub city administration leaders should promote their employees to become more creative by encouraging them to plan and act in their way in realizing their goal. This will help to approach old situations in new way by stimulating individual intelligence, and logical thinking.
- Leaders also should work on their team building skill through formal and informal trainings since it has a big impact on employee engagement.
- Leaders should encourages team members to meet with each other from time to time also discuss about relationships among team members which creating opportunities for sharing of feelings among the project team.
- Akaki Kaliti sub city administration should provide trainings on transformational leadership for leaders at their respective level and should level the ground through necessary policies and strategies which ultimately makes a difference on employee engagement in the organization.

#### **5.4 Limitation of the study**

Despite the intriguing findings of this current study, the study has limitations, which are highlighted below:

- The study findings are only limited to a government service sector specifically the Akaki Kaliti sub city administration subsector.

- Focusing only 4 relationships transformational leadership dimensions inspirational motivation, idealized Influence, individualized Consideration and intellectual Simulation.

## **5.5 Future Study Implication**

Future studies are encouraged to investigate similar connections in service industries besides institutions providing government services. Additional moderator variables in this field of research include organizational culture, emotional intelligence, job happiness, abnormal workplace behavior, and supervisor conflict. The links between the model's direct and indirect channels can be examined using a variety of methods.

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## **Appendix**

**Addis Ababa University**

**College of Business and Economics Department of Management**

**Questionnaire Filled by Akaki Kality Sub city Headquarter Employees**

**Dear Respondent,**

I am a postgraduate student at the Addis Ababa University, at the faculty of Business & Economics. In order to fulfill the degree requirement, I am undertaking a management research project. You as an Institution have been selected to form part of this study. The study is entitled: The Effect of Perceived Transformational Leadership Style on Employee Engagement in Government Public service institutions in Addis Ababa: The Mediating Effect of Leader's Team Building Skill This is to kindly request you to assist me collect the data by filling out the accompanying questionnaire which I deliver you in person and will give me back filling your response later. The University and I assure you that the information provided will be treated with strict confidence and will be used exclusively for academic purposes only. At no time shall your company name appear on the report. Findings of this research can be availed to you upon completion. Your cooperation will be highly appreciated. Thank you in advance.

**INSTRUCTIONS:** Please read each statement carefully and decide if you ever felt proper answer for the questions. Please aware that there is no right or wrong answers. You have to give your own opinion about each item. Please tick your response to each statement according to the following five-point scale in terms of your own measurement of effectiveness. **NO NEED TO WRITE YOUR NAME.**

**PART ONE: - GENERAL INFORMATION /DEMOGRAPHIC QUESTIONS**

(This section requires you to give general information regarding yourself.) Please tick (√) or fill in where appropriate).

1. Gender

A. Male  B. Female

2. Age

A. 20-30  C. 41-50

B. 31-40  D. 51-60

3. Educational level

A. high school or lower  C. college diploma

B. First degree  D. Masters or PhD

4. Marital Status

A. Single  B. Married

5. How long have you served in this institute

A. 1-5 years  C. 10 years and above

B. 6 – 10 years

**PART TWO: -TRANSFORMATIONAL LEADERSHIP RELATED QUESTIONS**

**Please, indicate your opinion by marking the appropriate box on the five point scale where:**

**1=Strongly Disagree 2= Disagree 3=neutral 4=Agree 5=Strongly Agree**

A. Questions related to Transformational leadership

NO	<b>Inspirational motivation</b>	1	2	3	4	5
1	My leader communicates a clear and positive vision of the future.					
<b>Idealized Influence</b>						
2	My leader gives encouragement and recognition to staff.					
3	My leader fosters trust, involvement and cooperation among team members.					
4	My leader is clear about his/her values and practices which he/ she preaches					
<b>Individualized Consideration</b>						
5	My leader treats staff as individuals, supports and encourages their development.					
6	My leader Instills pride and respect in others and inspires me by being highly competent					
<b>Intellectual Simulation</b>						
7	My leader Encourage thinking about problems in new ways and questions assumptions					

### B. Questionnaires related to employee engagement

NO	Employee engagement	1	2	3	4	5
	<b>Vigor</b>					
1	At my work I feel bursting with energy					
2	At my job, I feel strong and vigorous					
3	When I get up in the morning, I feel like going to work					
	<b>Dedication</b>					
4	I am enthusiastic about my job					
5	My job inspires me					
6	I am proud of the work that do					
	<b>Absorption</b>					
7	I feel happy when I am working intensely					
8	I am immersed in my work					
9	I get carried away when I am working					

