

A Systematic Review on the Effects of Leadership Styles on Organizational Performance in Ethiopia: Exploring Gaps on Existing Literatures

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Abstract: *The aim of this research is to present and explore gaps the effects of leadership styles on organizational performance in Ethiopian organizations. Qualitative with descriptive analytical synthetic approach was designed to study. Systematic review is used to summarize the previous empirical and theoretical literatures. Even if the reviewer attempts to address all researches, most of previous researchers were focused on government owned organizations. This study used cross organizational analysis to address the topics among different contexts. The search results from databases, such as Cochrane Library, Medline, Embase and CINAHL results in 31 researches and 12 of them were discarded from the study because they were out of study contexts. Therefore this study is delimited to 19 researches. Most researchers were focused on transformational leadership, but in countries like Ethiopia with high number of illiteracy the attempt to practice transformational leadership can result to wrong decisions. Because transformational leaders, can stimulate the minds of their followers, they can make these people agree and supportive of the plans and actions of the concerned body. With the authority and confidence given to these leaders, there can be instances where leaders can make harsh and abrupt decisions out of emotions which can be detrimental to the people. Since these leaders are believable and have the charm to entice others, decisions that are not in the best interests of the majority can be carried out and in the end, have negative implications. After Analyzing the targeted research works practical knowledge gaps, empirical gaps and methodology gaps were identified. Therefore future researchers are suggested to carry out researches by filling these gaps and focusing on unexplored issue such as internal business process, learning and growth and, financial performance by incorporating private sectors.*

Keywords: systematic review, effects of leadership, styles, organizational performance

Introduction

Nowadays Leadership is an important and crucial issue that leads to enhanced management capacity, as well as organizational performance. Public administration scholars have long considered managerial leadership as an important factor for the effective functioning of government organizations, including the delivery of higher quality and efficient services (Bhargavi & Yaseen, 2016; Magdalena & Eleonora, 2008). Magdalena&Eleonora, (2008) further elaborated leadership is considered as managerial and organizational process that influences and guides the activities of the companies. As postulated by (Kenneth & Anne, 2016; Gregory, Eric, & Steven, 2012; Patricia, 2015; Gaitho, 2016; Ebrahim, 2018; Badran & Khalifa, 2016; Wang & Courtright, 2011), leadership is considered as an essential element in the success of all organizations. Nowadays, many organizations are facing problems related to unethical practices, high labor turnover, and poor organizational performance. These problems are due to the lack of effective leadership (Vigoda-Gadot, 2015).

1. Literature review: Leadership styles and organization performance

Leadership is the most popular topic to be investigated by researchers. According to (Ebrahim, 2018), there are several types of leadership styles. Transformational leadership, transactional leadership, autocratic leadership, democratic leadership, bureaucratic leadership and charismatic leadership are popular leadership styles in management literature.

1.1. Leadership styles

According to (Mitonga-Monga & Coetzee, 2012), leadership style is viewed as a combination of different characteristics, traits and behaviors that are used by leaders for interacting with their subordinates. Other definition is given by (Harris, 2017), who define leadership style as the kind of relationship that is used by an individual so as to make people work together for a common goal or objective. There are various leadership styles. Ebrahim (2018) has mentioned transformational leadership, transactional leadership, autocratic leadership, democratic leadership, bureaucratic leadership and charismatic leadership styles. Democratic leadership is known as participative leadership. It is a type of leadership style in which members of the group take a more participative role in the decision-making process. A shortcoming of democratic leadership style is that it has difficulty when decisions are needed in a short period of time or at the moment (Choi, 2007). The autocratic style is characterized by an “I tell”

philosophy. Autocratic leaders tell their staff members what to do. This can give a business a clear direction but it may also lead managers to under value or ignore input from teams. The transactional leader will first validate the relationship between performance and reward and then exchange it for an appropriate response that encourages subordinates to improve performance. Transactional leadership in organizations plays an exchange role between managers and subordinates (Nanjundeswaras & Swamy, 2014). Bureaucratic leaders influence the people under them to follow the policies and procedures designed by them. This method is not very effective as it does not lead to the development and motivation of the employees (Ebrahim, 2018).

