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**THE ROLE OF LEADERSHIP IN ORGANIZATIONAL
CHANGE IMPLEMENTATION: THE CASE OF FEDERAL
SUPREME COURT**

**A THESIS SUBMITTED TO ADDIS ABABA UNIVERSITY'S
SCHOOL OF GRADUATE STUDIES IN PARTIAL
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Declaration

I, the undersigned, hereby state that this thesis, titled "The Role of Leadership in Organizational Change Implementation: The Case of Federal Supreme Court," is my original work, that all sources have been accurately cited and acknowledged, and that this document has not previously been submitted for credit at any other academic institutions.

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Abstract

This study's overarching goal was to examine how leadership plays a part in the implementation of organizational change in the Federal Supreme Court case. To be more precise, the study examined the effects of the three leadership philosophies—transactional leadership, transformational leadership, and laissez-faire leadership—on organizational change. 302 respondent employees from the chosen branches in each district were chosen using a nonprobability sampling approach, a convenience sampling technique, for the collection of the data. The statistical program (Statistical Package for Social Sciences, SPSS version 20) was used to analyze the data once they had been gathered, revised, coded, and entered. The findings showed that all independent variables, including laissez-faire, transactional, and transformational leadership, had a significant positive connection with the dependent variable, organizational change. Transformational leadership is ranked third in correlation strength among the other relationships examined in this study, while transactional leadership is ranked first. Laissez-faire leadership is ranked third in terms of correlation strength.

Keywords: *Leadership Styles, Federal Supreme Court, Organizational Change*

Abbreviations

ECX- Ethiopia Commodity Exchange

TFL- Transformational Leadership

TAL- Transactional Leadership

LFL- Laissez Faire Leadership

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the Study

One of the most scrutinized and least comprehended phenomena on the planet is leadership. Leadership is the application of a leading approach to create motivating goals and improve the staff's potential for growth and development (Hill and McShane, 2008). Similarly, to this, Mangundjaya, Utoya, and Wulandari (2015) defined leadership as the ability to use the influence of organizational conditions in order to generate a positive impact and environmental impact on the completion of difficult tasks. Sharma and Jain, (2013) defined leadership style as a person's ability to persuade colleagues or subordinates to act in a certain way, even if it is not personally popular, in order to achieve organizational goals. Furthermore, Hill and McShane (2008) define leadership style as the approach a leader takes when interacting with others that follow them.

On the other hand, according to David (2016), leaders frequently have an impact not just because they are highly talented but also because their leadership philosophies are a perfect match for certain organizational needs. Transactional leadership, transformational leadership, and laissez-faire leadership are the three categories of leadership. According to Bass (2006), transformational leadership inspires followers to prioritize organizational needs over personal ones. Followers can be significantly and favorably influenced by leaders to be motivated to make the necessary changes. However, transformational leaders have the ability to inspire followers to approach issues from fresh perspectives and help them reach their greatest potential (Hill & McShane, 2008). Mangundjaya, Utoya, and Wulandari (2015) emphasize that transformational leadership is related to subordinate abilities and job worth when evaluating employee results. The training they gave their personnel, the meetings they set up with them, and the input they requested from them all increased employee productivity. Additionally, most businesses enable their workers to work more productively (Kotter, 1996).

Robbins describes transactional leadership as "leaders who lead primarily through social exchanges for transactions" (McGuire, 2003). According to Bass and Riggio (2006), this

leadership style also frequently places the leader at the top of their functional specialty and has little grasp of why reform is required or what the potential ramifications of sticking with the status quo may be. The general consensus is that relationships between leaders and followers are established through a succession of business dealings or agreements.

According to Northouse (2004), the laissez-faire approach disregards responsibilities to prevent making A laissez-faire person is one who "abdicates responsibilities and avoids making decisions," according to Luthans (2005). According to Bhatti, Maitlo, Shaikh, Hashmi, and Shaikh (2012), a laissez-faire leadership style consists of a "non-interference policy and complete independence for all workers, and no specific means of achieving goals. In addition, it is defined as "the inability or a sign of general failure to take responsibility for managing and organizing activities, thus demonstrating leaders who avoid making decisions, hesitate to act, and are absent when required in critical situations" (Eagly, Johannesen-Schmidt, and Van Engen, 2003).

Because more organizational change attempts and/or practices fail, the concept of organizational change has gained popularity (Glensor, 2010). It is obvious that one of the organizational leaders' main goals is to bring about appropriate transformation for the organization that may take into account effective resource use. When we discuss change, we mostly refer to certain people. According to Mohammed and Oleg (2012), knowledge, skills, and competencies are characteristics of a change participant. Management, in the opinion of Khachian et al. (2013), entails keeping the business and its employees ready for ongoing learning and development. In order to perform their key function, leaders must be organized and work in unison with everyone else. The importance of leadership in bringing about change was highlighted by (Romana Martincic, 2010). It's one thing to run an institution, but all company executives and administrators need to be able to assess possibilities and dangers and organize them appropriately. Taking advantage of every opportunity may not be practicable for a variety of reasons. When implementing change, leaders must overcome obstacles in order to guide the organization toward modest results. Thus, the leadership literature has mainly disregarded the fact that the intended change implementation encompasses several activities in which leadership competencies may play various roles (Higgs & Rowland, 2005). It is certain that good service delivery depends on the proper execution of organizational change. Change is increasingly becoming a constant aspect of

corporate life due to the rapid advancement of technology, an expanding knowledge workforce, and changes in accepted work practices (Burnes, 2004).

Whether it's a corporation, a government agency, a non-profit organization, or a public institution their life cycle is sure to change at some time. To live for an extended amount of time, they are obligated to adapt quickly to the emergence of new technologies on a local, national, and global scale. If they wish to survive, they must rely on technology and competition. Everyone understands that change will not happen overnight. Just a few organizations achieve their declared goals (Anderson, 2011). The process of change management is ineffective due to a lack of leadership focus on the complexity of change, poorly conceived strategy and frameworks, and, last but not least, attention to people's behavior toward change. Leaders must pay attention to the identity formation of individuals in an organization for a successful change management process (Karp & Helgo, 2008).

Ethiopia's Federal Supreme Court is the highest court in the country. Over the years, the Ethiopian court has undergone several reforms and has faced numerous challenges. Failure to adopt one of the organizational change models was one of the institution's challenges. Aside from that, the institution has undergone several reforms in recent years, some of which have had a favorable effect while others have had a negative impact on the leadership function. The role of leadership in addressing these difficulties, as well as the elements that influence leadership, will be discussed in this paper.

1.2 Statement of the Problem

According to Cummings (2015), effective organizational change demands steadfast leadership that doesn't budge unnecessarily. However, a number of other variables are also influencing the change. As a result, it could be challenging to analyze how leadership affects organizational change (Sidani, 2019). Leaders play an interventionist role, advancing change through their interventions. Leaders are promoters, sponsors, or change agents based on their position, influence, or experience. The roles aren't always set up in a hierarchical fashion because leaders might also modify their objectives. It is the responsibility of leaders to assist the members of an organization in understanding the problems and difficulties they encounter (Paul, 2010).

Numerous studies have been conducted to examine how leadership impacts organizational change. The study by David (David, 2020) looked at some of the difficulties associated with organizational change, and he recommended that senior management be in charge of initiating organizational change projects. Using a progressive relapse model, Treuer (2018) examined the effects of authoritative atmosphere and initiative factors on the availability of authority for change across 21 private matured consideration offices. They discovered that the hierarchical atmosphere factors of work weight, advancement, and transformational administration were predictive of employee perceptions of authority status for change. They suggested that inside mature consideration offices, an association's capacity to alter its hierarchical culture and authoritative practices may strengthen an association's capacity for change (Milda,2019).

According to traditional administration literature, experts indubitably predict that pioneer practices are somewhat consistent across circumstances and that a particular sort of pioneer practice is bound to be more effective in fostering change than other types (Herold, 2008). For instance, Bass (2006) argued that behaviors associated with transformational leadership, which is more about maintaining a status, are likely to be more effective in leading change than those associated with transactional leadership, which is more about issues surrounding the processes of transformation and change. Even though there have been a number of notable studies conducted in Ethiopia, their analyses of the impact of leadership philosophies on organizational development have focused on a small number of variables and had a limited scope.

According to Herold and Fedor (2008), only about 20% of change projects were effective, meaning the failure rate was somewhere between 67 and 80%. According to Jones & Brazzel (2006), one of the main causes for this high failure rate is employee resistance to change and weak leadership in change management. According to Kotter (1995), the human component, or the attitudes behaviors, and responses of change beneficiaries, is the most important factor in failed organizational development.

The judiciary in Ethiopia has been known for its low levels of impartiality, integrity, and competency. It has thus fallen short of delivering justice for many Ethiopians who sought it. Courts are characterized by long delays, while, in sensitive cases, politicians and bureaucrats have frequently meddled. According to a 2005 report on legal reform, the judiciary was inaccessible,

corrupt, politicized, and underfunded. A lack of respect for judicial autonomy, especially in cases involving the state, was apparent. (Estifanos, 2021)

The federal supreme court system has a difficult time providing efficient and timely service. Clients frequently express dissatisfaction with the length of time it takes to complete a case and with being scheduled several times for a case that should be completed fast. Top and middle managers are still attempting to solve the challenges through various reforms and structural changes. Internally, FSC personnel are unsatisfied with parts of the old procedures and are hoping that reforms and structural changes would bring about the desired changes. In this paper, it will be examined how reforms and structural adjustments would bring about the desired change in the institution, as well as how the leadership is responding to the changes.

While organizational change is an ongoing event, people in charge of its advancement often lack understanding and awareness of many of the essential challenges involved in its management. Managers and executives must have a stronger framework for thinking about change and a grasp of the fundamental difficulties that follow change management if businesses are to achieve greater success in their development efforts. The role of leadership is critical in managing organizational change; nevertheless, the process of organizational transformation is complex and difficult. To handle the situation, professional and effective leadership is essential. In the case of FSC, it has been tried to implement BSC as one of the tools of change management.

In this study, it will be assessed how the three leadership styles—transactional leadership, transformational leadership, and laissez-faire leadership have an impact on organizational change in the case of the Federal Supreme Court in Addis Ababa, this study fills a gap in the literature by examining the impact of leadership styles on organizational change.

1.3 Research Question

1. How has the Federal Supreme Court's organizational change been impacted by transformational leadership?
2. How has the organizational change at the Federal Supreme Court been impacted by transactional leadership?
3. How has the organizational change at the Federal Supreme Court been impacted by a laissez-faire leadership style?

1.4 Objective of the Study

1.4.1 General Objective

The primary objective of the research was to look into the role that leadership styles played in the Addis Ababa Federal Supreme Court case in relation to organizational change.

1.4.2 Specific Objectives

Specifically, the study sought to:

- Examine how the organizational change implementation at the Federal Supreme Court was affected by the transformational leadership style.
- Measure how the organizational change at the Federal Supreme Court was affected by the transactional leadership style.
- To determine how the organizational change at the Federal Supreme Court was affected by the laissez-faire leadership style.

1.5 Hypothesis of the Study

H01. The transformational leadership style has a significant positive effect on organizational change at Federal Supreme Court.

H02. The transactional leadership style has a significant positive effect on organizational change at Federal Supreme Court.

H03. The laissez-faire leadership style has a significant positive effect on organizational change at Federal Supreme Court.

