

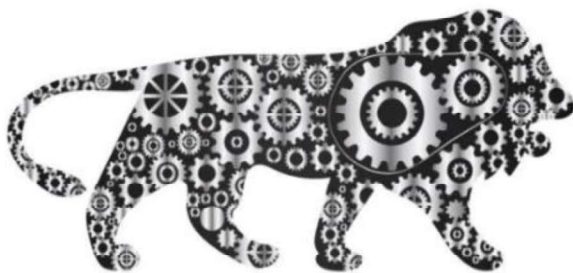


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Assessment of the Attributes of Good Leadership Practice of Middle-Level Leaders in Government Organizations. The Case of Some Selected Bureaus Of Amhara National Regional State

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Abstract

In the fast-changing world, organizational leadership has become more important and it is considered a critical success factor. In this regard, not only do top-level leaders need to show their capabilities, but all leaders at all levels of the organization also feel the need to develop the attributes of good leadership to achieve the desired results. The study assessed the attributes of good leadership practices in selected Bureaus of ANRS using a convergent parallel research design with a mixed research approach. The target population consisted of 315 employees and 116 directors from 10 selected Bureaus. Data was collected through closed-ended questionnaires. The results showed that employees perceived the extent of exercising the six BASICS of good leadership practices in the selected bureaus. Information and communication commitment were the most exercised, while aspiration values were the least. The study recommends the regional government develop a project to enhance the capacity development of middle-level leaders at the regional level.

Keywords: Attributes, Leadership, good leadership, government, government organizations.

Introduction

With the emergence of social life, leadership emerged (Korejan1 & Shahbazi, 2016). Modern leadership has a key role in the development of countries, nations, and organizations, as it has led to economic, political, social, and technological advancements in various aspects of life (Tesfaye & Kitaw, 2018). Poor leadership leads to more organizational failures than any cause, nullifying even the soundest organizations.

Effective leadership smooth the path towards goal accomplishment (Goitom, 2012). In order to direct, a group of people towards an organization's objective, leadership requires a position, personality, responsibility, influence process, and tool (Limsila, & Ogunlana, 2008). Effective leadership enhances management capacity and organizational performance, integrating human resource management components like recruitment, training, performance management, public service ethics, and succession planning (Hordofa, 2019). Douglas MacArthur's quote emphasizes the value of confidence, courage, and compassion in leadership, asserting that true leaders are not born but develop through equality and integrity (Anderson, 2015).

Ramnarayan and Kumar (2004), emphasize the importance of understanding methods to enhance performance in the public sector for enhanced productivity. Numerous nations have undergone reform their public sector to ensure transparency, accountability, and good governance while embracing new technology and strong leadership to maintain efficiency (Zerhiun & Tesfaye 2014).

Ethiopia's public service system has been in operation for 100 years, but many institutions lack visionary leadership and operate under poor conditions. Since 1991, the government has implemented reform programs, but these have not achieved their initial objectives, with poor leadership being a major challenge (McDowell, et al., 2002).

Public sector leadership is diverse, constantly changing, and influenced by tasks, environments, and abilities. Ethiopian government-owned organizations face scrutiny from stakeholders, requiring leaders to develop new strategies to meet customer demands and external pressures (Jean, 2019).

Effective leaders manage organizational complexity through strategic planning, organization, control, and problem-solving, ensuring quality service delivery through effective and high-quality leadership principles (Sudha, et al., 2016).

Effective leadership is crucial in organizations, requiring active decision-making, problem solving, and accountability in public sector sectors, demonstrating political loyalty and network governance (Knies, et al., 2016). Effective leadership theory suggests that leaders' characteristics, values, and knowledge significantly affect performance (Quigley & Hambrick, 2015). Though their roles in providing public service through appropriate strategies are still surprisingly limited, effective leaders play a key role in organisational settings.

Rather than creating a strategic plan to improve the performance of the organisation, leaders adopted routine mitigation strategies. Many public sector leaders struggle to introduce appropriate strategies and policies due to a lack of effective leadership (Ebrahim, 2018). Introducing good leadership can be a feasible option for organizations struggling with poor public service delivery and leadership inefficiency (Joyce, & Drumaux, 2014). A good leader consistently demonstrates a range of leadership attributes, focusing on not just meeting goals but also working with people and their interests to achieve them (Salazar, et al., 2018).