1.2. Organizational performance

Organizational Performance is a complex and multidimensional phenomenon in management literature. Organizational performance comprises of the results of an organization or the actual outputs of an organization, which can be measured against intended outputs, goals and objectives. The contemporary organizational performance instrument is balanced score card. The drawback of the traditional performance measures motivated Kaplan and Norton (1992) to come up with the BSC concept. According to (Kaplan & Norton, 2000), balanced score card has four perspectives. These are financial perspective, customer perspective, internal business process perspective and learning & growth perspective. Financial perspective considers growth, profitability, and risk and defined tangible strategy performance through sales revenues, profitability, and assets utilization that is not indicating drivers of future performances. Customer perspective deals with increasing or retains the number of customers, attracting new customer, increase market awareness and build new image is major target of customer perspective of BSC. Customer perspective measures attributes of product/service, customer relationships and reputation. Internal business processes, is about optimizing production process, process orientation, wider strategic partnerships faster contract work and alike are the major targets of internal business processes perspective. Learning and growth perspective focused on how will sustain business's ability to change and improve employee capabilities and empowerment, information system capabilities; motivation.

1.3. Research debates

Many researches are conducted regarding the effects of leadership styles on organizational performance; however they don't have common agreement about the outcomes of leadership on organizational performance. A research conducted by (Ebrahim, 2018), postulates that democratic leadership styles, significantly affects organizational performance. Regarding democratic style of leadership the finding of (Ebrahim, 2018), is similar with the study of (Elenkov, 2012; Bhargavi & Yaseen, 2016), because these researchers find that democratic leadership has a positive and significant effect on organizational performance. However the research finding of (Zylfijaj, Rexhepi, & Grub, 2014), concluded that even though people usually want democracy, and prefer to have participatory leadership in the organization they work, it does not mean that it always lead to better organizational performance. Concerning transactional leadership style (Ebrahim, 2018), confirms the findings of (Sofi & Devanadhen, 2015; Linjuan, 2010). These researchers conclude that transactional leadership was found to having negative effect on organizational performance, because this leadership style does not encourage creativity and innovation among the employees and hence, the employees do not perform as per the expectations of the organization. However research results of (Longe, 2014; Yildiza, Baştürkb, & Bozc, 2014), is against the earlier mentioned researches, because their study concludes transactional leadership style has a positive and significant effect on the organizational performance. Regarding autocratic leadership, the research findings of (Dawson, 2002; Ojokuku, Odetayo, & Sajuyigbe, 2012; Iqbal, Anwar, & Haider, 2015), indicates, autocratic leadership negatively affects organizational performance in long term but it is useful in the short term. However the above mentioned researchers result is it is against the impact research conducted by (Ebrahim, 2018) for 25 years who concludes that autocratic leadership style have positive and significant impact on organizational performance. Similarly another research conducted by (Gavrea & Stegorean, 2011), suggested that autocratic leadership style has a positive impact on the organizational performance. Even though the above researchers conduct researches to resolve organizational problems by conducting researches on the casual effect of variables the researcher called, (Gregory, Eric, & Steven, 2012), argued it is often quite difficult to distinguish cause and effect, between leadership style and organizational performances.

2. Research Methodology

This study is delimited to 19 researches which conducted on leadership styles and organizational performance in Ethiopia. This research is qualitative with descriptive analytical synthetic approach. A systematic review is used to summarize the previous empirical and theoretical literatures. This study used cross organizational analysis to address the topics among different contexts. Regarding the knowledge field area leadership covers a wide range of areas since it is studied in public administration, political science, management, political philosophy and business management. This study is delimited to the effect of leadership styles on organizational performance in private and government owned organizations in Ethiopia.