1.6 Significance of the Study

The study is of utmost significance in the following ways. The study served as a first step in the researcher's future academic career. Second, there aren't many studies done in the setting of the Federal Supreme Court in Addis Ababa, despite studies being done on the impact of leadership styles on organizational development. By examining how the independent variables, such as three leadership styles—transactional leadership, transformational leadership, and laissez-faire leadership—affect the dependent variable, organizational change, this study aims to add to the sparse body of literature. Additionally, the management of the Federal Supreme Court will use the study's findings as a basis for formulating a plan for implementing leadership styles. Not to mention, by demonstrating the generalizability of the impact leadership styles have on organizational change, the study will make a significant contribution to other studies conducted in many fields.

1.7 Scope of the Study

The study's focus, in terms of theme, was limited to examining the impact of leadership philosophies on organizational change in the Addis Ababa Federal Supreme Court case. Three different leadership philosophies—transactional leadership, transformational leadership, and laissez-faire leadership—were examined in the study to see how they affected the dependent variable, organizational change. The study was restricted to the Federal Supreme Court and relevant information was gathered from Addis Ababa personnel. In methodological terms, the researcher used both descriptive and inferential statistics for analysis purpose. Inferential statistical tools such as correlation analysis and multiple regressions were used to determine the effect of performance appraisal on organizational change. The demographic data of the respondents were analyzed by descriptive statistical tools frequency and percentage.

1.8 Definition of terms

Leadership- is a set of processes that creates organizations in the first place or adapts them to significantly changing circumstances. Leadership defines what the future should look like, aligns people with that vision, and inspires them to make it happen despite the obstacles (Kotter, 1996).

Court leadership- According to the Virginia court administration guide court leadership is defined in this way: Professional administrators, like municipal managers, school superintendents, and hospital administrators, are needed to organize and handle operational matters in conjunction with judicial leadership. Almost every expert in the field of judicial administration has emphasized the importance of having management that is educated and trained (2017).

Leadership style - It is a leader's method of providing direction, implementing plans, and motivating people (Kotter, 2001).

Change management- According to a paper by Markus Wanner “Change management is an organized, systematic application of the knowledge, tools, and resources of change that provides organizations with a key process to achieve their business strategy” (2013).

1.9 Organization of the Study

To ensure clarity and coherence in the study's topic, the study was separated into five chapters. The study's background, problem statement, questions and objectives, significance, and limits were all covered in the first section. The study's applicability to the body of current literature was covered in the second chapter. The strategies and techniques employed in the study were applied in the third section. The chapter included a presentation of the research methodology and data collection methods that were used. The study's findings were discussed in the fourth chapter. In order to reveal the relationship of the variable used in the study, the data were statistically processed and displayed. Three sections make up the last chapter: a summary of the key results, the study's findings, and some suggested changes. With its three sections, the chapter addressed the issue raised in the study's introductory chapters. The latter section of the article includes a reference section and an annex.

CHAPTER TWO

2 REVIEW OF THE RELATED LITERATURE

2.1 Introduction

The transformation process portrayed in the empirical findings is explained using the theoretical framework provided in this section of the thesis. The theories were chosen because they were deemed by the author to be pertinent and useful for comprehending and analyzing how leadership styles affect change management in the study. The many strategies commonly employed by executives during the transformation process to increase the likelihood of success for the organization are reflected in the theories mentioned. The three aspects of the review are theoretical review, empirical review, and conceptual framework.

2.2 Theoretical Review

2.2.1 Leadership

According to Bass (1990), one of the most observed and least understood phenomena on Earth is leadership. On the other hand, according to Northouse (2014), leadership is "the use of a leading strategy to provide motivating motives and to enhance the capacity for growth and development of the staff." Similarly to this, Yazdanifard (2015) defined leadership as the capacity to influence the environment and conditions of the organization in a way that facilitates the achievement of challenging goals. He continued by stating that leadership is the process of inspiring others to take action in order to accomplish predefined goals. He also disobeyed leadership, which frequently comprises someone influencing the actions of a follower or followers in a certain circumstance. In addition, Bass (1990) asserts that leadership is "an interaction between two or more members of a community, often involving a restructuring or reforming of the situation as well as the members' views and expectations."

According to McGuire (2003), leadership is the process of motivating a subordinate to guarantee that the group maintains collaboration and the assigned task is achieved with the assistance of outside organizations. A further definition of leadership given by Sharma & Jain (2013) is "the task of persuading others to work against a purpose that they find attractive." Additionally,

according to Bass and Bass (2009), effective leadership involves developing a clear vision, boosting the confidence of subordinates, and accomplishing these goals through cooperation and close attention to detail. Additionally, leadership is described by Bass and Avolio (1997) as "a polarization point for party cooperation." On the other hand, Northouse (2014) defines leadership as a method by which a person persuades a group of individuals to accomplish a shared objective.

Furthermore, according to Kotter (1996), leadership is defined as "a group member's belief that another group member has the authority to recommend behavior practices for the latter in his activity as a specific group member" David (2016) adds that a leader is someone who can influence people to work with them to accomplish his goals., 2008). Not only that but Sansom (1998), on the other hand, defines leadership as "the practice of persuading to comprehend how a leader's behavior affects the performance and contentment of their subordinates, the path-goal theory of leadership (also known as the "destination path theory") was established. On the other hand, Bass (2006) defines leadership as "personal social power".

According to Hill and McShane others, leadership appears to be the behavior of a group leader persuading a group member to fulfill one's personal wants. Additionally, leadership is defined by Sharma & Jain (2013) as the capacity to direct a group's objectives. In addition, Northouse (2004) defines a leader as "a person who is more successful than usual in conditioning collective responses by providing psychosocial stimuli to others." Additionally, a leader is a person who takes the initiative in interactions and shapes the behavior of other community members, according to Mangundjaya et al. (2015). He is a person who has influence over people and is in charge of controlling their behavior. On the other hand, leadership is described by Davis (2016) as "the dynamic force that motivates and coordinates the organization in achieving its objectives."

2.2.2 Leadership Styles

Hill and McShane (2008) define leadership style as a leader's ability to persuade colleagues or subordinates to act in a certain way, even if it is personally unpopular, in order to achieve organizational goals. Bass (2006) further defines leadership style as the approach a leader takes while interacting with those who follow him. He further says that style in this type of setting typically refers to a manner of conduct. The right approach will depend on a wide range of factors,

including the relationship between the parties involved, the nature of the work at hand, and the compatibility—or lack thereof—between the task's difficulty and the available skills. On the other hand, leaders frequently have an influence not only because they are exceptionally talented but also because their leadership styles are a perfect fit for particular ministry requirements, according to David (2016). Parallel to this, Sansom's (1998) standardized leadership style tools can aid in identifying a person's leadership style, which may help them be as effective as possible or even more so.

2.2.3 Types of Leadership Styles

There are many different leadership philosophies available. The three types of leadership are transactional leadership, transformational leadership, and laissez-faire leadership.

2.2.3.1 Transformational Leadership

McGuire (2003) asserts that transformational leadership encourages followers to put the needs of the business before their own. Leaders can have a significant and positive influence on followers to inspire them to make the required adjustments. According to Sharma and Jain (2013), transformational leaders, on the other hand, are able to encourage followers to view problems from new angles and support them in realizing their full potential. As a result, their followers' imaginations are enlarged. This is a leadership style that, by appealing to higher ideals and moral principles, motivates followers to go above and beyond what is expected of them. It has the power to alter both people and organizations (Bass, 1990).

In addition, Bass and Riggio (2006) assert that when assessing employee performance, transformational leadership is linked to subordinate abilities and job worth. Employee productivity increased as a result of their efforts to inform and consult with their staff, whom they also scheduled meetings with. Additionally, most businesses increase worker productivity by giving their staff more autonomy (Yazdanifard, 2015). The likelihood of employees sharing their experiences increases when a company employs a transformational leadership style (David, 2016).

Additionally, according to Sharma and Jain (2013), transformational leaders emerge as leaders at times of group cohesion and have strong emotional intelligence, which raises their followers' self-

assurance, inspiration, and values (Bass, 2006). It also takes into account the more sensitive facets of interpersonal connections inside a company, such as vision, culture, principles, expansion, cooperation, and operation (Northouse, 2014). By highlighting both the symbolic and expressive aspects of task-goal activities as well as the underlying principles involved, transformational leader differentiates themselves from other leaders (Bass, 1990).

According to Hill and McShane (2008), transformational leadership also encourages subordinates to accomplish organizational goals and boost worker productivity by cultivating allegiance to those aims. Furthermore, transformational leaders are those that take pleasure in inspiring and guiding their followers to accomplish amazing results while improving their own leadership abilities, according to Bass and Riggio (2006). This suggests that transformational leadership is geared toward change, particularly in terms of how goals are attained. These leaders care about developing the skills of their subordinates and employees in addition to accomplishing organizational goals that go beyond predetermined objectives.

In the age of competition, organizational creativity benefits from transformative leadership, claim Bass and Avolio (1997). In order to achieve corporate goals that go beyond those that are explicitly stated, this leadership style enables subordinates to see beyond their own interests. Additionally, this is done by affecting their views, actions, morality, ideas, aspirations, and values (Bass, 2006). It's crucial to highlight that Kotter (1996) originated this concept; afterward, scholars like Bass and Avolio (1997) elaborated upon it.

2.2.3.2 Characteristics of Transformational Leadership Style

The five essential elements of a transformational leadership style are idealized characteristics, idealized influence, inspiring motivation, customized concern, and intellectual stimulation (Bass & Avolio, 1997).

i. Idealized Influence (Charisma)

The leader exhibits admirable behavior, which inspires his or her followers to identify with the leader. Typically, charismatic leaders act on their convictions, take positions, and engage with their followers on an emotional level. In addition, idealized influence goes beyond the subordinate and describes the traits of the leader that are thought to be significant to their actual behavior or

actions, particularly in their capacity to persuasively communicate the organization's vision to the followers and motivate them to embrace and internalize the vision (Bass, 2006).

On the other hand, the characteristics of transformational leadership make the leader charismatic and a role model for their followers (Avolio and Bass, 1997). It also holds true for a leader's emotional influence on followers, which inspires them to put aside their own interests in order to strive toward achieving shared objectives (Bass and Riggio, 2006). The ability of a leader, on the other hand, to gain the respect and love of his followers so that they imitate him (Hill and McShane, 2008).

ii. Inspirational Motivation

Inspirational motivation refers to how well a leader communicates a vision that is appealing and motivating to followers. It comprises motivating actions that elevate the importance of the tasks performed by subordinates. Additionally, the leader motivates followers to support the organization's vision by engaging in symbolic actions. In order to inspire the team to accomplish its goals, they also promote a strong sense of unity (Bass and Bass, 2009). In contrast, inspirational motivation refers to how hard a leader pushes his or her staff members by fostering in them a sense of trust and purpose that enables the organization to accomplish its objectives (Northouse, 2014). Additionally, this suggests that the leader communicates effectively and displays a high degree of optimism and zeal in order to increase followers' commitment. Additionally, this implies that the leader exhibits a high level of desire, enthusiasm, and communication through the appropriate use of language to improve his or her commitment to the mission and shared vision of the organization. Also, transformative leaders must endeavor to boost the drive, zeal, and concentration of their followers (Hill and McShane, 2008).

iii. Intellectual Stimulation

How frequently the leader challenges assumptions, takes chances, and asks for input from his or her followers is referred to as intellectual stimulation. Leaders who exhibit this quality frequently encourage and support creativity in their followers. This refers to actions that inspire subordinates by framing problems differently, challenging them to come up with original solutions, and tackling familiar problems in fresh ways (Northouse, 2004). Employees receive training and advancements to help them become more intelligent, creative, and innovative (Sansom, 1998).

iv. Individualized Consideration

The individualized concern is the practice of a leader paying particular attention to the needs of each member of their staff. The leader adopts a coaching or mentoring position (Northouse, 2004). Individualized care or attention additionally shows that the leader attends to each follower's needs, acts as the follower's tutor or coach, and pays attention to the follower's worries and requirements. In addition, the leader's attitude as a mentor and coach demonstrates individualized consideration. The leader also exhibits individualized concern in their behavior as a mentor and coach. Additionally, the leader exhibits gratitude and concern, attends to each group member's needs, and beams with happiness when the followers accomplish the organization's shared goals (Winkler, 2010). Additionally, a leader's capacity for intellectual stimulation can be gauged by how much he or she challenges norms or the status quo, takes risks, and is receptive to fresh ideas from followers without being judgmental (Bass et al., 2003).