### C. Questionnaires related to Team building Skill of leader

NO	Team building Skill of leader	1	2	3	4	5
	<b>Goal Setting</b>					
1	My leader Sets goals on a participatory basis as a team.					
2	My leader involves his/ her team in action planning to identify ways to achieve planned goals.					
3	My leader Makes the basic goals of the plan clear to the his/her team					
4	My leader let his/her team receive timely feedback on performance in relation to goals of the plan.					
	<b>Interpersonal Relationship</b>					
5	My leader encourages team members to meet with each other from time to time.					
6	My leader encourages discussion about relationships among team members					

	frankly					
7	My leader encourages discussion on conflicts among team members frankly.					
8	My leader facilitate or conduct training programs on communication skills for his/her team					
9	My leader creates opportunities for sharing of feelings among the project team.					
<b>Role Clarification</b>						
10	My leader Clarify role expectations of each team member.					
11	My leader gives information about the shared responsibilities of team members.					
12	My leader makes task norms familiar to each team member.					
<b>Problem Solving</b>						
13	My leader involves his/her team in identifying task-related problem					
14	My leader involves his/her team(s) in generating ideas concerning the causes of task-related problems.					
15	My leader encourages participation of the team(s) in designing action plans to solve task-related problems.					
16	My leader engages his/her team in the implementation of action plans to solve task-related problems.					
17	My leader engages his/her team in the evaluation of action plans to solve task-related problems.					

THANK YOU FOR YOUR TIME AND COOPERATION!

## Appendix Two

### አዲስ አበባ ዩኒቨርሲቲ

#### በቢዝነስና ኢኮኖሚክስ ኮሌጅ ማኔጅመንት ትምህርት ክፍል

##### የአቃቂ ቃሊቲ ክፍለክተማ አስተዳደር ዋና መስሪያ ቤት ሰራተኞች የሚሞላ መጠይቅ

ዉድ የመጠይቁ ተሳታፊዎች፡- እኔ አዲስ አበባ ዩኒቨርሲቲ ኤክስኩውቲቭ ቢዝነስ አድሚኒስትሬሽን የሁለተኛ ዲግሪ ተመራቂ ተማሪ ስሆን ለምርቃቴ ማሟያ የሆነውን ጥናት እየሠራው እገኛለሁ። የጥናቴም ርዕስ፡- «ትራንስፎርሜሽናል አምራር ዘዴ በሰራተኞች የስራ ተሳትፎ ላይ ያለው ተጽዕኖ፣ የመሪዎች ቲም የመገንባት ብቃት ከግምት ውስጥ ገብቶ» የሚል ሲሆን የአቃቂ ቃሊቲ ክፍለክተማ አስተዳደር ዋና መስሪያ ቤት ሰራተኞች ላይ ያጠነጠነ ጥናት ነው ። ለዚህም ጥናት ለተዘጋጀው መጠይቅ የእርሶ ተሳትፎ በጣም ጠቃሚ በመሆኑ ጊዜውን ሰጥተው መጠይቁን እንዲሞሉልኝ በአክብሮት እጠይቃለሁ። በዚህ አጋጣሚ እኔና የንብርሲቲው ይህንን ጥናት ለአካዳሚክ አገልግሎት ብቻ የምንጠቀምበት እንደሚሆን ለማረጋገጥ እወዳለሁ። ስለትብብርዎ በቅድሚያ ምስጋና አቀርባለሁ።

መመሪያ ፡- ጥያቄዎቹን በጥንቃቄ ያንብቡ ከዚያም ትክክለኛ መልስ ነው ብለው የሚያስቡት መልስ ላይ ምልክት ያድርጉ።

ክፍል አንድ፡- አጠቃላይ መረጃ

1. ጻፉ፡- ወንድ  ሴት
2. እድሜ፡- 20-30  31-40  41-50  51-60
3. የትምህርት ደረጃ፡- ሁለተኛ ደረጃና ከዚያ በታች  ኮሌጅ ዲፕሎማ   
የመጀመሪያ ድግሪ  ማስተርስና ከዚያ በላይ
3. የጋብቻ ሁኔታ፡- ያላገባ  ያገባ
5. የትምህርት ደረጃ የመጀመሪያ ደረጃ ሁለተኛ ደረጃ ስርተፍኬት ዲፕሎማ የመጀመሪያ ዲግሪ ማስተርስና ከዚያ በላይ
6. ለምን ይህል ጊዜ በዚህ መስሪያ ቤት ውስጥ አገልግለዋል  
ከ1 - 5 ዓመት  ከ6- 10 ዓመት  10 ዓመት በላይ

**ሀ. ከትራስፎርሜሽናል መሪነት ጋር በተያያዘ**

NO	አነቃቂነትና አነሳሽነት (Inspirational Motivation)	1	2	3	4	5
1	ሃላፊዬ ግልጽና አዎንታዊ ራዕዩን ይነግረናል					
<b>ተምሳሌታዊነት (Idealized Influence )</b>						
2	ሃላፊዬ በስሩ ላሉ ሰራተኞች እውቅናና ማበረታቻ ይሰጣል/ትሰጣለች					
3	ሃላፊዬ በስሩ ባሉ ሰራተኞች መሃል መተማመን፣ ትባብሮ መስርራትና ተሳታፊነት እንዲያደግ ያበረታታል/ ታበረታታለች					
4	ሃላፊዬ ግልጽ የሆነ የራሱ ዕሴቶች አሉት/አላት					
<b>የግለሰብ ሁኔታን ከግምት ውስጥ መክተት (Individualized Consideration)</b>						
5	ሃላፊዬ እንደ ግለሰብ በራሱ/ በራሷ ስር ያሉትን ሰራተኞች ይደግፋል ያበረታታል/ ታበረታታለች					
6	ሃላፊዬ በስሩ/ በስሯ ያሉ ሰራተኞች እንደግለሰብ በራሳቸው የሚተማመኑና ብቁ እንዲሆኑ ያበረታታል/ ታበረታታለች					
<b>ብቃታቸውን እንዲያወጡ መረዳት (Intellectual Simulation)</b>						
7	ሃላፊዬ በራሳችንንና በአዲስ መንገድ ችግሮችን እንድንፈታ ያበረታታል/ ታበረታታለች					