All researches irrespective of the type of organization and type of research which available in the internet were searched from databases, such as Cochrane Library, Medline, Embase and CINAHL. Based on this 31 researches were found and 12 of them were discarded from the study because they were out of contexts.

3. Results and Discussions

After search process finalized, the effect of leadership styles on organizational performance in private and government owned organizations in Ethiopia were summarized through grouping by authors, territory, organizational ownership, source of data, the focus of leadership styles, the focus of dependent variable, research type, type of organization and researches focus, and findings of the study.

By reading papers displayed in table 1, it was found that nowadays researchers in Ethiopia focused on the Autocratic leadership style, transformational leadership style, transactional leadership style, democratic leadership style, bureaucratic leadership style, laissez fair leadership style and charismatic leadership style. Employees performance, job satisfaction, efficiency, effectiveness, employees satisfaction, motivation, extra effort, peace keeping, technology usage and risk management were the concerns of researchers to study the outcomes of leadership (organizational performance). The concerns of researches were grouped in to seven themes and the occurrence of these themes is presented in figure 1.

Table 1: researches and their findings

Author	Territory	Ownership	Source of data	The focus of leadership styles	The focus of dependent variable	Research type	Type of organization	Finding
Girma, (2019)	Addis Ababa	Government	Questionnaire (Likert scale)	<ul style="list-style-type: none"> ➤ Autocratic, ➤ Democratic and ➤ Laissez-faire 	<ul style="list-style-type: none"> ➤ Peace keeping ➤ Technology usage ➤ Risk management 	Mixed approach	Service	Autocratic, democratic and laissez fair leadership styles affect organizational performance.
Yiheyis, (2017)	Addis Ababa	government	Questionnaire	<ul style="list-style-type: none"> ➤ Autocratic, ➤ democratic, and ➤ transformational 	Employees performance (motivation and teamwork)	Mixed approach	Service	Democratic and transformational leadership affects job performance. Autocratic leadership style is negatively associated with employee job performance.
Alemu & Getnet, (2017)	Addis ababa, Jimma, Bahrdarand Mekelle	government	Questionnaire	<ul style="list-style-type: none"> ➤ Transformational ➤ transactional ➤ laissez-faire 	Employees satisfaction	Mixed approach	Service	The findings suggested that transformational leadership influenced positively faculty job satisfaction.
Mohamed, (2016)	Addis Ababa	Private	Questionnaire	<ul style="list-style-type: none"> ➤ Democratic, ➤ Laissez-Faire, ➤ Autocratic, ➤ Transformational ➤ Charismatic, ➤ Transactional ➤ Bureaucratic 	Employees performance	Mixed	Service	Laissez faire leadership styles positively and significantly affect the performance of the employee in Dashen. Furthermore transactional and transformational leadership styles are

								significantly related to employee's performance.
Liya, (2018)	Addis Ababa	Private	Questionnaire and interview	<ul style="list-style-type: none"> ➤ Laissez-faire ➤ transactional ➤ transformational 	Employees performance	Mixed	Service	Transformational and transactional leadership styles have positive and significant effect on employees' performance.
Sudarsana & Girma, (2017)	Vague(unidentified)	government	Questionnaire	<ul style="list-style-type: none"> ➤ transformational ➤ transactional ➤ laissez-faire 	Job satisfaction		Service	Transactional and transformational leadership positively and significantly related with job satisfaction.
Bekele & Darshan, (2011)	Adama	Government	Questionnaire	<ul style="list-style-type: none"> ➤ Transformational leadership 	Job satisfaction from the perspective of working condition, opportunity of promotion, employees moral, nature of job, nature of supervision	Mixed	Service	Transformational leadership significantly and positively affects job satisfaction.
(Olung, 2018)	Gambela	government	Questionnaire and interview	<ul style="list-style-type: none"> ➤ Transformational, ➤ Transactional ➤ and laissez-faire 	<ul style="list-style-type: none"> ➤ Motivation ➤ Efficiency ➤ Effectiveness ➤ Job performance 	Mixed	Service	Transformational and transactional leadership affects organizational performance, but laissez faire leadership has the least effect on organizational performance.
Animut, (2014)	Agnwa zone	Government	Questionnaire and interview	<ul style="list-style-type: none"> ➤ Democratic ➤ Autocratic ➤ Laissez faire 	<ul style="list-style-type: none"> ➤ Academic performance ➤ Motivation ➤ Commitment 	Mixed	Service	Democratic leadership styles had a positive influence on students' academic achievement and school performance, while autocratic and laissez-faire leadership styles however had a negative influence on students' academic achievement and/or school performance.
Fasika, (2016)	Addis Ababa	NGO	Questionnaire	<ul style="list-style-type: none"> ➤ Laissez faire ➤ Transactional ➤ transformational 	<ul style="list-style-type: none"> ➤ job satisfaction 	Mixed	Service	Transformational leadership style affects employees' job satisfaction