Researchers in public organizations and governments report revealed that, there is ineffective service delivery due to individuals' self-interest, corruption, and non-compliance with standards. Public complaints suggest leadership prioritizes keeping things as they are over managing change and adapting to new environments, failing to achieve predetermined goals (Hordofa, 2019). Generally, in the global competitive landscape, public sectors are becoming increasingly complex, non-linear, and strategically demanding, necessitating effective leadership (Kunnamatt, 2016). Due to this fact, Ethiopia's public institutions have undergone several reform processes, including leadership development and civil service reforms (Mengesha, et al., 2018). However, Effective leadership is a prevalent issue in public organizations, leading to poor staff performance, lack of motivation, and hindered growth and development. (Lemma & Eshete, 2018). Ethiopia faces numerous challenges, including inefficiency, flexibility, accountability, and poor performance in public sectors due to gaps in strategic planning and inadequate coordination (Hordofa, 2019).

Researchers found a significant lack of good leadership in public organizations in the Amhara region, leading to poor service delivery. Issues include inability to meet service standards, improper working hours, and delayed implementation of planned works. The lack of knowledge, skill, and attitude among leadership also contributes to corrupt practices and non-digitalization of service delivery. The current political turmoil further complicates these issues.

Now the question is what looks like the quality of the leadership? This study aimed to assess the practices of good leadership attributes in government organizations in ANRS.

Literature Review

Concept of good leadership

The term "concept of leadership" refers to a variety of beliefs about what it means to be a leader as well as the foundations and principles of leadership. It covers the characteristics and views of a prospective leader as well as elements that influence leadership style. Anyone managing a team to accomplish a common goal benefits from understanding leadership concepts. The leader may be able to identify the traits and abilities they might cultivate and know how to use them to engage their followers or team members. Leadership is the process by which an individual persuades others to achieve a goal and guides the organisation in a way that increases its coherence and cohesiveness. Leaders using their leadership qualities, which include knowledge, abilities, ethics, values, beliefs, and character, carry out this process.

He or she may have the authority to carry out specific tasks and objectives within the organisation because of his or her position as a manager, supervisor, lead, etc., but this authority does not make him or her a leader; rather, it merely makes him or her the boss. Leadership is different from bossing people around because it inspires followers to achieve lofty goals.

According to Bass' (1990) theory of leadership, there are three fundamental methods to describe how individuals develop into leaders. For a select few, the first two provide an explanation of leadership growth. These hypotheses are: People may naturally gravitate towards leadership roles due to certain personality traits. This is the Trait Theory. A crisis or important event may cause a person to rise to the occasion, which brings out extraordinary leadership qualities in an ordinary person. This is the Great Events Theory.

Becoming a leader is a choice. Leadership is a skill that can be learnt. The theory of transformational leadership is this. "Transformational Leadership," the main leadership model identified by Bass's 1990 theory, stresses a leader's capacity to inspire and motivate followers by appealing to their higher needs and forging a shared vision, transcending straightforward transactional exchanges. This guide is based on the most widely accepted theory now (Korejan & Shahbazi, 2016).

Good Leaders

A good leader is someone who embraces and consistently demonstrates a broad range of leadership attributes as a foundation for how they work to get a job done. They understand that it is not just about meeting a mandate or achieving a stated goal, but that it is equally about the process of working with people and their interests to get there. Importantly, they understand that the process of working with people requires credibility, consistency, and sustainable buy-in. More significantly, a good leader recognises the qualities and traits required to be a good leader, strives to cultivate those qualities in both themselves and those under their supervision, and values the way consistency helps to define the working culture of an organization. So what qualities make someone a good leader in Government?

Leaders in Government

When we refer to leaders in government, we are not talking simply about elected politicians. Even though most of what we are discussing is relevant to them and leaders outside of government, we are directing this paper to government workers and civil servants. Specifically, this paper is for government leaders at the middle level (directors) who have a lead role in the delivery of government programs, products, and services. Directors are

government officials who supervise the work of others and are otherwise responsible for a service or program delivery mandate in government.

The BASICS

Plecas, et al., (2018) have developed a list of attributes that they consider the BASICS of good leadership, and each of those is linked to a letter of acronyms. The six letters—Behaviour, Aspirations, Skills, Information, Communication and Sustainability commitments—are all generated from and supported by the inner core of the good leader. This inner core is the part of a person's character that relates to ethics, integrity and values.

The inner core of a Good leader

Government leaders must not only possess the abilities and dispositions of effective leaders, but also steer their operations with a moral compass and an ethical, principled core. The BASICS of good leadership in government is based on this premise. As we have said, the behaviours, aspirations, skills, and commitments of good leaders flow from this inner core, and it is impossible to become a good leader without it. Good leadership is only possible if it flows from a strong inner core of good character and ethical thinking. The most effective leaders are guided by a strong set of principles, ethics, and a moral framework that enables them to function with integrity, transparency, honesty, compassion and consistency (Mihelič, et al., 2010).

This inner core of ethics and integrity is an essential component of being seen as an authentic leader—one whose inner values visibly align with their behaviour in a way that inspires trust and confidence and commands respect (Monaghan, 2012).