2.2.3.3 Transactional Leadership

According to Robbins' definition of transactional leadership, these are "leaders who lead primarily through social exchanges for transactions" (Bass & Bass, 2009). Furthermore, this leadership style is often at the top of the leader's functional specialty, according to Bass and Riggio (2006), and has little understanding of why reform is necessary or what the potential consequences of continuing with the same practices may be. According to common perception, ties between leaders and followers are based on a series of transactions or agreements between them.

Additionally, transactional leadership develops when the follower's output quality influences the leader's motivation and control (Bass, 2006). The contractual relationship between the leader and his or her subordinates, which is based on their individual gains, is what is meant by transactional leadership (David, 2016). Furthermore, transformational leadership is rendered ineffectual because criticizing, praising, and rating a leader does not actually guarantee the followers' sincerity (Hill and McShane, 2008). Also available to leaders is the transactional leadership approach. This leadership approach frequently relies on the stature and power of the organization's bureaucracy. The emphasis is placed on task-oriented goals, duties, and expectations for the position. Additionally, organizational transformation is built on organizational rewards and penalties, and it emphasizes work fulfillment and employee enforcement (Burns, 1979). The carrot-and-stick strategy is a hallmark of the transactional leadership style and is used to accomplish organizational

goals (Northouse, 2014). Additionally, this suggests that wages are determined by how well employees perform their tasks and that, in order to avoid termination, they must also satisfy the leader's requirements (Yazdanifard, 2015). Bass & Riggio (2006) also stated that transactional leadership is defined as an exchange between followers and leaders that satisfies the leader's and followers' expectations through promises or commitments based on respect and trust. This exchange enables the leader and followers to achieve the desired outcomes. Likewise, McGuire (2003) defines transactional leadership as a leader's capacity to identify and persuasively present how to meet followers' needs and goals in exchange for their success.

2.2.3.4 Characteristics of Transactional Leadership Style

Different traits are present in different transactional leadership philosophies. Three components make up transactional leadership, according to Bass and Riggio (2006): dependent reward, active management by exception, and passive management by exception.

i. The contingent reward

Incentives like awards and promotions are used to encourage followers to accomplish the intended objectives, and contingent reward refers to a leader's formulation of goals and performance standards for them (Mangundjaya et al., 2015). This characteristic also reflects a leader's approach to setting clear objectives, motivating employees, and rewarding success in a number of ways.

ii. Active Management by Exception

Active management by expectation is the process where a leader continuously checks to see that tasks are accomplished, issues are found and fixed, and processes are enhanced (McGuire, 2003). Additionally, this implies that the leader is informed of the followers' deeds. Both passive and active leaders exhibit this quality.

iii. Passive management by exception

Leaders who respond to issues reactively and only when they arise exhibit passive management through expectation. As issues come up, these leaders deal with them (Sharma and Jain, 2013). Furthermore, according to Bass & Riggio (2006), they only exhibit passive management through expectancy when events actually happen. As issues come up, these leaders deal with them (Sharma and Jain, 2013). In addition, David (2016) claims that the effective use of contingent compensation is a useful feedback mechanism to gather expectations from followers in terms of their accomplishments in order to increase the success of transactional leadership.

2.2.3.5 Laissez-faire Leadership Style

The laissez-faire approach, in Northouse's words (2014), "abdicates responsibilities to avoid making" According to McGuire's 2003 description of a laissez-faire approach, this person "abdicates responsibilities and avoids making decisions." On the other hand, it might be challenging to define the leader's leadership style unless the followers are highly skilled and driven experts, like scientists. According to Bass and Avolio (1997), leaders provide community members complete discretion over all decisions. In the same vein, Hill and McShane (2008) noted that a laissez-faire leadership style entails a "non-interference policy and complete freedom for all." employees, as well as "no particular way of achieving goals." Additionally, this leadership style stands out in terms of appearance, yet it lacks leadership (Kotter, 1996).

Another way to put it is that it's "the inability or a sign of general failure to take responsibility for managing and organizing activities, thus demonstrating leaders who avoid making decisions, hesitate to act, and are absent when required in critical situations" (Northouse, 2014). "Hands-off" is another name for the laissez-faire approach. It is also one in which the employer provides little to no direction and gives employees the most latitude possible. In general, this style appears direct and informal between superiors and followers (David, 2016). However, it has been demonstrated that both transactional and transformational leadership styles are favorably correlated with organizational outcomes in studies of various types of organizations (Hill and McShane, 2008).

Bass and Avolio (1997) also refer to laissez-faire leadership as "the absence of leadership" and "the avoidance of action." Laissez-faire leaders also portray themselves as being unconstrained by the responsibilities that have been placed upon them (Hill and McShane, 2008). Moreover, this leadership style is similar to Blake and Mouton's (1985) idea of "impoverished management," which denotes a leader who exerts minimal effort to fulfill important tasks and shows little consideration for subordinates (Sharma and Jain, 2013).

According to Mangundjaya (2015), laissez-faire leadership violates the legitimate interests of businesses and their employees by undermining organizational goals and/or subordinates' well-being. Laissez-faire leadership, active corrective leadership (leading by tracking and reflecting on mistakes), and passive corrective leadership (waiting for things to go wrong before interfering) are also viewed by Bass and Avolio (1997) as unsuccessful leadership styles.

2.2.4 Court Leadership

According to the Encyclopedia of Criminology and criminal justice, “Judicial leadership is the process through which court system leaders translate their values, visions, and goals into outstanding organizational performance. It entails encouraging and organizing employees and other stakeholders to achieve outstanding results for their companies” (2014).

Judicial leadership must include, first and foremost, court managers as the most significant leaders and change agents, ensuring that the reforming process continues. Judicial leaders demonstrate their efficacy by persuading, inspiring, and motivating justice employees to focus their efforts on the common good, the administration of justice (Ioana A. & Dan M., 2017).

2.2.5 Change

The word change is normally taken as a result. A simple definition of change in the Sansom and Reid Oxford Children’s Dictionary (1994:195) defined change as becoming different. Van der Merwe (1991) asserted that the word change is derived from the Latin word "better. "Change" as a verb often refers to any alteration, improvement, or transformation of an existing thing by either the introduction of new values or the removal of old ones. Typically, the change is planned, and some people might be resistant to it. The respondent first thinks about what has to change and what has to be given up. Most authors think that respondents concentrate more on what they have to give up than what they have to gain because giving up is more curtailed. Different types of remedies are used or can be used to bring about changes according to nature and the environment.

Changes are always adopted for good reasons, and the subject of interest is always the outcome of the effort. Change may be any action or set of actions having some directions to do something new or to amend something. Changes always require commitment and direction. Change is not always positive, but there are several ways to strengthen the commitment to make certain types of changes (Daniel-Kalio & Ololube, 2019).

The idea of change has an impact on many facets of existence. The only thing that does not change is changing itself, according to the philosopher Herakleitos (n.d.), but change may occur constantly and in everything. Structures in the economic, sociocultural, political, technological, and legal

spheres are always evolving, just as people themselves are. To effectively adapt to change, companies must therefore comprehend the reasons that influence change, how they should respond to it, and how to initiate and manage the change (Daniel-Kalio and Olorube, 2019). According to Singh (quoted in Goswami, 2015), change is described as the process by which individuals, groups, and organizations react to the dynamic internal and external influences that alter the present facts and deal with the transition from the current state to the desired condition.

2.2.6 Organizational Change

Organizational change, on the other hand, pertains to raising an organization's performance standards, and it typically occurs in response to a recession, peripheral changes, or the proactive nature of the organization's managers. Regardless of the situation, organizations will always need a very skilled and good management team to be able to trigger a change and ensure that this change will be successful (Ebongkeng, 2018).

According to Markovic, referenced in Goswami (2015), organizational change management is defined as the implementation of new practices or technology with the goal of rearranging a corporate environment to accommodate changing requirements or seize emerging business possibilities. Numerous causes, primarily divided into two categories, internal and external, may contribute to change. Change may be performed proactively and as planned for creating the future or reactively and adaptively, i.e., in an unplanned manner (Attah et al., 2017). Planned change may take place in two ways: gradual or radical. In order to adapt to changing conditions, all businesses may make gradual changes from time to time. These changes may cover a wide variety of decisions and actions. For example, the roles of organization members may be redefined, new roles may be specified, activities may be regrouped, the organizational structure may be changed, existing systems or procedures may be changed, abandoned, or new ones may be presented (Dawson cited in Bubshait et al. 1998).

The purpose of radical change is to transform the organization radically into a different style. This type of change involves creating changes in values, attitudes, and beliefs, which are the elements of culture. All attempts to realize a radical change may fail unless a cultural change takes place (Roberts & Hunt, cited in Bubshait et al. 1998). Furthermore, Kerber and Buono (2005) stated that each of these changes and approaches is guided by two main factors: the complexity of the task

and the socio-technical uncertainty. The complexity of the task indicates the complexity of the system, the number of essentially different components, and the degree of differentiation in the organizational system where the change shall be applied. If it is possible to implement change in a relatively simple, routine environment and if the change involves well-known and accepted actions, managed change may ensure optimal use of limited organizational resources. In this context, ethical and persuasive communication by the change expert or strategist is essential for achieving integrity and credibility. Because the members of the organization will be less likely to accept the change if they do not trust the person implementing the change and his or her messages.

In planned change, the bottom line is the complexity of the task. When the complexity of a task increases, it is better to adopt a planned change approach. And for guided change, what matters is the socio-technical uncertainty. If the future condition or the solution for the change is not known, managers may not be able to plan the change process carefully and may not be able to guide change in a meaningful way, even in simple situations. In such a case, it would be more appropriate to adopt an approach rather than manage change. The process of change in organizations consists of three stages. The first stage is being ready for change, which indicates that the members of the organization are ready for change and that they support change.

The second stage is adoption. At this stage, change has occurred, and the employees have adopted the new methods. However, this adoption process is a trial, and employees deny the change at the end of this stage. The third stage is institutionalization, and change is reinforced until employees internalize the change and consider it the norm, and required efforts are made to ensure that the adoption stage is resumed (Armenakis and Harris, 2002). Organizations may receive four different types of responses: responses to change, change messages, or just the possibility of change (Daniel-Kalio & Ololube, 2019). These are as follows:

Withdrawal: This behavior is a result of the belief that the change has not taken place and that everything will carry on as usual forever. Resistance: This behavior covers obstructing the change by actively opposing it, postponing its implementation, refusing to work with it, etc. Acceptance: This means hesitantly accepting the change, seeing that it is imminent. Embracing or adopting: This means truly volunteering for change in order to implement the new order of things by looking at new opportunities positively.