								more than transactional.
Befekadu, (2019)	Haramaya Jimma Wollo Dilla Jig-Jiga	government	Questionnaire	<ul style="list-style-type: none"> ➤ Laissez faire ➤ Transactional ➤ transformational 	<ul style="list-style-type: none"> ➤ extra effort ➤ effectiveness ➤ employees satisfaction 	Mixed		<p><i>Laissez-faire leadership had low and non-significant relationships with extra effort, effectiveness and employees satisfaction. Transformational leadership had high and significant correlations with the entire leadership outcome. Transactional leadership had moderate and significant relationships with employees' perceived extra effort and staff satisfaction, but moderate and non-significant relationship with perceived leadership effectiveness.</i></p>
Mangestue, Donald, & Solomon, (2009)	Addis Ababa	Private and government	Questionnaire	<ul style="list-style-type: none"> ➤ Transactional ➤ Transformational 	<ul style="list-style-type: none"> ➤ Organizational growth ➤ Employees satisfaction ➤ Task performance 	Qualitative	Service giving, printing, merchandising and manufacturing.	<p>Transactional and transformational Leadership styles affect organizational performance.</p>
Helen, (2014)	Addis Ababa	Government	Questionnaire	<ul style="list-style-type: none"> ➤ Transformational 	<ul style="list-style-type: none"> ➤ Organizational innovation 	Mixed	Service	<p><i>Transformational leadership style has positive and significant effect on organizational innovation at EEU.</i></p>
Ermiyas, (2017)	Addis Ababa	Government	Questionnaire	<ul style="list-style-type: none"> ➤ Transformational ➤ transactional 	<ul style="list-style-type: none"> ➤ Employees engagement 	Quantitative	Service	<p><i>Transactional & Transformational leadership styles have positive relationship with employees' engagement.</i></p>
Mesfin, (2017)	SNNPR	government	Questionnaire (both), interview	<ul style="list-style-type: none"> ➤ Transformational ➤ Transactional 	<ul style="list-style-type: none"> ➤ effectiveness ➤ job satisfaction ➤ extra effort 	Mixed	Service	<p>Transformational and transactional leadership the effectiveness of deans and</p>

								teachers job satisfaction and teachers willingness to make an extra effort.
Nitsuh, (2018)	Addis Ababa	Government	Questionnaire	<ul style="list-style-type: none"> ➤ Transformational ➤ Transactional 	Organizational change readiness from the perspectives of commitment, sponsorship, coaching and training	Mixed	Service	<i>Transformational and transactional leadership affects organizational change.</i>
Jember, (2015)	Kaffa zone	Government	Questionnaire	<ul style="list-style-type: none"> ➤ Autocratic ➤ Democratic ➤ Lasses Fair 	<ul style="list-style-type: none"> ➤ employees performance from the perspective timelines of work, motivation, team work and performance appraisal 	Mixed	Service	Democratic leadership has positive effect on organization performance. Authoritarian leadership affects employee performance negatively, whereas lasses fair leadership style hasn't positive influence on employees' performance.
Temesgen, (2011)	Addis Ababa	Government and private	Questionnaire	<ul style="list-style-type: none"> ➤ Transactional ➤ Transformational ➤ Laissez-Faire 	<ul style="list-style-type: none"> ➤ Employees commitment 	Mixed approach	Service	Transformational leadership style has significant and positive correlations with affective and continuance employee commitments while transactional leadership style has significant and positive correlation with only normative commitment. A laissez-faire leadership style is found to be significantly and negatively associated with employees' affective commitment.
Yoseph, (2015)	Addis Ababa	Private and government	Questionnaire and secondary data	<ul style="list-style-type: none"> ➤ Transformational ➤ Transactional 	<ul style="list-style-type: none"> ➤ Return on asset 	Mixed approach	Service	<i>The result showed that both transformational and transactional leadership styles had significant positive effect on the</i>