Generally, a leader's inner core consists of elements such as daringness, diligence, beliefs, values, emotional makeup, and behavioral tendencies. A strong inner core is characterized by maturity and strong values, providing a foundation for versatility and high-level execution. A strong inner core predicts a strong outer core, which includes skills and competencies such as critical thinking, strategic thinking, decision-making, talent leadership, and talent management. These elements of character define an individual's character and what kind of person they can be, making them the most important trait in a great leader. A strong inner core predicts a strong outer core, ensuring a leader's ability to navigate complex situations and achieve success. It is the elements of character that defines who you are as an individual and what kind of a person you can be, the most important trait in a great leader. When you think of a leader's or intern's inner core, you're looking at elements that most people don't see. They are aspects of character. To what extent are they daring? To what extent are they diligent? What are their beliefs and values? Their emotional makeup is undeniably important. As well as their behavioural tendencies. These are all the elements that exist within a person and can be very enduring in the sense that they are difficult to change. Inner core represents a couple of critical success factors. The first is maturity. A leader with a strong inner core is mature and has strong values. The maturity factor gives that leader a foundation for versatility. It is those two elements that truly provide the bridge to their high-level execution.

A strong inner core predicts a strong outer core in a leader. When considering the outer core, consider the skills and competencies that a typical leader possesses: critical thinking, strategic thinking, decision making, talent leadership, talent management, and so on it is the elements of character that defines who you are as an individual and what kind of a person you can be, the most important trait in a great leader. When you think of a leader's or intern's inner core, you're looking at elements that most people don't see. They are aspects of character. To what extent are they daring? To what extent are they diligent? What are their beliefs and values? Their emotional makeup is undeniably important. As well as their behavioural tendencies. These are all the elements that exist within a person and can be very enduring in the sense that they are difficult to change.

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The Characteristics of Good Leadership

Character is the most important trait in a leader, as it defines an individual's identity and character traits. The first step in completing tasks both individually and organizationally is to connect with one's character (Brian K, et al., 2007). Many behaviours are associated with good leadership, and we have clustered them into six areas. From our perspective, good leaders are collaborative, they care about people, they are good listeners and communicators, and they are results-focused, visionary, innovative and courageous (Plecas, et al., 2018). Leaders with character have been identified as authentic leaders. They exhibit consistency between their moral

principles, values, and behaviour; they cultivate good psychological states like confidence, optimism, hope, and resilience in themselves and their associates; and are widely known and respected for their integrity (Brian K.2007).

For leaders who work for the government, this means they care about the people who work for them and the people whose lives will be affected by decisions governments make. The inner core of the good leader will drive the leader's aspirations, ensuring that they achieve positive results in ways that are principled and attuned to the needs of others, not just for their personal goals or agenda. From this, it is clear that effective leadership in government requires both internal attributes and dedication as well as exterior behaviours and abilities.

Behaviors of Good Leaders

The exercise of authority is linked to the individual's actions. The ability of a leader to shape a group's actions by establishing frameworks (like goal setting) that help the group overcome obstacles and accomplish its objectives is what defines leadership behaviour. Leaders' personality may or may not be reflected in their leadership behaviour (Newton & Maierhofer, 2005). The behaviour of good leadership includes; fostering genuine collaboration; demonstrating a genuine concern for the well-being and success of colleagues and associates; investing in people, ensuring they are supported and developed; demonstrating a commitment to getting results; having the vision; encouraging innovation and leading with courage (Plecas, Squires & Garis, 2018).

The BASICS of leadership in government involve internal qualities, commitments, and external behaviours. A leader is a leader who worries about people and work, guided by vision, ethics, and values. They are results-oriented, make sound decisions, and invest in their team. Effective leaders work collaboratively, harness creative energy, and challenge the status quo. That is, both exterior behaviours and abilities as well as internal attributes and commitments are necessary for effective leadership in government.

The Aspirations of a Good Leader

The aspirations of good leaders link closely with their values and express themselves in their goals and their choices. Aspirations are personal goals leaders aim to achieve, influencing daily actions and behaviours. They are not organizational development goals but rather personal aspirations that remain ahead of them, despite their influence on daily actions. Social responsibility and a strong moral compass guide a good leader's aspirations. They are committed to collaboration, motivation, and excellence in all aspects of the organization. They are optimistic, balanced with thoughtful skepticism, and dedicated to their team and work. Their loyalty and integrity are guided by their ethical and moral compass, ensuring they do not conflict (Plecas et al., 2018). According to Borgers and Kokkermans (2022), aspirational leadership involves setting ambitious goals and delegating tasks to enhance team members' skills, future growth, and quality of life. It is comprehensive and all encompassing, providing a path for growth and promotion for managers and leaders. That is, aspirational leadership involves living up to government organization principles and culture, understanding what matters to people, empowering them to live by their convictions, taking accountability, and inspiring individuals at their level. It is not about giving commands or upholding hierarchy; it is about modelling behaviour and identifying problems.