Organizations shall always respond to change in the face of it and adapt themselves to their environment. Businesses that cannot adapt to this change will have their existence under threat after a while (Waddell and Sohal, 1998). The management of the organization shall not focus on the requirements of the organization only and shall not neglect the requirements of its employees in order to reduce resistance to change and ensure the adoption of the change by the members of the organization because change programs are crucial for the survival and success of the organization. Neglecting the requirements of the employees may be a serious mistake at this point. If employees are neglected in the planning and implementation of organizational change, this process will probably be very stressful for all employees, and the negative impacts of this condition will be reflected on the organizations as some kind of cost (McHugh, 1997). Numerous research studies have been conducted, and the results have shown that the human factor is a significant factor in the success of the change. It has also been discovered that, regardless of how well the change program was developed, without the involvement of the people, the change programs are not successfully implemented. People must not only be prepared for organizational change in this situation; they must also actively participate in the transformation (Herscovitch & Meyer, quoted in Mangundjaya et al., 2015).

In other words, the success of the organizational change is related to the participation of the employees in the change. What is essential is to determine the variables that may increase the participation rate of employees in the change (Mangundjaya et al., 2015). However, although we know that there are many studies related to organizational change in the literature, the studies investigating the effects of change on the individual level and its effects on the behavior of employees are unfortunately fewer (Rafferty & Griffin, 2006). Yet, perceptions and attitudes of employees against change have a great effect on the successful implementation of change (Eby et al., 2000). In brief, organizational change is an intentional effort made by the organization's leader or manager to take the organization toward betterment. There could be many reasons or motivations behind the change process, including external or internal pressures for change, and technological, social, or economic factors. Moreover, the vision of an organizational leader and its innovative ideas can also be the reasons behind the organizational change process.

2.2.7 The Role of Leadership in Organizational Change

Leadership is an important component of every organization's effective change - leaders are role models in any community. Theorists have identified various leadership styles, each of which has its unique impact on change management. (Lowder, 2009) discusses the Leadership Model for Change Management and concludes that transformational leadership is concerned with organizational growth while servant leadership is concerned with the development of followers. There have been numerous studies done on the subject of leadership and organizational change. The study conducted by David (2020) examined some of the challenges of organizational change, and he suggested organizational change initiatives should come from the top management level, and it is high-level management who should create changes.

The work dimensions, advancement, and transformational administration factors of the stacked atmosphere were found to be predictive of employees' perceptions of authoritative status for change by Treuer and colleagues (2018), who used a progressive relapse model to examine the impact of authoritative atmosphere and initiative factors on authoritative availability for change across 21 matured consideration offices. They advised that inside mature considering offices, a group's capacity to alter its hierarchical culture and authoritative practices may enhance its capacity for change.

The results of the test also showed a significant and favorable association between one of the components of authoritative change—learning in the study hall—and the aspect of self-improvement during the administration time. According to traditional administrative writing, experts unquestionably anticipate that pioneer practices would be somewhat consistent in a variety of conditions, and that particular sort of pioneer practice is bound to be more effective in fostering change than other types (Herold, 2008). For instance, Bass (2006) argues that behaviors associated with transformational leadership are likely to be more effective in leading change than those associated with transactional leadership, which is more concerned with maintaining a status. This is because transformational leadership is, at its core, about issues surrounding the processes of transformation and change.

Transformational Leadership is the finest approach for generating excellent followership and change management in today's changing business climate. In the twenty-first century, business leaders' key competency is change management. As a result, to be visionary change agents, leaders

needed to be more skilled and motivating. Continuous changes have the most negative impact on leadership capacities (Nadler and Walton, 1995).

The behavior involved in implementing innovations, moderating individual differences, and department affiliation is all significantly favorably associated with leadership style and employees' faith in top management (Michaelis and Stonntag, 2009). According to Nadler and Tushman (1990), only a "Charismatic leader" has the unique ability to mobilize and sustain activity inside an organization through distinctive personal actions and perceived personality traits.

Successful change leaders must focus on the launch, implementation, and maintenance of the specific change endeavor (Herold & Fedop, 2009). Change management is a process that requires a variety of abilities, including leadership development (top management's ability to gain internal customers' trust) marketing and sales ability (knowledge of the repercussions of change) and communication skill (gathering support for the change choice) (Kaminski, 2000). Any of these skills deficiencies may hurt the success of a company's change management approach.

According to Ajayi (2002), a change leader must possess the following skills. Persistence, stamina, and a sufficient mandate that derives from personal change; and first-rate intelligence. Effective organizational change can never be achieved without strong leadership. Change management demands change leaders who can lead a team and have the fortitude to appropriately drive change in an existing system. Because change is a transformation process, the agents of change (leaders and management) must elicit a positive response from the stakeholders (Kotter, 2007). The inability to alter one's management style or organizational functions, as well as a lack of a clear grasp of change completion methods, are cited as barriers to success (Bossidy and Charan, 2002; Gilley, 2005). According to the literature, basic leadership and management techniques are linked to an organization's core capabilities to accomplish desired outcomes (Goonan and Stoltz, 2004).

Because change demands the construction of new systems and then the institutionalization of new innovative ways, leadership is critical to the change management process. Transformational leadership is defined as a leadership style that can increase change in an organization (Eisenbach, & Pillai, 1999). Quality-driven strategic transformation requires visionary transformers (Nwankwo and Richardson, 1996). Every organization is fighting to get an advantage over today's modern era of technological growth, and to do so, firms must be more adaptable to change. To confront the challenges of the twenty-first century, companies must first be changed into learning organizations, then into world-class organizations. The primary requirement for transforming a

regular organization into a learning organization is leadership. This can serve to explain the organization's vision and objective, as well as assist employees in meeting their goals and settling into a new inventive, and learning environment (Singh, 2011).

2.3 Empirical Review

Organizations in the 21st century face major, discontinuous change that makes change leadership more difficult and more complex than ever (Tichy & Ulrich, 2011). This explains why in the contemporary world, change leadership has become an increasing focus for management attention. Change involves fundamental changes in the business of the organization and its future direction. Simply expressed by the Center of creative leadership website the leadership gap is the disparity between existing leadership and what is regarded to be crucial for future leadership effectiveness. And, according to current studies, leaders are not well-equipped for the future. This finding holds true across countries, organizations, and organizational levels.

To investigate the relationship, Muhammad Hussain Uddin (2013) did a study titled "Role of Transformational Leadership in Organizational Change: Mediating Role of Trust." The author collected data using surveys from Pakistan's banking sector. It was discovered that there was a significant link between transformational leadership and the mediating role was played by organizational change and trust. Leadership and trust in senior management are critical for effective transformation, according to the report. They have a high (positive) relationship with change implementation behavior, anticipator monitoring, management level, and department connection (Michaelis, Stegmaier, & Sonntag, 2009).

Paul Chou (2013) conducted a study titled "The Effect of Transformational Leadership on Follower's Emotional Commitment to Change," with the goal of understanding how transformational leadership affects employees' affective commitment to change at Taiwanese farmers' associations. The findings revealed that transformational leadership has an impact on employees' emotional commitment to change not just directly, but also indirectly through perceived organizational support and affective commitment to the organization.

The article "Role of Leadership on organizational change" written by Uzama Rasool et al. (2016), concluded that there is a significant role in leadership while bringing change to an organization. Today's new reality of the business environment makes organizational change more demanding and common. Therefore, the Organization tends to adopt the change to effectively respond to the current or future trends, technological, economic, and social changes, and in order to gain a

competitive edge. But to implement the change in Organization is very challenging and complex. At this time leadership can play a central role in managing Organizational change. Through their study, they perceived that leaders must have different qualities, characteristics, and styles that should be adopted by them in order to make successful Organization change. Especially, in the case of Organizational change, the leaders must possess the qualities of having a vision and innovative thinking. Thus, visionary leadership and the innovative approach proved to be very effective in bringing Organizational change successfully.

In the journal “Judicial Leadership Excellence” written by Geoff Gallas (1987), concluded that Effective leadership is required for competent court system performance, regardless of the reform goal, organizational structure, or program area. Despite this, judicial administration research has largely overlooked the systematic examination of successful trial court leaders, leadership teams, and organizational structures that produce effective leaders. As a result, we are unable to analyze, let alone comprehend, the most fundamental features of good judicial administration and successful judicial reform. To develop dependable judicial leadership excellence, we must look at state trial court leaders and leadership teams who have been successful in one of two ways: (1) consistently maintaining appropriate case processing speeds while avoiding undue delay, or (2) drastically lowering delay.

The journal “Judicial Leadership Excellence” written by Geoff Gallas (1987), added the following concept future study of reform must clearly recognize the centrality of leadership skill, and the variability of that skill among those with leadership responsibilities in the judiciary, and strongly suggests the necessity of organizational and system integration through effective judicial leadership. Having effective judicial leadership will help minimize the daily challenges and boost the process of developing usable, accessible knowledge about case flow management and delay reduction.

In Muluken's research project from 2021, the effectiveness of organizational change at ECX was to be examined in relation to leadership style. The efficacy of organizational change was the dependent variable, and a structured questionnaire was developed to assess the influence of leadership styles (the independent variable). With high and moderate correlation coefficients, respectively, the findings indicated that the transformational leadership style is primarily used at ECX. Organizational Change Effectiveness and the laissez-fairedership style have a weak yet

beneficial relationship. Also discovered to be effective predictors of the dependent variable are the independent factors.

In three government hospitals in Addis Ababa, Nitsuh (2018) studies how leadership philosophies and organizational change readiness are related. To achieve this, change preparedness was the dependent variable, and transformational and transactional leadership styles were the independent factors. The results demonstrated that a sizable portion of the variation in organizational change may be attributed to both transformational and transactional leadership styles. They collectively accounted for 42% of the variation in organizational change readiness in this way.

High participant interest, a high perceived success rate, management support, alignment with the aims and values of the company, and appropriate financial resources for the change project are all signs that an organization is ready for change, according to Vorkey and Antonio (2014). Leaders in healthcare facilities have a significant impact on the motivation of medical staff and other support personnel. In order to support this, Garg and Ramjee (2013) argued that there is a need for a deeper comprehension of the connection between leadership style and work-related attitudes. Studies show a connection between leadership style, trust, and numerous demographic factors, as well as organizational change readiness.

Burritt, referenced by Mitchell in 2013, claims that a number of factors influence transformation in the healthcare system. The process of change involves individuals, teams, and organizations all working together, but leaders have the very difficult task of making it all happen (Cameron & Green, 2012). Given this, it is possible to state that leaders tend to have a favorable or bad impact on events and choices within a hospital compound. The research on organizational change readiness revealed a recurring trend in support of the contention that leadership philosophies have a significant impact on change readiness. The two leadership philosophies, TFL and TAL, are examined in this study in connection to many aspects of organizational development. Transformational leadership is essential for the hospitals' attainment of their service goals since the healthcare system is focused on entrepreneurship. Jaffe (2012) makes the case for transformational management leadership, noting that studies show improved overall nurse performance, safer nursing practices, and higher rates of nurse satisfaction and retention. According to Fiedler and House (quoted by Poddar in 2012), transformational theories aim to meet followers' changing values, needs, goals, and aspirations as a result of the activities of leaders. The aforementioned justifications and conclusions demonstrate how teachers' and nurses' readiness for change in other nations' healthcare systems depends on both inner and external factors.