								<i>performance of banks in Ethiopian context.</i>
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3.1. Leadership Styles

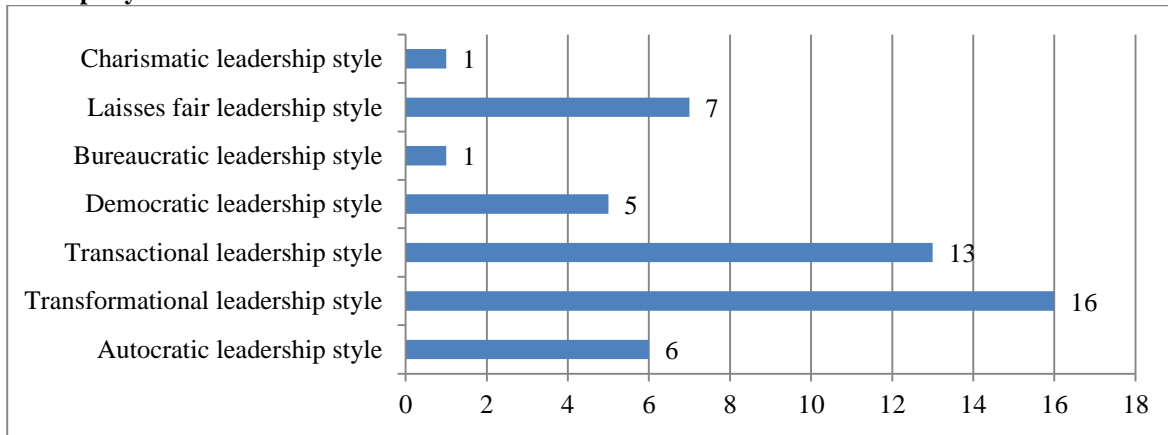


Figure 1: leadership styles

As shown in the above figure, nowadays researchers who conducted research about leadership styles and organizational performance in Ethiopia are focused on transformational and transactional leadership. According to Fred Fiedler contingency theory there is no best way for leaders to lead. Different situations create different leadership style requirements for managers. According to Hersey-Blanchard leadership to determine the appropriate leadership style to use in a given situation, a leader must first determine the maturity level his or her followers in relation to a specific task. Based on this leadership model telling style is best matched with a low follower readiness level. Selling style is best matched with moderate follower readiness level. It encourages two ways communication. But the leader control decision making. Participating leadership style allows followers to make decision. Delegating style is appropriate when followers are competent enough.

Like charismatic leaders, transformational leaders are visionary, but they transform their organizations by getting their followers to accomplish more than they intended and even more than they thought possible. Transformational leaders are able to make their followers feel that they are a vital part of the organization and help them see how their jobs fit with the organization’s vision. By linking individual and organizational interests, transformational leaders encourage followers to make sacrifices for the organization because they know that they will prosper when the organization prospers. Leadership that generates awareness and acceptance of a group’s purpose and mission and gets employees to see beyond their own needs and self-interests for the good of the group.