Skills of a Leadership

Leaders can enhance their success by developing and cultivating skills, but their application of these skills is influenced by their inner values. The leaders' principled and ethical core skills guide their communication, conflict handling, coaching, team building, decision-making, and operational management. Employers and managers seek leadership qualities to achieve organizational objectives and improve work performance. Common leadership abilities include decision-making, communication, integrity, problem-solving, emotional intelligence, mentoring, and trust building. Leaders must possess these abilities and continually improve them. According to the Development Dimensions International (DDI) Global Leadership Forecast 2021 study, leaders who can quickly adapt and learn new skills are most effective (Hays, 2024).

A good leader's skills include effective communication, providing vision and inspiration, coaching, mentoring, and evaluation. In this paper, these skills, which are important for government leaders, are clustered around three themes: communication skills, interpersonal skills, and the skills needed for strategic management, decision-making, and administration (Plecas, et al., 2018).

Information Commitments of a Leader

According to Plecas, et al (2018), the information commitments of an effective leader run in four significant and interrelated directions: external, operational, interpersonal, and internal. These commitments create a consistent leadership practice that shows up in three key areas: information, communication, and sustainability.

Commitments are not just aspirations, but a deep level of dedication and promise within ourselves. Good leaders have personal commitments to continuous growth, seeking feedback for effectiveness. They also understand the needs and concerns of subordinates, colleagues, and stakeholders, fostering a healthy work culture and collaboration.

An informed leader is the ideal leader, but the meaning and intent of being informed are unclear. Good leadership is not dependent on academic degrees or certifications, but rather on utilizing knowledge to set oneself and others up for success. Holding a leadership position does not guarantee good leadership, as authority comes from structure and position, not from an assigned role. A true, authoritative leader is more than an assigned role (Drake & Watson, 2024). True leaders are different from those with titles because they are able to use knowledge creatively to raise questions. What distinguishes real leaders from those with titles is their capacity to pose pertinent, thought-provoking, perceptive, and illuminating questions. Facts and fact-finding are not necessary for good decision-making and authoritative leadership. Creatively informed leaders can lead individuals and groups to pursue new goals and ventures, while also fostering the creation of their information. Gathering and gathering information reveals trends, patterns, tendencies, opportunities, weaknesses, and strengths.

Communication Commitments of a Good Leader

Communication is a key skill area for effective leaders. The ability to communicate well through a variety of mechanisms is part of the job of every leader of government. Good leaders show their commitment to communication through openness, transparency, and concern for others. This is expressed through active listening, encouraging input, and building processes for easy information flow. They also prioritize gratitude, openness, and accessibility to diverse perspectives. This fosters a positive work environment and encourages highly engaged employees. Commitments to active listening, consultation, and information sharing with government stakeholders are also essential. This approach helps reduce the "fortress mentality" and enhances effective public engagement (Hoch et al., 2018).

Effective leadership communication benefits both leaders and employees by keeping employees informed about individual and organizational goals, and increasing job satisfaction, morale, and confidence. Leaders who lack effective communication skills struggle to motivate their teams, resulting in lower production. Clear goals and teamwork boost productivity, engagement, and overall job performance (Vrdoljak, 2024). Effective leadership communication ensures team members are aware of opportunities and organizational obstacles, enabling them to make better decisions that ultimately improve the bottom line.

Sustainability Commitments of a Good Leader

According to Visser and Courtice (2011), a sustainability leader is someone who motivates and encourages action for a better society. In other words, sustainability leaders are people who feel driven to change the world by being more conscious of who they are in relation to the environment. By doing this, they embrace fresh perspectives, methods of thinking, and ways of interacting that lead to creative, long-lasting solutions. Because governments are not self-serving organizations, leaders in government are in unique positions to provide visionary leadership that is responsible, sustainable, and innovative. Someone who motivates and encourages action for a better society is a sustainable leader.

Holistic organizational sustainability is viewed through two lenses: human and operational. Human sustainability involves a commitment to employee health, and well-being, and fostering a respectful work environment. Operational sustainability involves succession planning, supporting emerging leaders, and providing necessary training. It also involves nurturing positive relationships within the organization, for both internal and external stakeholders (Plecas, et al., 2018). Operational sustainability is a commitment to continuous improvement, quality, and excellence within an organization. It involves ongoing assessment, cross-comparison, and evaluation mechanisms. It also considers the institutional brand and corporate image, focusing on fiscal and environmental responsibility. Good leaders work to strengthen their organization's public perception.