Ololube (2017) categorizes leadership abilities into four main groups: cognitive, interpersonal, business, and strategic. The "strata plex" model describes how the four types of abilities change depending on the organizational level at which they are used. More than 1,000 new, midlevel, and senior managers participated in the model's testing by the researchers. The findings demonstrated the need for improved leadership abilities at higher organizational management levels. Cognitive ability was the most crucial leadership trait at all levels. Because it includes the capacity to pick up new information and discover novel approaches to resolving issues, this skill is regarded as the fundamental component of all leadership abilities. Interestingly, commercial skills and strategic skills were the two most crucial skills to gain while moving into high levels of leadership.

Basham (2010) asserts that contingent rewards and management by exception are the two pillars of transactional leadership, which is centered on exchanges. According to research, rewards and penalties can motivate nurses and medical professionals. According to Proddar (2012), transactional leaders should structure performance environments to help subordinates meet organizational goals and reap incentives. An effective transactional leader must be able to recognize and cater to the shifting needs and desires of their followers (Basham, 2010). There are times and situations when leaders exhibit laissez-faire leadership styles despite research showing that such leadership styles are the least effective.

According to Hariri (2011), there is a link between laissez-faire leadership and a range of indices of subordinate performance, effort, and attitude. The LFL style has also been shown to have a negligible relationship with informed decision-making, creativity, poor communication, and reduced job satisfaction in educational institutions, according to a variety of recent studies (Khan and others, 2011).

2.4 Conceptual Frame Work

The study will look into the connection between performance review and organizational change. In this regard, how do the independent variables, such as the three different leadership philosophies of transactional leadership, transformational leadership, and laissez-faire leadership, affect the Federal Supreme Court's organizational change as the dependent variable.



Figure 2.1. Conceptual Framework Source; Muluken, (2021)

CHAPTER THREE

3 RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, the methodology of the study is explained. It consists of research design and approach; Sources of data, research techniques, population and sampling design, (which consists of sampling technique and size), validity and reliability, data analysis and interpretation, data presentation, and ethical consideration are the chapter outline.

3.2 Research Approach

A mixed (qualitative and quantitative) research approach is used for this study. According to Hall (1996), using both methods is the result of social scientists increasingly realizing that the strength of one strategy can compensate for the weaknesses of the other.

In this study, numerical numbers that express how much or how many of something there are were used as quantitative data. The foundation of quantitative research was the measuring of quantity or amount. It can be applied to phenomena that have a quantitative expression. By analysing the correlation between variables, quantitative research can be used to test unbiased theories. Quantitative research is frequently seen as being totally scientific, justifiable, accurate, and grounded in facts that are frequently expressed in precise numbers. This strategy frequently shows up when readers or listeners with a quantitative bent make up the audience. The subcategories of this quantitative research approach are inferential (survey research), experimental, and simulation approaches.

3.3 Research Design

Based on the nature of the research inquiry, this study used a descriptive research design. In descriptive or size exploration research design fact-finding inquiries describe the state of affairs as it exists. This type of research is carried out to answer more clearly defined research questions.

3.4 Data Type and Source of Data

Both primary and secondary sources of data collection were employed in the study. Well-designed and structured questionnaires were utilized. This was completed by employees who are at work in different positions at Federal Supreme Court. Secondary data obtained from a variety of books, published and/or unpublished government documents, reports, and newsletters were reviewed to make the study fruitful.

3.5 Data Gathering Technique and Instruments

The primary data was gathered particularly using a survey questionnaire. The researcher distributed the questionnaire to sampled respondents. For the purpose of this study, a close-ended questionnaire was used as the measuring instrument. The close-ended questionnaires can be administered to groups of people simultaneously since they are less costly and less time-consuming than other measuring instruments. The Likert-type scale method used a range of responses: ‘Strongly Disagree’, ‘Disagree’, ‘Neutral’, ‘Agree’, and ‘Strongly Agree’ and the 5-point rating scale also used a range of responses. The usage of this particular scaling method ensured that the research study illustrated the ability to assess the responses and measure the responses quantifiably so that a pattern or trend was produced in order to assess the research objective. A pilot study was conducted to refine the methodology and test the questionnaire before administering the final phase. Questionnaires were tested on potential respondents to make the data-collecting instruments objective, relevant, suitable to the problem, and reliable. Issues raised by respondents were corrected and questionnaires were refined.

3.6 Population, Sample Size, and Sampling Technique

According to Hair *et al.* (2010), the target population is said to be a specified group of people or objects for which questions can be asked or observed made to develop required data structures and information. Therefore, for this study, the target populations were 1,229 employees from the Federal Supreme Court in Addis Ababa.

The sample size was determined using Taro Yamane’s statistical formula (1967:886) with a 95% confidence level and a 5% error. From the total population of 1,229, the sample size of the total population will identify as per this formula.

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

= 301.78

Accordingly, the 302 respondent employees from the selected branches from each district were selected by using a non-probability sampling approach specifically a convenient sampling technique. The convenience sampling technique attempts to obtain a sample of convenient elements. Often, respondents were selected because they happen to be in the right place at the right time. Convenience sampling is the least expensive and least time-consuming of all sampling techniques.

3.7 Method of Data Analysis

The data was collected and edited, coded, and entered into statistical software (Statistical Package for Social Sciences, SPSS version 20). This involved converting quantitative (nominal and ordinal data) into numerical codes. Both descriptive and inferential statistics were used to analyze and interpret the findings. While descriptive statistics summarize the characteristics of a data set, inferential statistics help to make conclusions and predictions based on the data. When data is collected from a sample, inferential statistics to understand the larger population from which the sample is taken. Demographic variables of the respondents were interpreted using descriptive statistics whereas inferential statistics was used to find out the relationship between the study variable using correlation analysis. The study adopted multiple linear regression and Pearson correlation analysis to establish the relationship between variables of interest. Specifically, multiple linear regression analysis was used to determine the joint relationship between independent and dependent variables.

3.8 Validity and Reliability

The ultimate goal of any research study is to obtain high-quality, trusted, valid, and reliable results (Yilmaz, 2013). Therefore, researchers should ensure that the adopted research methodology meets the defined standards and criteria. Common criteria used to achieve these standards in research methodology are validity and reliability. Yilmaz (2013) and Denscombe (2014) described the term 'validity' as the appropriateness and accuracy of collected data. Yilmaz (2013) defined reliability

as ‘consistency or the degree to which a research instrument measures a given variable consistently every time it is used under the same condition’.

3.8.1 Internal Validity

This criterion refers to the appropriateness of the data analysis techniques utilized to analyze the collected data. It is therefore important that the theoretical propositions are linked with the data accurately in addition to the appropriate application of the analytical strategies. For this research, to increase the internal validity, a careful and comprehensive review of the literature related to the topic of choosing a research design to enable the selection of an accurate data analysis technique was conducted, and the analysis steps were followed precisely. In addition, by fulfilling all research objectives, internal validity was achieved.

3.8.2 External validity

External validity refers to the degree to which the research findings can be generalized or stratified in other research studies or generalized to other people and settings. For quantitative research, the generalization of results is applicable, as generalization can only occur for theoretical propositions. The findings of this research will be generalized or transferred to a context similar to the Federal Supreme Court context. Most of the respondents met the researcher for the first time to explain the study’s objectives; the relationship will be formal, so the influence will be minor.

3.8.3 Reliability

Reliability means that the process (such as data collection procedures) of the study can be repeated to obtain the same results (Yin, 2014). For this research, reliability was achieved by selecting and following an appropriate research methodology model to ensure that the aim and objectives were fulfilled. In addition, to further ensure reliability, all participants were provided with an overview of the research background to ensure all questions will be understood in the same way.

In order to measure the consistency of the questionnaire and the overall reliability of the constructs that it is measuring, the reliability test was carried out based on Cronbach’s Alpha coefficient. Cronbach’s Alpha can be interpreted as a correlation coefficient. Its coefficient range lay on the value from 0 to 1. A reliability coefficient (alpha) higher than or equal to 0.7 is considered acceptable. That means the targeted questions raised in the questionnaires are capable to meet the

objective of the study. Thus, according to reliability statistics, Cronbach’s Alpha coefficient of this study is 0.974 which is acceptable. This implies that both function of the covariance among items and the number of items in the analysis is the mark of a “good” or reliable set of items and the question designed was accurately measuring the variable of interest of the study. As shown in the following table the reliability statistics Cronbach’s Alpha coefficient of this study is 0.974 which is acceptable. This implies that both functions of the covariance among items and the number of items in the analysis are the mark of a “good” or reliable set of items and the question designed was accurately measuring the variable of interest of the study.

Table 4.1. Reliability Statistics

Cronbach's Alpha	N of Items
.974	44

Source: Own Survey, (2023)

3.9 Ethical Considerations

This study was entirely devoted to identifying the Impacts of Leadership Styles on Organizational change in the case of the Federal Supreme Court and determining how these factors significantly affect the success of the organization so as to forward possible recommendations for future improvements and maintain the employees’ performance. It was interested in abusing or exposing secrets (if any) in any way to the public. The study participants were informed about the purpose of the study and formal verbal consent was obtained from each participant before data collection. The Impacts of Leadership Styles on Organizational Change implementation in the case of the Federal Supreme Court was measured objectively, based on information collected from respondents. Finally, confidentiality was assured and the data was made to be kept by avoiding personal identifiers.

CHAPTER FOUR

4 DATA PRESENTATION, ANALYSIS, AND DISCUSSION

4.1 Introduction

This chapter focuses on the presentation of the data, the analysis, and the explanation of the results. The response rate, reliability analysis, and demographic information of the respondents are presented in the first three sections. The next three sections deal with correlation analysis, hypothesis testing, regression analysis, and discussion. While transformational leadership, transactional leadership, and laissez-faire leadership were used to predict the relationship between organizational change and the various independent variable factors affecting the organizational change of Federal Supreme Court employees. The study used Pearson correlation analysis and multiple linear regression to determine the association between the relevant variables. To be more precise, multiple linear regression analysis is performed to ascertain how closely independent and dependent variables are related.

4.2 Response Rate

According to the collected data, 293 of the 302 questionnaires that were sent were completed and returned, representing a 97% response rate. According to Mugenda and Mugenda (2003), this rate is in line with their explanation that for a hypothesis, a response rate of 50% is acceptable for examination and reporting, a response rate of 60% is exceptional, and a response rate of 70% is enormous. Therefore, 97% was unexpected for an examination. This high response rate can be attributed to the data collection methods, where the researcher informed possible participants in advance and used the drop-and-pick methodology to select the surveys at a later time to give respondents ample time to complete the reviews.

4.3 Reliability

The reliability test was conducted using Cronbach's Alpha coefficient to assess the questionnaire's consistency and the overall dependability of the constructs that it is assessing. The usual range for Cronbach's alpha reliability coefficient is 0 to 1. The coefficient, however, actually has no lower bound. The internal consistency of the scale's items is inversely correlated with how near

Cronbach's alpha coefficient is to 1.0. George and Mallery (2003) provide the following rules of thumb: “> 0.9 – Excellent, > 0.8 – Good, > 0.7 - Acceptable, > 0.6 – Questionable, > 0.5 – Poor, and < 0.5 – Unacceptable”.

As shown in table 4.1 the reliability statistics Cronbach’s Alpha coefficient of this study is 0.974 which is acceptable.