3.2. Types of organization

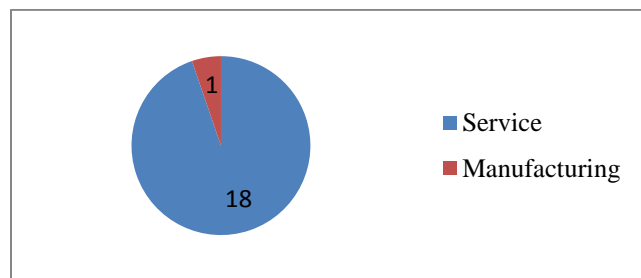


Figure 2: types of organization

Regarding types of organizations 94.74 % of the total researches were carried out in service organizations. Only one research was conducted outside service organizations. The main question here is it only service organizations that need leaders? The answer is no; absolutely no. All organizations irrespective of their type require leaders. Leaders are an engine for every organization to work.

3.3. Data sources

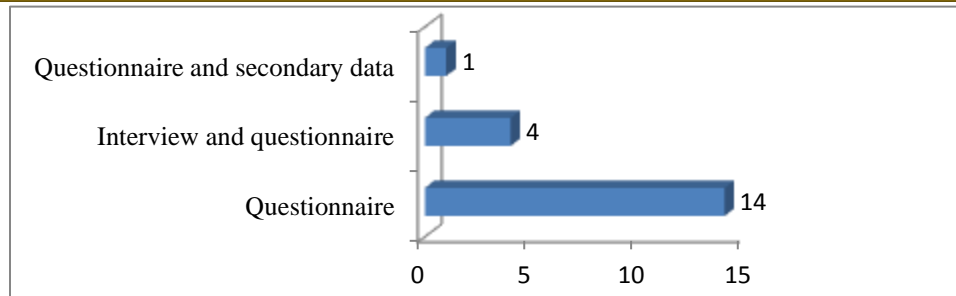


Figure: data sources

As shown above most researches were carried out by using primary data especially Likert scale questionnaire. As it can be shown from the above figure most researches were conducted by using Likert questionnaire. Using Likert scale has its own problems, because respondent must indicate a degree of disagreement or agreement from the given alternatives. Therefore respondents are not allowed to illustrate their own ideas which affect the research finding. Researchers like, Jonald(2010), James, (2000), and James(2013), conclude that in Likert scale questionnaires respondents avoid choosing the extremes options on the scale and often choose the midpoint of the Likert scale to avoid actually answering the question, which produces skewed results. The other problem is due to the fact that using only one method of data collection has its own problems, because it lacks validity. Therefore most researches neither achieve their objective nor are their studies reproducible.

Specifically most research questionnaires are generalists. They failed to deeply investigate the variables of the study. When look at the researches of (Oleng, 2018; Anmut, 2014; Fasika, 2016; Befekadu, 2019 and Mohamed, 2016), we can observe general questions. The other problem is most research questionnaires are double barreled questions. Double barreled questions are not advisable in research because a double-barreled question is an informal fallacy, this result in fault finding. It is committed when someone asks a question that touches upon more than one issue, yet allows only for one answer. This may result in inaccuracies in the attitudes being measured for the question, as the respondent can answer only one of the two questions, and cannot indicate which one is being answered. 63.16% of the total researches have double barreled questions. The research questions of (Alemu & Getnet, 2017; Girma, 2019; Yiheyis, 2017; Liya, 2018; Bekele & Darshan, 2011; Sudarsana & Girma, 2017; Bekele & Darshan, 2011; Helen, 2014; Ermiyas, 2017; Mesfin, 2017 ,Nitsuh, 2018; &Yoseph, 2015) have duable barreld questions.

Generally 89.47% of the total researches have problems generalization and double-barreled question. Therefore can we dare to conclude these researches are carried out properly? No, it is difficult to conclude most researchers properly investigate the effects of leadership styles on organization performance.

Finally Regarding data sources while, undertaking researches about organizational performance there should be a recorded data which show the events.