Generally, the BASICS of good leadership emphasize sustainability commitments, focusing on human and operational aspects. They promote healthy workplaces, continuous growth, and professional development for future leaders. They also emphasize stakeholder relationships, social capital, and fiscal and environmental responsibility.

Empirical study

With criticisms of insufficient motivation, communication, and accountability, Tesfaye and Zerihun's (2014) study on leadership effectiveness in Ethiopian public service organisations revealed that although changes have created a demanding society for improved services, leadership effectiveness is still below the necessary level.

In Nekemte town, Oromia regional state, Hordofa (2019) evaluated the excellent leadership techniques in several government agencies. The study's findings supported the notion that the leaders and position holders of various government offices in Nekemte town moderately set an example, spark a common goal, question the status quo, empower others to take action, and uplift the spirit.

Jaleta and Kebede (2023) evaluate leadership traits and how they affect the efficacy of leadership in Ethiopian public institutions. The study's findings showed that, out of the 50 leadership traits examined, only five had the highest mean value of five and were identified as the traits most frequently displayed by the study organization, 6 of them had with a high mean value with perceived strength and 13 of them were with the lowest mean value of 2 and with perceived limitation. The remaining 26 of them have 3 mean values which are considered as either with perceived strength or limitation. Additionally, with regard to the relationship between leadership effectiveness and leadership traits, this study found that leadership traits positively correlate with leadership effectiveness with $(r=0.156, 0.265, 0.064, 0.174, 0.432, 0.292; P<0.001)$ which implies that leadership characteristics have a direct positive impact on leadership effectiveness.

'Factors affecting leadership effectiveness in public sector organisations' has been studied by Yiberta (2020). The results showed that the main elements influencing leadership effectiveness are professional skill, motivation, knowledge of what leadership is, work experience, and corruption.

Tariku et al. (2021) have conducted research on \diamond . The results showed that the effectiveness of leadership practices and status in the chosen industries need to be improved.

The Research Gap

Research in the field is lacking, especially when it comes to the qualities of effective leadership in public service organisations. Thus, by employing the BASICS model to examine the qualities of effective leadership, the research gap is addressed.

The study's Model

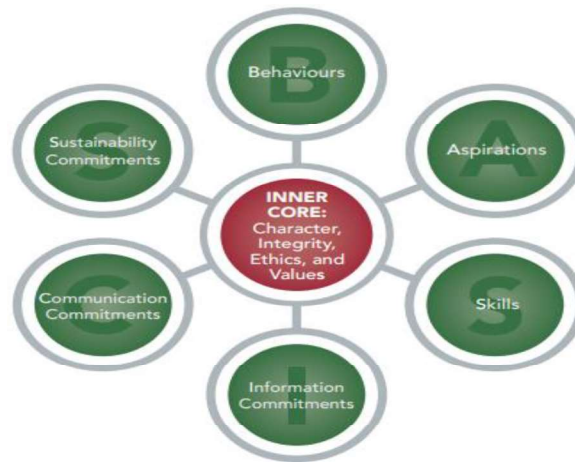


Figure 1: The BASICS Model

Source: Plecas, D., Squires, C., & Garis, L. (2018). *The Essentials of Good Leaders in Government*.

The above figure displays the BASIC model. As can be seen from the figure, inner core of the leader is as the center of all attributes of the good leader in government. This means that, unless otherwise other leaders attributes supported by the inner core, a leader may not be a good leader.

Research Methodology

Research Design

Research design is a strategy for answering research questions by gathering and analyzing data. It is a blueprint for conducting a study (Creswell & Plano Clark, 2011). Quantitative cross-sectional survey methods are research techniques that are used to gather quantitative data. Therefore, study applied a quantitative research method.

Population and Sampling Technique

According to Saunders (2012), population is a full set of cases from which a sample is taken. It is any complete group under investigation that shares some common set of characteristics. The population for this study was employees who work in government organizations of 52 ANRS Bureaus, commissions, institutes and Agencies. According to Oribhabor and Anyanwu (2019), sample size is the number of items that would be constituted in a research study 10% to 30% of the entire population is considered adequate. Therefore, to select samples of public organizations in the study area 20% is accurate. Due to this from the regional bureau, the researchers use 20% of 52 Bureaus, commissions, institutes and Agencies. These 52 Bureaus, Agencies and commissions are clustered into three categories: Economic cluster; Social Cluster; and Administrative Cluster. By using the proportional sampling method, 10 bureaus were selected from these clusters. In this cluster, there were 1487 employees and taken as the population of the study. Then simple random sampling method was used to sample them.