Construct validity is referred to as the establishment of the correct operational measures for the research topic under study (Yin, 2014). For this research, construct validity will be achieved through the triangulation of research techniques using different sources of evidence. Internal validity refers to the appropriateness of the data analysis techniques utilized to analyze the collected data. It is therefore important that the theoretical propositions are linked with the data accurately in addition to the appropriate application of the analytical strategies. For this research, to increase internal validity, a careful and comprehensive review of the literature related to the topic of choosing a research design to enable the selection of an accurate data analysis technique will be conducted, and the analysis steps will be followed precisely. In addition, by fulfilling all research objectives, internal validity will be achieved.

4.4 The Demographic Characteristics of the Respondents

Table 4.2: The Demographic Characteristics of the Respondents

Items	Alternatives	Frequency	Percentage
1. Gender	Male	190	65
	Female	103	35
	Total	293	100
2.Educational qualification:	Grade 10 completed	15	5
	Grade 12 completed	9	3
	Certificate	15	5
	College diploma	41	14
	First Degree	173	59
	Second Degree and above	41	14
	Total	293	100

Source: Own Survey, (2023)

Identifying the respondent characteristics in any study is crucial since it describes the type of respondents who have taken part, in particular their gender, educational attainment, and age, all of which jointly influence their comprehension levels. The researcher took into account the

respondents' distribution of education levels and the working experiences of the respondents in the Federal Supreme Court.

As it can be seen in Item 1 of Table 4.2, regarding the gender distribution of the respondents, 65% of the respondents were men, while the rest, 35%, were women. This confirmed that male respondents were more represented than their female counterparts.

Item 2 of the same table, sought to determine the respondents' education level. The majority (59%) of the respondents had a bachelor's degree, and the rest (5%, 3%, 5%, 14%, and 14% of the respondents were grade 10 or grade 12 completers, certificate holders, diploma holders, or had graduated with a second degree or higher, respectively. The discoveries along these lines show that the respondents have the ability to answer the inquiries effectively.

4.5 Analysis of the Inferential Statistics

4.5.1 Correlation Analysis

The bivariate Pearson Correlation produces a sample correlation coefficient, r , which measures the strength and direction of linear relationships between pairs of continuous variables. By extension, the Pearson Correlation evaluates whether there is statistical evidence for a linear relationship among the same pairs of variables in the population, represented by a population correlation coefficient, ρ ("rho"). The Pearson Correlation is a parametric measure.

The bivariate Pearson Correlation is commonly used to measure: the Correlations among pairs of variables, Correlations within and between sets of variables;

The bivariate Pearson correlation indicates

- Whether a statistically significant linear relationship exists between two continuous variables
- The strength of a linear relationship (i.e., how close the relationship is to being a perfectly straight line)
- The direction of a linear relationship (increasing or decreasing)

Correlation can take on any value in the range $[-1, 1]$. The sign of the correlation coefficient indicates the direction of the relationship, while the magnitude of the correlation (how close it is to -1 or $+1$) indicates the strength of the relationship (-1 indicates a perfect negative linear relationship, 0 indicates no relationship and $+1$ indicates perfectly positive linear relationship)

The strength can be assessed by these general guidelines (which may vary by discipline):

- $< |r| < 0.3$... small / weak correlation
- $< |r| < 0.5$... medium / moderate correlation
- $0.5 < |r|$ large / strong correlation

The Flag significant correlations is checking this option will include asterisks (**) next to statistically significant correlations in the output. The statistical alpha result is less than 0.01 interpreted as there is a significant relationship between variables.

Table 4.3 Correlation

		Transformational Leadership	Transactional Leadership	Laissez-fair Leadership	Organizational change
Transformational Leadership	Pearson Correlation	1	.854**	.813**	.888**
	Sig. (2-tailed)		.000	.000	.000
	N	293	293	293	293
Transactional Leadership	Pearson Correlation	.854**	1	.831**	.946**
	Sig. (2-tailed)	.000		.000	.000
	N	293	293	293	293
Laissez-fair Leadership	Pearson Correlation	.813**	.831**	1	.840**
	Sig. (2-tailed)	.000	.000		.000
	N	293	293	293	293
Organizational change	Pearson Correlation	.888**	.946**	.840**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	293	293	293	293

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Own Survey, (2023)

From the above correlation matrix, the researcher found the following results under each construct, supported by their related empirical evidence:

The result of the Pearson correlation test between transformational leadership (the independent variable) and organizational change (the dependent variable) showed that there is a positive relationship between the two variables at the significance level of (R=0.888), (P<0.01). According to MacEachron's (1982) measure of association, the magnitudes of the relationship between the two variables are strong. Compared to other relationships considered in this study, transformational leadership is ranked second in its magnitude of correlation.

A Pearson correlation test was conducted to determine the degree of association between organizational change and transactional leadership. Hence, the result of the study showed that both

variables are positively correlated to one another at a significant level of ($R=0.946$), ($P<0.01$). Based on MacEachron's (1982) measure of association, the magnitudes of the relationship between the two variables are strong. Compared to other relationships considered in this study, transactional leadership is ranked first in its magnitude of correlation.

The result of the Pearson correlation test between organizational change and laissez-fair leadership showed that there is a statistically significant positive relationship between the two variables at the level of ($R=0.843$), ($P<0.01$). MacEachron (1982) classified this magnitude of the relationship as a strong one. Compared to other relationship variables considered in this study, laissez-fair leadership is ranked third in its magnitude of correlation.

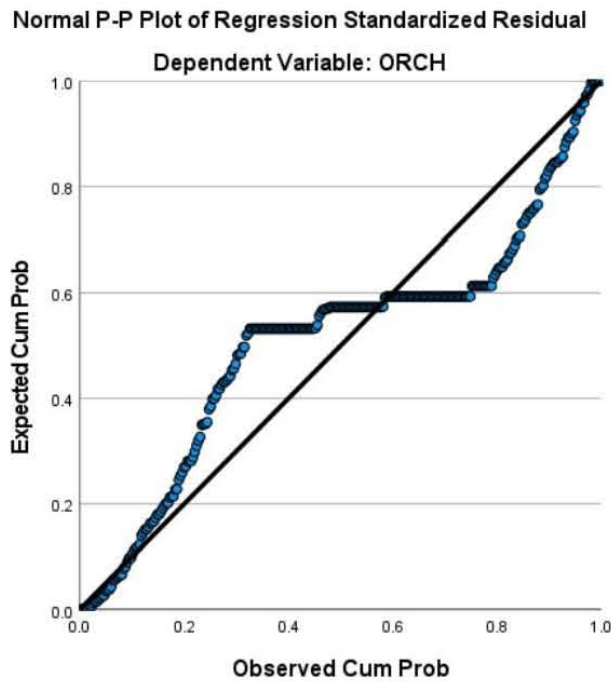
4.5.2 Test of Assumptions

Statistical assumptions that must be met for the analysis of correlation and regression are tested and the results are presented in this section. Accordingly, basic assumptions were checked and found acceptable and their results are discussed as follows.

Assumption01- Linearity Test

Linearity refers to the degree to which the change in the dependent variable is related to the change in the independent variables.

Figure 4.1: Normal P-P plot graph



Source: Own Survey, (2023)

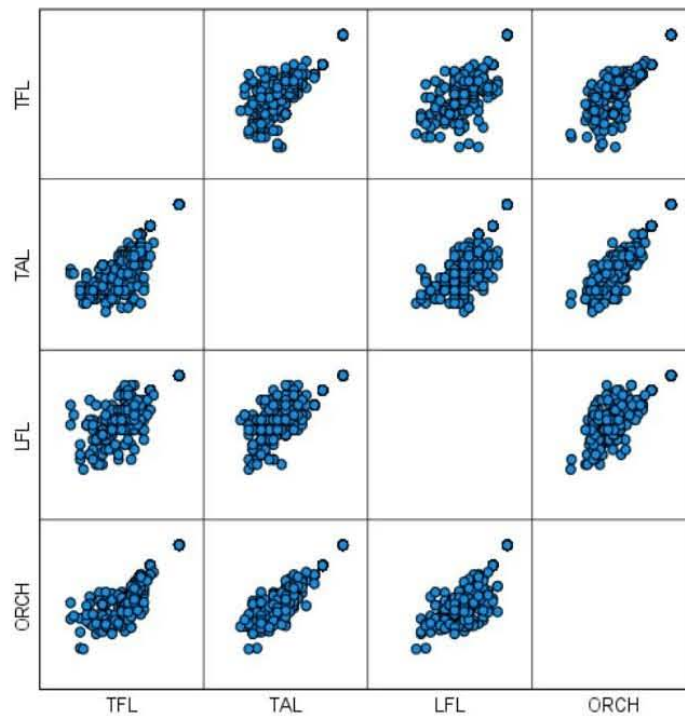
The p-plot of residuals discloses that there is no large deviation in the range of the residuals. As we look from left to right on the figure it looks like almost all residuals lay on the linear straight line. Therefore, this tells us the relationships between the independent variable with the dependent variable are linear.

Assumption02 - Homoscedasticity (Equal Variance)

Heteroscedasticity is a hard word to pronounce, but it doesn't need to be a difficult concept to understand. Put simply, heteroscedasticity (also spelled heteroskedasticity) refers to the circumstance in which the variability of a variable is unequal across the range of values of a second variable that predicts it. The model errors are generally assumed to have an unknown but finite variance that is constant across all levels of the predictor variables. This assumption is also known as the homogeneity of variance assumption (Weisberg, 2005, as cited by, Matt, Carlos, and Deson, 2013).

It means simply that, the variance of Y for each value of X is constant in the population. This assumption can be checked by visual examination of a plot of the standardized residuals (the errors) by the regressions standardized predicted value. The following scatter plot was obtained from the average results of the dependent variable; organizational change and the various independent variables transformational leadership, transactional leadership, and laissez-fair leadership to see whether homoscedasticity is really a pressing problem of this particular study.

Figure -4.2. homoscedasticity between variables



Source: Own Survey, (2023)

As can be seen in graph 4.2 the set of data exists on the same scatter, the points have the same distance from the line, and the scatter plot is roughly rectangular-shaped. This shows that the sample fit with the assumption of equal variances (i.e. assumption of homoscedasticity). This implied that even if the data came from different samples have the same variance.

Assumption03 -Independent of Residuals

Linear regression analysis requires that there is little or no autocorrelation in the data. Autocorrelation occurs when the residuals are not independent of each other. In other words when the value of $y(x+1)$ is not independent of the value of $y(x)$. For instance, this typically occurs invariable, where the variable is not independent of the previous variable. A value of 2.0 means there is no autocorrelation detected in the sample. Values from zero to 2.0 indicate positive autocorrelation and values from 2.0 to 4.0 indicate negative autocorrelation (Chatterjee&Hadi, 2012; Fox, 1997; Weisberg, 2005). Breach of this assumption leads to, a biased estimate of standard errors and significance, even if the estimate of the regression coefficient remains unbiased yet inefficient (Chatterjee&Hadi, 2012, as cited by, Matt, Carlos, and Deson, 2013).

The Durbin Watson (DW) statistic is a test for autocorrelation in the residuals from a statistical regression analysis. The Durbin-Watson statistic will always have a value between 0 and 4, a value of 2.0 means that there is no autocorrelation detected in the sample. Values from 0 to less than 2 indicate positive autocorrelation and values from 2 to 4 indicate negative autocorrelation. The table below showed the Durbin-Watson test of this study.