3.4. Study area

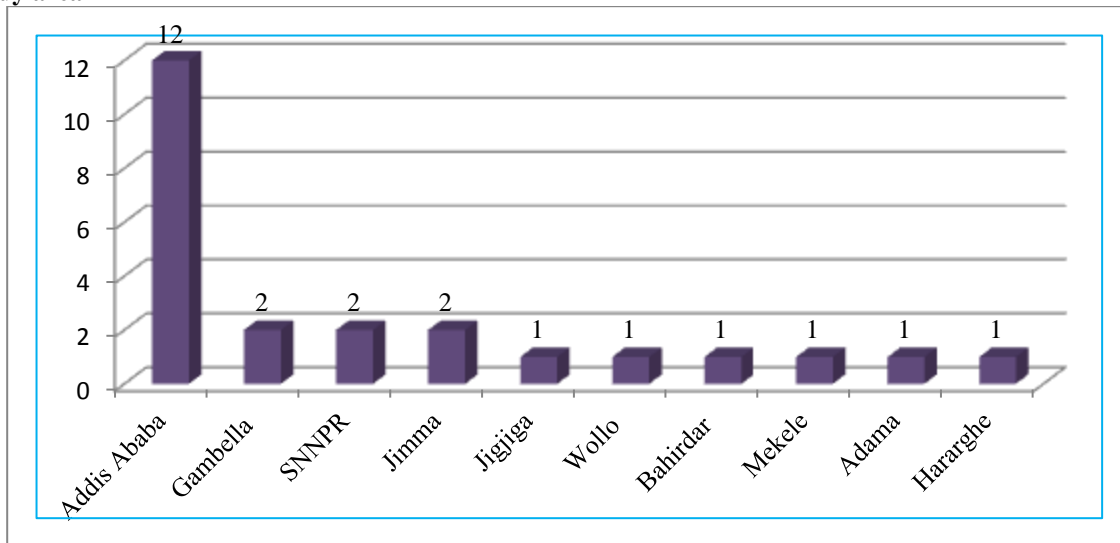


Figure 2: study area

As shown in the above figure most researches are undertaken in Addis Ababa. Few researches were undertaken outside Addis Ababa. 63.16 % of the researches were conducted at Addis Ababa. Even though two researches conducted in SNNPR it was carried out in small areas; only in Dilla and Kaffa zone. The same is true for Gambella region.