Sample Size Determination

The sample size of the study was determined based on the formula developed by (Yamane, 1967). Then, by applying a proportional and lottery, method (Kothari, 2004) individual participants were picked up from each Bureaus. Therefore, the sample size of this study was 315.

$$n = \frac{N}{1 + N(e)^2} = \frac{1487}{4.7175}$$

Source of Data

A source of data is the origin of information that is used for analysis, research, or decision-making. The study used firsthand information to assess respondents' perceptions of the attributes of good middle-level leadership practices in government offices in Amhara National Regional State.

Instruments and measures

This study applied structured questionnaires designed for directors and experts. The structured questionnaires were adapted from BASICS model and the items focus on good leadership attributes which include:- Inner Core, Behaviors, Aspirations, Skills, Information Commitments, Communication Commitments, Sustainability Commitments, and Human Sustainability Commitment. These Variable Measures are independent variables, consisting of eight themes with 47 items, and adapted from 360T and practised by Plecas et al, (2018). The values for each response item were measured based on a four-point Likert scale: 1 = strongly disagree; 2 = disagree; 3 = agree; 4 = strongly agree.

Methods of Data Analysis

The study used both descriptive statistics and inferential analysis. As a result, the structured questionnaire data were organized, coded, and presented in tables for clarity and readability. The data was then entered into SPSS version 25 for analysis. Descriptive statistics were utilized in the study to summarize demographic characteristics and research questions using mean and weighted averages based on the four-point Likert scale (Pimentel, 2019).

Concerning inferential statistics, the one-sample t-test was used to test whether the population differs from a fixed value. Therefore, to see the significant mean difference between experts' perceptions of their directors about the essentials of good leadership one sample t-test was employed.

Validity and Reliability

The research's reliability was ensured with the Chronbach alpha reliability test and the result depicted in table 1 below.

Table 1. Cronbach's Alpha reliability result

Items	Employees		Directors	
	Cronbach's reliability	Alpha	Cronbach's reliability	Alpha
Inner Core Value	.903		.948	
behaviour values	.904		.944	
aspiration values	.906		.945	
Skill Values	.908		.942	
Information Commitment	.908		.945	
communication commitment values	.930		.943	

sustainable commitment communication human	.904	.945
sustainability commitment operation	.967	.949
Total reliability for 8 items	0.928	.952

As shown in Table 1, the obtained result assured that the items prepared for directors and employees Cronbach's alpha reliable test are 0.952 and 0.928 respectively. This result indicated that the collected data were considered excellent (Zeller et al (2005).

Results and Discussion

Results

Descriptive Analyses

Using the six BASICS models—inner core, behaviour, aspiration, skill, information commitment, communication commitment, sustainability commitment human, and sustainability commitment operational the study examines the components of good leadership in government. The mean and standard deviation were employed as descriptive statistics to compare the respondents' perceptions of the variables. The sample group's average level of agreement or disagreement with the various statements is indicated by the mean.

Table 4.2. Summary of Descriptive Statistics

Items related to the Essentials of Good Leader	Descriptive Statistics of Rank Employees			Descriptive Statistics of Rank of Directors			
	N	Mean	Sd.		N	Mean	Sd.
1. Inner Core Value	297	2.08	.407		106	3.733	.4375
2. Behavior values	297	2.10	.372	4	106	3.567	.4562
3. Aspiration values	297	2.06	.420	7	106	3.425	.4166
4. Skill Values	297	2.10	.412	4	106	3.412	.5182
5. Information Commitment	297	3.41	.412	1	106	3.417	.5320
6. Communication commitment values	297	2.49	.458	2	106	3.562	.4915
7. Sustainable commitment human	297	2.11	.412	3	106	3.477	.4965
8. Sustainability commitment operation	297	2.10	.412	4	106	3.551	.5315
Average	297	2.203			106	3.518	

Source: Own Field computation, 2024

Table 4.12 reveals that communication commitment is the most practiced essential of a good leader (Mean =3.41, SD. =0.412), while aspiration values are the least, contradicting directors' perceptions (Mean=2.06 and SD =420).

Directors perceive behavior values, communication commitment values, and sustainable commitment operation as essentials of good leadership, with the highest values being (Mean =3.562, SD=.4915) and (Mean =3.551, Sd.=.5315) respectively. The study found that employees' perceptions of the six BASICS of good leadership practices model in selected bureau directors are low, with a weighted mean average of (2.2.) The average mean result for information communication commitment aligns with the BASICS of good leadership practice model, with an average score (Mean =3.417, SD = 0.412). Furthermore, the least exercised BASICS of the good leadership practice model are Aspiration values because the obtained mean result is low (Mean =2.06, Sd. =0.420).

Discussion

Employees' perception of BASICS of good leadership practices in selected bureaus shows little focus on Behavior, Aspiration, Skill, commitment, and sustainability, with information communication commitment being the most exercised and aspiration least.