Table 4.4 Durbin-Watson test result Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.960 ^a	.921	.920	.24668	.921	1122.58	3	289	.000	1.64
a. Predictors: (Constant), LFL, TFL, TAL										
b. Dependent Variable: ORCH										

Source: Own Survey, (2023)

The value of the Durbin-Watson statistic ranges from 0 to 4. As a general rule, the residuals are independent (not correlated) if the Durbin-Watson statistic is approximately 2, and an acceptable range is 1.50 - 2.50 (Babatunde O.S, Oguntunde P.E, Ogunmola A. O, and Balogun O.S, 2014). In this case, Durbin-Watson is 1.64, close to 2 and within the acceptable range, and hence, we assumed independence of the residuals assumption.

Autocorrelation, also known as serial correlation, can be a significant problem in analyzing historical data if one does not know to look out for it. A positive autocorrelation would indicate that the transformational leadership, transactional leadership, and laissez-fair leadership yesterday has a positive correlation with transformational leadership, transactional leadership, and laissez-fair leadership today so if they fell yesterday, it is also likely that fall today. Having the negative autocorrelation, on the other hand, has a negative influence on itself over time so if transformational leadership, transactional leadership, and laissez-fair leadership fell yesterday, there is a greater likelihood it will be raised today.

Assumption 04- Multicollinearity

The term multicollinearity describes a perfect or exact relationship between the regression exploratory variables. Multiple linear regression analysis assumes that there is no perfect exact relationship among exploratory variables. In regression analysis, when this assumption is violated, the problem of Multicollinearity occurs. Multiple linear regressions assume that there is little or no multicollinearity in the data. Multicollinearity occurs when the independent variables are not independent of each other. A second important independence assumption is that the error of the mean is uncorrelated; that is that the standard mean error of the dependent variable is independent of the independent variables.

Multicollinearity is checked against three key criteria:

- 1) Correlation matrix – when computing the matrix of Pearson's Bivariate Correlation among all independent variables the correlation coefficients need to be smaller than 0.9.

2) Tolerance – the tolerance measures the influence of one independent variable on all other independent variables; the tolerance is calculated with an initial linear regression analysis. Tolerance is defined as $T = 1 - R^2$ for these first-step regression analyses

3) Variance Inflation Factor (VIF) – the variance inflation factor of the linear regression is defined as $VIF = 1/T$. Similarly with $VIF > 10$, there is an indication for multicollinearity to be present. Basically, this study used two ways to detect multicollinearity. One way is by computing tolerance values and Variance Inflation Factor (VIF) for each independent variable. Multicollinearity exists when Tolerance is below 0.10 and the average variance inflation factor (VIF) is greater than 2.5. The other method is to assess multicollinearity by examining correlations among the independent variables. If a correlation matrix demonstrates correlations of 0.90 or higher among the independent variables, there may be a problem with multicollinearity.

Table 4.5. Pair-wise correlation among the independent variables

	TAL	LFL
TFL	.854**	.813**
TAL	1	.831**
LFL	.831**	1

Source: Own Survey, (2023)

According to (Hair et al., 2006) the pair-wise correlation among the independent variable should not exceed 0.90. As it is portrayed in the above table, the bold values showed the pair-wise correlation result and hence none of them exceeded the tolerable range of 0.90 to the maximum. Armed with this, we can say that multi-co-linearity was not a problem in this particular study.

Table 4.6 Tolerance and Variance Inflation Factor

Model		Collinearity Statistics	
		VIF	Tolerance
1	(Constant)		
	TFL	4.222	.237
	TAL	4.639	.216
	LFL	3.703	.270

Source: Own Survey, (2023)

As can be seen in Table 4.6 the Multicollinearity test by computing tolerance values for each independent variable are ranging from 0.216 to 0.270. In this case, all the tolerance values are greater than 0.10 and the Variance Inflation Factor (VIF) for each independent variable are ranging from 3.703 to 4.639 which is greater than 2.5. Hence, the researcher assumed Multicollinearity was not a problem.

4.5.3 Regression Analysis Results

Once all the regression assumption was met, the researcher decided on the data and further processed it. Analysis of variance (ANOVA) is a method of splitting the total variation into meaningful components that measure different sources of variation. In other words, it split the total sum of squares into ‘between groups (sample) sum of squares’ and ‘within group (sample) sum of squares’. Analysis of Variance (ANOVA) is a parametric statistical technique used to compare datasets. It is similar in application to techniques such as t-test and z-test, in that it is used to compare means and the relative variance between them. However, analysis of variance (ANOVA) is best applied where more than two populations or samples are.

Under this part, the researcher was mainly focused on the three most important elements of regression output, i.e. the Model summary, the ANOVA test, and the Beta coefficient. The average response obtained from the employees under the dependent variable, organizational change, and each of the predictor variables, transformational leadership, transactional leadership, and laissez-fair leadership were used.

Table 4.7 Model Summary of the regression result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.960 ^a	.921	.920	.24668	.921	1122.58	3	289	.000	1.64
a. Predictors: (Constant), LFL, TFL, TAL										
b. Dependent Variable: ORCH										

Source: Own Survey, (2023)

The regression model considered organizational change as a dependent variable and transformational leadership, transactional leadership, and laissez-fair leadership scores as the independent variables. The regression analysis is conducted to evaluate how well transformational leadership, transactional leadership, and laissez-fair leadership predict organizational change. As it is depicted in the model summary table, the linear combination of the three variables significantly related to organizational change ($R^2 = 0.921$ and $P < 0.001$). This means that 92.1 percent of the positive variance of organizational change in the sample can be accounted for by the linear combination of transformational leadership, transactional leadership, and laissez-fair leadership.

Table 4.8 ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	204.924	3	68.308	1122.580	.000 ^b
	Residual	17.585	289	.061		
	Total	222.509	292			
a. Dependent Variable: ORCH						
b. Predictors: (Constant), LFL, TFL, TAL						

Source: Own Survey, (2023)

ANOVA (Analysis of variance), is used to compare whether the mean of one dependent variable differs significantly across the categories of other independent variables. ANOVA provides, the result of the test of significance for R and R² using an F-statistic. According to Cohen, J (2010), if the result of the test is significant, with a value below 0.05, then we reject the null hypothesis that R² is equal to zero and accept the research hypothesis that R² is significantly different from zero and there is a relationship between the independent and dependent variable in the population.

As it is depicted in the ANOVA table above, the P-value of the dependent variable organizational change and the independent variables transformational leadership, transactional leadership, and laissez-fair leadership is below .05 (P<0.001). Therefore, we concluded that the **R** and **R²** between the dependent variable organizational change and the independent variables transformational leadership, transactional leadership, and laissez-fair leadership are statistically significant (different from zero), based on the opinion collected from respondents.

Table 4.9 Beta coefficient of regression result

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.148	.099		1.492	.000	.342	.047
	TFL	.346	.045	.261	7.685	.000	.257	.434
	TAL	.583	.032	.653	18.337	.000	.520	.645
	LFL	.097	.037	.085	2.660	.000	.025	.169
a. Dependent Variable: ORCH								

Source: Own Survey, (2023)

Under the Beta Coefficient table, the researcher highly emphasized the values of the standardized Beta coefficient in order to figure out the relative importance of each independent variable, in predicting the dependent variable, and on the unstandardized Beta coefficient in order to formulate the linear regression equation.

A. Standardized Beta Coefficient

The standardized beta coefficient is sometimes called relative importance weight. More specifically, RIWs are the proportionate contribution from each predictor to R^2 , (i.e. in our case to the $R^2=0.921$), after correcting for the effects of the inter-correlations among predictors (Lorenzo-Seva et al., 2010). This method is recommended when the researcher is examining the relative contribution of each predictor variable to the dependent variable (Johnson, 2000 and 2004).

From Table 4.9 we can infer that transactional leadership in determining the variation in organizational change accounted for 65.3% of the beta coefficient. The second most important element of transformational leadership that contributed most, to the positive variation in the dependent variable organizational change is accounted for 26.1% of the beta coefficient, followed by, laissez-fair leadership, which had a beta coefficient share of 8.5%.

In the case of the Federal Supreme Court, laissez-fair leadership contributed least to the variance in the response variable among the others, accounted for only 8.5% and it is statistically significant at a p-value less than Alpha, ($0.00 < 0.05$).

Note that: This doesn't mean that laissez-fair leadership has no contribution; rather its contribution was significant.

B. Unstandardized Beta Coefficient

This is sometimes called the Beta Weights. According to Pedhazur, (1997), a β weight coefficient informs us, as to how much change in the criterion variable (i.e. organizational change in our case) we might expect with a one-unit change in the predictor variables, (i.e. transformational leadership, transactional leadership, and laissez-fair leadership in our case) holding all other predictor variables constant.

The linear regression formula for one dependent variable, the organizational change, and more than one independent variable transformational leadership, transactional leadership, and laissez-fair leadership took the form of:

$$Y' = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where, Y'= the dependent variable organizational change

a = y axis intercept (the constant beta value)

b_1, b_2, b_3, b_4, b_5 and b_6 =beta weight for each independent variables

X_1, X_2, X_3, X_4 and X_5 = transformational leadership, transactional leadership, and laissez-fair leadership respectively.

e = the error term (0.05 in our case)

Taking into consideration the unstandardized beta value in the table above, the regression equation of this particular study to the nearest decimal was written as:

$$Y' = 0.148 + 0.346X_1 + 0.583X_2 + 0.097X_3 + 0.05$$

The findings from the regression equation by taking into consideration the unstandardized beta value inferred that:

- For every unit increase in the value of transformational leadership, setting all other predictor variables to zero, the value of the response variable organizational change will increase by 34.6%.
- For every unit increase in the value of transactional leadership, setting all other predictor variables to zero, the value of the response variable (organizational change) will increase by 58.3%.
- For every unit increase in the value of laissez-fair leadership, setting all other predictor variables to zero, the value of the response variable (organizational change) will increase by 9.7%.

Table 4.10 Summary of hypotheses testing

No	Hypothesis	Result
H1	Transformational leadership has a significant positive effect on organizational change at Federal Supreme Court.	Accepted
H2	Transactional leadership has a significant positive effect on organizational change at Federal Supreme Court.	Accepted
H3	Laissez-fair leadership has a significant positive effect on organizational change at Federal Supreme Court.	Accepted

CHAPTER FIVE

5 CONCLUSION AND RECOMMENDATION

5.1 Introduction

The observations, conclusions, and suggestions are summarized in this chapter. The study's primary goal was to assess how leadership style contributed to improve organizational change implementation at Federal supreme court Ethiopia. To accomplish the study goal, relevant literature was examined, quantitative data was gathered using questionnaires, and the results were then analyzed, evaluated, and discussed using SPSS version 20 following are the results of the analysis followed by findings and suggestions.

5.2 Summary of Findings

The main purpose of the study was how the independent variables such as three leadership styles namely transactional leadership, transformational leadership, and laissez-faire leadership influence the dependent variable organizational change. The study was conducted at Federal Supreme Court and pertinent data was collected from the sample employees. In order to meet this general objective, a non-probability sampling approach specifically a convenient sampling technique was used.

The result of the Pearson correlation test was used to predict the relationship between the organizational change and the various independent variable factors affecting the organizational change of Federal Supreme Court employees, namely transformational leadership, transactional leadership, and laissez-fair leadership.

According to the result, all the independent variables such as transformational leadership, transactional leadership, and laissez-fair leadership were a positive relationship with the dependent variable the organizational change at the significance level.