3.5. The focus of dependent variables

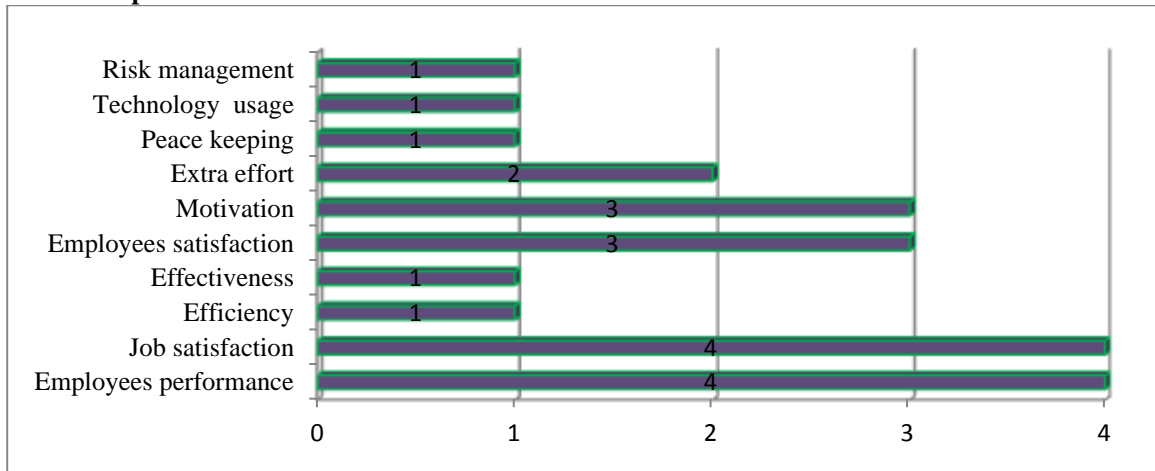


Figure 4: the focus of dependent variable

Job satisfaction and employees performance were the most focused topic of researchers followed by employees satisfaction and motivation. Furthermore when, studying organizational performance, there should be a balance between short term and long term goals and financial and non-financial resources. If more emphasis is given to non-financial resources financial resources will be negatively affected. If an organization gives more focus to long term goals short term goals will be harmed. Therefore for an organization that needs to have a better organization performance, it is essential to make balance.

3.6. Ownership of organizations

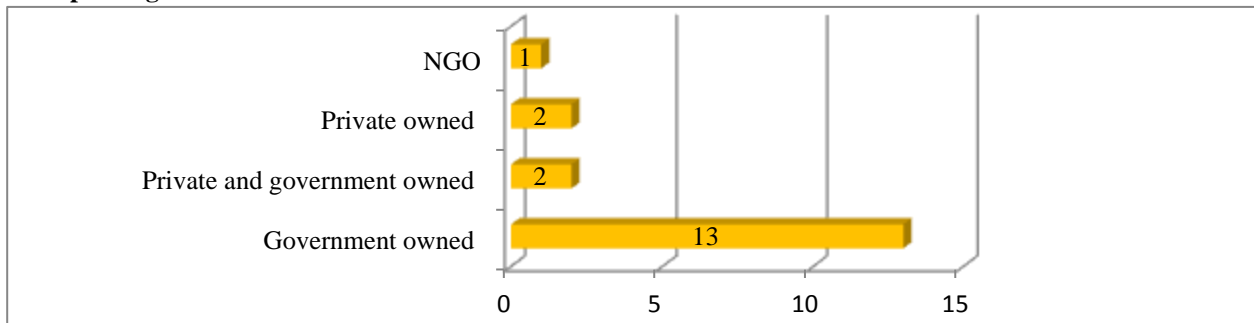


Figure 5: ownership of organizations

3.7. Conclusion, and directions for future research suggestions

This study has presented the effects of leadership styles on organizational performance in Ethiopia and Explored gaps on existing literatures. Nowadays researchers in Ethiopia focused on the Autocratic leadership style, transformational leadership style, transactional leadership style, democratic leadership style, bureaucratic leadership style, laissez fair leadership style and charismatic leadership style. Employees performance, job satisfaction, efficiency, effectiveness, employees satisfaction, motivation, extra effort, peace keeping, technology usage and risk management were the concerns of researchers to study the outcomes of leadership (organizational performance).

Through careful analysis researches the following problems were identified. First most researchers were focused on transformational leadership, but in countries like Ethiopia with high number of illiteracy attempt to practice transformational leadership can result to wrong decisions. Because transformational leaders, can stimulate the minds of their followers, they can make these people agree and supportive of the plans and actions of the government. With the authority and confidence given to these leaders, there can be instances where leaders can make harsh and abrupt decisions out of emotions which can be detrimental to the people. And since these leaders are believable and have the charm to entice others, decisions that are not in the best interests of the majority can be carried out and in the end, have negative implications. Second manufacturing organizations were ignored. Third least concern was given to private owned and NGO organizations. Fourth most researchers have failed to investigate

organizational performance from balanced score card perspective. Fifthly there was a problem regarding geographical coverage of researches, because most researches were undertaken at Addis Ababa, while less emphasis was given to regional institutions outside Addis Ababa. Finally most researchers used questionnaires while ignoring secondary data. This would result in fault research results. Finally an important issue such as financial performance is not studied yet.

After Analyzing the targeted research works practical knowledge gaps, empirical gaps and methodology gaps were identified. Therefore future researchers are suggested to carry out researches by filling these gaps and focusing on unexplored issue such as internal business process, learning and growth and, financial performance by incorporating private sectors.

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