**ለ. የሰራተኞች የስራ ተሳትፎ በተመለከተ**

NO	የስራ ተሳትፎ	1	2	3	4	5
<b>መነቃቃት (Vigor)</b>						
1	በስራ ገበታዬ ላይ ብርታትና ጉልበት ይሰማኛል					
2	በስራ ገበታዬ ላይ መነቃቃት ይሰማኛል					
3	ጠዋት ከመኝታዬ ተነስቼ ወደ ስራዬ ለመሄድ ሳስብ ጥሩ ስሜት ይሰማኛል					

	<b>መስጠት (Dedication)</b>					
4	ስራዬን ለመስራት ጉጉት አለኝ					
5	ስራዬ በራሱ ያነቃቃኛል					
6	ስለምሰራው ስራ ኩራት ይሰማኛል					
<b>መመስጥ (Absorption)</b>						
7	በስራዬ ስጠመድ ድስ ይለኛል					
8	ስራዬን ስሰራ ትኩረቴ ሁሉ ይሰበሰባል					
9	ስራዬን ስሰራ እመሰጣለው					

**ሐ. የሃላፊ ቲም ከመገንባት ክህሎት ጋር በተያያዘ**

NO	የሃላፊ ቲም ከመገንባት ክህሎት	1	2	3	4	5
<b>ግብ ማስቀመጥ (Goal Setting)</b>						
1	ሃላፊዬ ግቦችን የሚያስቀምጠው አሳታፊ በሆነ መልኩ ነው					
2	ሃላፊዬ ተግባሪዎቹ እቅዶችን እንድ ቲም በጋራ እንዲዘጋጁ ያደርጋል					
3	ሃላፊዬ መሰረታዊ የእቅድ ግቦች ለቲሙ ግልጽ ያደርጋል					
4	ሃላፊዬ በእቅድ አፈጻጸም ዙሪያ ለቲሙ ግብረመልስ ይሰጣል					
<b>የእርስ በእርስ ግንኙነት (Interpersonal relationship)</b>						
5	ሃላፊዬ እንደ ቡድን ከጊዜ ወደ ጊዜ የጋራ ስብሰባ እንዲኖር ያደርጋል					
6	ሃላፊዬ እንደ ቲም በስራ ላይ ስላለን ግንኙነት በግልጽ እንድንነጋገር ያደርጋል					
7	ሃላፊዬ በቲሙ መሃከል ያሉ አለመግባባቶች በግልጽ ወይይት እንዲፈቱ ያደርጋል					
8	ሃላፊዬ በቡድን አብሮ የመስራት ክህሎትን የሚጨምሩ ስልጠናዎች እንዲሰጡ ሁኔታዎችን ያምቻቻል					
9	ሃላፊዬ እንደ ቲም እርስ በእርስ በስራ ዙሪያ የሚሰሙንን ስሜቶች እንድንገላለ እድሉን ያመቻቻል					
<b>ግልጽ የስራ ድርሻ (Role Clarification)</b>						
10	ሃላፊዬ ከቲም አባላት የሚጠበቀውን የግል የስራ ሃላፊነት ያስቀምጣል					
11	ሃላፊዬ በጋራ እንደ ቲም የምንወስደውን ሃላፊነት ያስቀምጣል					
12	ሃላፊዬ እንደ ቲም ስንሰራ ልንጠብቃቸው የሚገባንን የስራ ባህሎች ግልጽ ያደርጋል					
<b>ችግር ፈቻነት(Problem Solving)</b>						

13	ሃላፊዬ በስራ ላይ የገጠሙንን ችግሮች እንደ ቲም እንድንለይ ያበረታታናል					
14	ሃላፊዬ ለገጠሙን ችግሮች መንሻቸው ምን እንደሆኑ እንድንለይ ያበረታታናል					
15	ሃላፊዬ የገጠሙንን ችግሮች የሚፈታ የመፍትሄ እቅድ እንደ ቲም እንድናወጣ ያበረታታናል					
16	ሃላፊዬ በመፍትሄ እቅዶች ትግበራ ላይ በንቃት እንድንሳተፍ ያደርጋል					
17	ሃላፊዬ በተተገበሩት የመፍትሄ እቅዶች ውጤትን እንደ ቲም በጋራ እንድንገመግም ያደርገናል					

**ስለትብብርና ስለግዜዎ በጣም አመሰግናለሁ!**