The study by Duressa and Debela (2014) found that Ethiopia's public service organizations are improving services, but their leadership effectiveness is not sufficient for global competitiveness. Critics argue that lack of motivation, communication, and commitment to reform are inadequate. The study also found high variation among managers in organizational performance areas, indicating that essential leadership elements like behavior, aspiration, skill, information, communication, commitment, and sustainability are not effective.

Similar to the above result, Tariku et al (2021) found that leadership effectiveness in selected sectors needs improvement, with essentials like behavior, aspiration, skill, information and communication, commitment, and sustainability not meeting expected standards.

To the contrary Hordofa's (2019) study found that government office leaders moderately model behavior, inspire a shared vision, challenge processes, enable others, and encourage the heart, enhancing the effectiveness of good leadership through behaviors, aspiration, skill, information, communication, commitment, and sustainability.

Inferential Statistics

The one-sample t-test was used to compare a sample of data with a standard value or population mean, as demonstrated in the data from employees.

Table 4.3. One-sample t-test results

One-Sample Test						
Descriptive Statistics	Test Value = 2.5					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
1. Inner Core Value	87.987	296	.000	2.080	2.03	2.13
2. Behavior values	97.124	296	.000	2.096	2.05	2.14
3. Aspiration values	84.570	296	.000	2.062	2.01	2.11
4. Skill Values	87.893	296	.000	2.100	2.05	2.15
5. Information Commitment	87.893	296	.000	2.100	2.05	2.15
6. Communication commitment values	93.807	296	.000	2.491	2.44	2.54
7. Sustainable commitment human	88.155	296	.000	2.106	2.06	2.15
8. Sustainability commitment operation	88.065	296	.000	2.104	2.06	2.15

The obtained result from Table 4.3 assures that the mean inner core score of employees about their directors has a statistical mean difference between among the groups and (M = 2.08) was significantly lower than the standard inner core score (M = 2.5), t (296) = 87.987, p = .000 (one-tailed).

The mean Behaviour score of employees about their directors has the statistical mean difference between among the groups and (M = 2.08) was significantly lower than the standard inner core score (M = 2.5), t (296) = 97.124, p = .000 (one-tailed).

The mean aspiration score of employees about their directors has a statistical mean difference between among the groups and (M = 2.06) was significantly lower than the standard inner core score (M = 2.5), t (296) = 84.570, p = .000 (one-tailed).

The mean skill score of employees about their directors has a statistical mean difference between among the groups and (M = 2.10) was significantly lower than the standard inner core score (M = 2.5), t (296) = 87.893, p = .000 (one-tailed).]

The mean information commitment score of employees about their directors has a statistical mean difference between among the groups and (M = 2.10) was significantly lower than the standard inner core score (M = 2.5), t (296) = 87.893, p = .000 (one-tailed).

The mean communication commitment score of employees about their directors has a statistical mean difference between among the groups and (M = 2.49) was significantly lower than the standard inner core score (M = 2.5), t (296) = 93.807, p = .000 (one-tailed).

The mean sustainable commitment human score of employees about their directors has a statistical mean difference between among the groups and (M = 2.10) was significantly lower than the standard inner core score (M = 2.5), t (296) = 88.155, p = .000 (one-tailed).

The mean sustainable commitment operational score of employees about their directors has a statistical mean difference between among the groups and (M = 2.10) was significantly lower than the standard inner core score (M = 2.5), t (296) = 88.065, p = .000 (one-tailed).

To sum up, the one sample t-test result indicated that all essentials of good leadership result showed that there is a significant mean difference among employees' perception about their directors because is P<0.05.

Summary of findings, Conclusion and Recommendation

Summary of Findings

The study aimed to assess good leadership practices of middle-level leadership in the selected Bureaus of ANRS.

The study found that employees perceive directors as lacking in the inner core of character, integrity, ethics, and values, hindering their potential for good leadership.

Directors' responses show a strong inner core, with an average score of 3.28--4.00, but they lack a well-articulated inner core, which aids in developing effective leadership essentials.

The average mean score of employees' responses on good leader behavior indicates that public organizations lack essential elements of good leaders, such as goal setting and influence, which are crucial for group success and overcoming mutual problems.

The study found that while directors perceived good leadership behavior, they did not develop expected good leadership behavior to run duties and responsibilities in public organizations, contrary to the response of employees.

The average mean score of employees' responses on their directors' good leadership aspirations indicates a lack of good leadership aspirations, affecting public organization performance by not identifying employee needs and enabling them to live by those beliefs.

The study found that directors have good leadership aspirations, with an average mean score of 3.28--4.00. However, employees reported that they do not meet the expected aspirations of good leaders, which are crucial for delivering and embodying the organization's values and ethos.