Compared to other relationships considered in this study, transformational leadership is ranked second in its magnitude of correlation, transactional leadership is ranked first in its magnitude of correlation, and laissez-fair leadership is ranked third in its magnitude of correlation.

- The regression analysis is conducted to evaluate how well transformational leadership, transactional leadership, and laissez-fair leadership predict organizational change. The linear combination of the three variables significantly related to organizational change (R^2

=0.921 and $P < 0.001$). This means that 92.1 percent of the positive variance of organizational change in the sample can be accounted for by the linear combination of transformational leadership, transactional leadership, and laissez-fair leadership.

- According to the ANOVA result, the P-value of the dependent variable organizational change, and the independent variables transformational leadership, transactional leadership, and laissez-fair leadership is well below .05 ($P < 0.001$). Therefore, we concluded that the **R** and **R²** between the dependent variable organizational change and the independent variables transformational leadership, transactional leadership, and, laissez-fair leadership are statistically significant (different from zero), based on the opinion collected from respondents.
- The findings from the regression equation by taking into consideration the unstandardized beta value inferred that: for every unit increase in the value of transformational leadership, setting all other predictor variables to zero, the value of the response variable organizational change will increase by 34.6%, for every unit increase in the value of transactional leadership, setting all other predictor variables to zero, the value of the response variable (organizational change) will increase by 58.3%, for every unit increase in the value of laissez-fair leadership, setting all other predictor variables to zero, the value of the response variable (organizational change) will increase by 9.7%. All the selected three leadership styles namely transactional leadership, transformational leadership, and laissez-faire leadership have a significant and positive impact on organizational change which implies leadership styles have an indirect impact on employee job performance.

5.3 Conclusion

- ❖ Transformational leadership has a positive and significant impact on organizational change. Transformational leadership is a style of leadership that focuses on inspiring and motivating followers to achieve their full potential. There is a strong relationship between
- ❖ transformational leadership and organizational change because transformational leaders have the ability to create a culture of change within their organizations. Leaders who exhibit this style of leadership inspire their followers to work toward their common goals and promote innovation, creativity, and collaboration. Transformational leaders are also able to communicate a compelling vision to their followers, which helps to create a shared

sense of purpose and direction. This is important for organizational change as it helps to mobilize employees around a common objective and creates buy-in for new initiatives. Therefore, transformational leadership is a key factor in driving successful organizational change at the Federal Supreme Court as it fosters a positive and adaptive culture that can better respond to the challenges of a changing environment.

- ❖ The transactional leadership style has a positive and significant impact on organizational change. Transactional leadership, a style of leadership that focuses on rewards and punishments to motivate followers, can play a role in organizational change. Transactional leaders often use contingent rewards, such as bonuses or promotions for achieving specific goals, to incentivize employees to support change efforts. However, this leadership style may not be effective for all types of organizational change, particularly those that require more autonomy and creative problem-solving from employees. In such cases, a transformational leadership style may be more appropriate, at the Federal supreme court to focus on inspiring and empowering followers to achieve a shared vision. Ultimately, the success of organizational change efforts depends on a range of factors, including the leadership style employed, the nature of the change, and the organizational culture.
- ❖ Laissez-faire leadership, a hands-off leadership style that minimizes the leader's involvement in decision-making, can hinder organizational change efforts. This type of leadership style may result in a lack of direction, accountability, and guidance, which can delay or prevent successful change implementation. In some cases, laissez-faire leaders may assign responsibilities to others without providing the necessary support or resources, leading to confusion, frustration, and resistance from employees. This style of leadership may be effective in certain situations where employees have the necessary skills, knowledge, and motivation to work independently, but in the context of the Federal Supreme Court organizational change, it may not be the most suitable approach. Organizational change efforts require strong leadership, clear communication, and a proactive approach to overcome challenges and achieve desired outcomes. Laissez-faire leadership may hamper these efforts and therefore, is not recommended for leading organizational change in the case of the Federal Supreme Court.

5.4 Recommendation

Based on the findings of the study, the researcher forwards the following recommendations to the management of the Federal Supreme Court and suggestion for other researchers. Since employees are the most valuable assets in any firm, it is essential that those in charge of them are capable of inspiring and leading their teams to success. The leadership style used would have an effect on both the overall efficacy of the organization and that of each employee. Given that there is a strong correlation between the efficacy of the change and the transformational leadership style, top management needs to focus more on enhancing organizational change effectiveness and the senior management of the Federal Supreme Court should consider enhancing the practice of leadership among leaders as a crucial strategy for any upcoming reform. One of the reasons why change programs fail is because of the significant resistance of the workforce to them due to their lack of trust in the leaders. Leaders should address each follower's unique issues by employing various strategies, such as coaching and even mentorship, in order to fix such issues. They should provide them with individualized care, encouragement, guidance, and constructive criticism. Because they will feel appreciated, employees will actively participate in any transformation efforts out of a sense of responsibility.

Since transformational leadership is also about developing trust that can help in the construction of a sense of shared goals and a shared vision, the relationship between the leaders and their subordinates should be taken into consideration.

The senior management should also ensure that every employee is properly informed on the change activities taking place throughout the entire company. The entire transition process should be understood by all employees. The Federal Supreme Court's top management should stay in touch with its supervisory organ even if all the modifications completely fail because unexpected change initiatives could have a big impact on the company if they don't work out. This is because implementing external change initiatives as soon as possible (unplanned modifications) will lead to poor change implementation.

According to the summary, FSC employees disagree and think it is advised against using laissez-faire leadership to guide organizational change initiatives. A lack of direction, responsibility, and guidance may arise from this leadership style, which can impede or postpone the implementation of successful change. Therefore, in the case of FSC in order to overcome obstacles and achieve desired results, organizational transformation requires strong leadership, transparent communication, and a proactive attitude. To guarantee successful change implementation,

leaders must actively engage with their teams, offer resources and support, and communicate clearly.

Finally, to successfully implement organizational change in Federal Supreme Court, leaders should consider the following recommendations:

1. **Understand the type of change:** Before implementing any change, leaders must first understand the nature of the change and its potential impact on the organization. This will help them determine the appropriate leadership style, communication plan, and strategy for the change.
2. **Choose the right leadership style:** Different types of organizational change require different leadership styles. Transactional leadership can be effective for changes that require clear goals and specific actions, while transformational leadership may be more suitable for changes that require creativity and collaboration.
3. **Communicate effectively:** Effective communication is critical to the success of any change initiative. Leaders should communicate clearly, frequently, and in ways that resonate with employees. They should also be open to feedback and willing to address concerns and questions.
4. **Involve employees:** Involving employees in the change process can increase their commitment and buy-in. Leaders should seek input from employees, empower them to make decisions and recognize and reward their contributions.

5.5 Suggestion for Future Research

The current study leaves an opportunity for further future research in the field of how the independent variables such as three leadership styles namely transactional leadership, transformational leadership and laissez-faire leadership influence the dependent variable organizational change. There is an opportunity for researchers to either explore the same variables of this study in greater depth or to add new variables that could potentially predict the role leadership has on organizational change more accurately. This study utilized respondents residing in three leadership styles only and the researcher would recommend that similar studies as to the current study be conducted on a larger scale that is a larger sample size and larger geographic regions and on the other governmental organizations in Ethiopia. This would allow for more diversity in the sample and more informed results.

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APPENDICES

APPENDIX I
ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES
FACULTY OF BUSINESS AND ECONOMICS

Questionnaire to be filled by Employees

Dear Respondents.

This questionnaire is developed by the final year postgraduate students of Addis Ababa University for the Partial Fulfillment of the MBA thesis under the title: “*The Role of Leadership in Organizational change implementation: the Case of Federal Supreme Court*”. The information supplied will be held strictly confidential and is used for academic purposes only. You will not be held for anything arising thereof. I kindly request you to duly fill out and return the questionnaire promptly. Thanking you in advance for your cooperation. For further inquiry, you can reach me at the following address:

Mobile: Sara

Email:

NB:

- It is not necessary to write your name
- Try to address all the questions given below
- For the closed-ended questions use the (✓) mark for your choice

PART 1: BACKGROUND OF RESPONDENTS

1. Gender

Male Female

2. Educational Background:

Grade 10 completed Grade 12 completed Certificate
College diploma First Degree Second Degree and above

PART 2: QUESTIONS DIRECTLY RELATED TO THE STUDY

Here under are the statements that portray the *The Role of Leadership in Organizational change implementation*. Use the five-point Likert scale where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree. Put a “√” or “X” mark on the space provided.

	TRANSFORMATIONAL LEADERSHIP	5	4	3	2	1
TFL01	My supervisor causes others to feel great to associate with him/her					
TFL02	I have total confidence in my supervisor					
TFL03	I am pleased to be related with my supervisor					
TFL04	My supervisor communicates in a couple of straightforward words what we could and ought to do					
TFL05	My supervisor gives engaging pictures about what we can do					
TFL06	My supervisor causes me discover importance in my work					
TFL07	My boss empowers others to consider old issues in new manners					
TFL08	My boss furnishes others with better approaches for taking a gander at bewildering					
TFL09	My boss gets others to reconsider thoughts that they had never addressed.					
TFL10	My boss helps other people develop themselves					
TFL11	My boss tells others how he/she thinks we are doing					
TFL12	My director concentrates on other people who appear to be rejected					
	TRANSACTIONAL LEADERSHIP	5	4	3	2	1
TAL01	My supervisor guides others on the off chance that they need to be remunerated for their work.					
TAL02	My supervisor gives acknowledgment/rewards when others arrive at their objectives					
TAL03	My supervisor points out what others can get for what they achieve.					
TAL04	My supervisor is constantly fulfilled when others satisfy settled upon guidelines					
TAL05	For whatever length of time that things are working, my bosses don't attempt to transform anything					
TAL06	My supervisor reveals to us the norms we need to know to do our work					
TAL07	My supervisor explains what is normal from us					
	LAISSEZ-FAIR LEADERSHIP (LFL)	5	4	3	2	1
LFL01	My supervisor abstains from getting included when significant issues emerge					
LFL02	My supervisor neglects to meddle until issues become genuine					
LFL03	My supervisor is missing when required					
LFL04	My manager shows that he/she is a firm adherent to "On the off chance that it isn't down and out, don't fix it."					
LFL05	My supervisor postponements reacting to earnest inquiries					

LFL06	My supervisor abstains from deciding					
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Continued....

	ORGANIZATIONAL CHANGE	5	4	3	2	1
ORCH01	The mission and goals are clear for all the employees					
ORCH02	The policies and goals are regularly improved in order to cope with the new challenge					
ORCH03	Change and improvement are the top management priority					
ORCH04	Changes are aligned strategically to the organizational goals					
ORCH05	The organizational structure (architecture) is clear for all employees					
ORCH06	There is a smooth flow of Information within the company					
ORCH07	Management team keeps all departments informed about its decisions.					
ORCH08	My Supervisor helps me to acquire new skills					
ORCH09	My Supervisor helps me to Cope with the knowledge growth revolution					
ORCH10	My supervisor helps me to improve my weaknesses					
ORCH11	My supervisor doesn't seem very keen to help me find a solution if I have a problem					
ORCH12	My supervisor can place himself/ herself in my position					
ORCH13	It is difficult to ask help from my colleagues					
ORCH14	There is a strong rivalry between colleagues in my department					
ORCH15	I have confidence in my colleagues					

THANK YOU