Employees' average mean score (Mean=2.10, Sd. =0.412) on good leadership skills indicates a lack of inner core establishment in directors, affecting public organization performance. Key leadership skills include decision-making, communication, integrity, problem-solving, emotional intelligence, mentoring, and trust building.

The study found that directors perceived themselves as having good leadership behavior, with an average mean score of 3.28--4.00. However, employees reported that they did not acquire the expected skills of good leaders, such as decision-making, communication, integrity, problem-solving, emotional intelligence, mentoring, and trust building, which are crucial for public organizations.

Employees' responses indicate good leader information commitment, with an average score of 3.417. This commitment enhances public organizations' performance by demonstrating the essential qualities of a good leader, such as raising relevant, provocative, insightful, and path-finding questions.

The study found that directors perceived themselves as good leaders, with an average mean score of 3.28--4.00. They developed the expected information commitment to perform duties and responsibilities in public organizations, which helps them, raise relevant, provocative, insightful, and path-finding questions, distinguishing true leaders from those in leadership positions.

Employees' responses indicate that good leader communication commitment is low, with a mean score of 2.49, indicating little commitment from directors. This results in workers not understanding expectations, resulting in decreased job satisfaction, morale, and confidence.

The study found that while directors perceived good leadership behavior, they did not develop the expected good leader communication commitment to perform duties and responsibilities in public organizations. This contrasts with employees who reported that directors in selected organizations did not acquire clear and effective communication, which offers numerous benefits to employers and employees.

The average mean score (Mean=2.11, Sd. =0.412) of employees' responses on sustainable commitment human indicates that employees perceive their directors as lacking in sustainable development, hindering the performance of public organizations and highlighting the need for better leaders.

The study found that directors perceived themselves as having good leadership sustainable commitment, with an average mean score (Mean = 3.477, Sd. =.4965). This indicates that as directors responded they demonstrated a lot. However, they did not develop the expected commitment to perform duties and responsibilities in public organizations.

The average mean score (Mean=2.59, Sd. =0.843) of employees' responses on good leaders' sustainability commitment operational indicates that they perceive their directors as developing some level of good leadership, which can improve public organization performance by fulfilling essential leadership essentials.

The study found that directors perceived themselves as having good leadership sustainable commitment operational, with an average score (Mean = 3.551, Sd. =.5315). This indicates that the directors developed the expected good leader sustainable commitment operational to perform duties and responsibilities in public organizations, supporting the results from employees.

A good leader's communication commitment is perceived as the most practiced essential by employees (Mean =3.41, SD =0.412), while their aspiration values are less than directors' perceptions (Mean=2.06 and Sd. .420). Directors perceive behavior values, communication commitment values, and sustainable commitment operation as essentials of good leadership, with the highest values being 3.567, 3.562, and 3.551 respectively.

Conclusion

Based on the findings of the research the following conclusions were drawn.

Employees perceive that their directors exhibit a little inner core establishment and this hinders them from being the fertile land of the essentials of good leadership because they do not have the inner core of leadership including Character, Integrity, Ethics and Values.

Besides this employees perceive their directors demonstrate little with regard to good leadership behaviour, good leadership aspiration, good leadership skills and developed good leader sustainable commitment.

Whereas employees perceive their directors they demonstrate a lot of good leader information commitment, they developed to some extent good leader communication commitment and relatively to some extent developed good leader sustainable commitment operation.

To sum up employees' perceptions the exercises of the six BASICS of good leadership practices model in the selected bureaus directors demonstrate a little; in line with the most exercised BASICS of good leadership practice model is information communication commitment and the least exercised BASICS of good leadership practice model is Aspiration.

Eventually, the one sample t-test result showed that there is a significant mean difference among employees' perceptions about their directors.

Recommendation

Based on the findings of this study the following recommendations are forwarded:

- Employees perceive directors as lacking inner core establishment, hindering good leadership. To improve, the Government of ANRS and stakeholders should develop capacity development training for regional bureau directors.
- Employees perceive directors as lacking good leadership behaviour, aspiration, skill, and commitment. Regional governments should develop policies and strategies for middle-level regional leaders to improve these essentials.
- Employees perceive their directors as having strong information, communication, and sustainable commitment. Regional government should strengthen these by promoting continuous professional development and experience sharing among directors.
- Robust selection criteria should be developed and implemented to assign directors across different Bureaus.
- The regional government should create a project to improve the capacity of middle-level regional leaders through short-term training in public organizations related to good leadership essentials.
- Further studies should explore the attributes of good leadership practice on a large scale, spanning all levels of leadership and from regional bureaus to woreda levels.

Limitation of the Study

The study title is only limited to middle-level leaders this may not give sufficient information or image about the practice of good leadership practice at all leadership levels and is suspended only at the regional Bureau.

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