

The Lack of Transformational Leadership in Local Government Administration:

The Case of Woreda 14, Addis Ketema Sub-City, Addis Ababa Finfinnee

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Abstract

Leadership plays a crucial role in improving organizational performance and service delivery in public institutions. Transformational leadership, which emphasizes inspiration, motivation, innovation, and employee development, is widely considered an effective leadership style in modern public administration. This study examines the lack of transformational leadership in Woreda 14 of Addis Ketema Sub-City in Addis Ababa Finfinnee and its impact on organizational effectiveness and service delivery. The research adopts a qualitative and descriptive approach using secondary data and theoretical analysis. Findings indicate that limited visionary leadership, weak employee empowerment, poor communication, and bureaucratic management practices hinder the development of transformational leadership within the woreda administration. The study concludes that strengthening leadership training, promoting participatory decision-making, and encouraging innovation are essential to improve public service performance.

Keywords: Transformational leadership, public administration, local government, Addis Ketema Sub-City, leadership challenges

1. Introduction

Leadership is one of the most critical factors influencing organizational performance, particularly in public sector institutions where effective service delivery is essential. In recent decades, leadership scholars and practitioners have increasingly emphasized the importance of transformational leadership in enhancing organizational effectiveness and motivating employees.

Transformational leadership is defined as a leadership style that inspires and motivates followers to exceed expectations by promoting innovation, shared vision, and employee development. Leaders adopting this style encourage individuals to go beyond personal interests and contribute to organizational goals and social progress.

In public administration, transformational leadership plays a vital role in promoting accountability, innovation, and improved service delivery. Studies show that transformational leadership improves employee motivation, organizational commitment, and productivity within public institutions.

Despite these benefits, many public sector organizations in developing countries still rely on traditional hierarchical leadership styles that focus on control and compliance rather than innovation and empowerment. This problem is evident in several local government institutions in Ethiopia, including Woreda administrations.

Woreda 14 of Addis Ketema Sub-City in Addis Ababa faces various administrative and leadership challenges that affect employee motivation and service delivery. Limited participatory leadership, weak communication systems, and bureaucratic decision-making processes reduce the effectiveness of governance and organizational performance.

This study therefore examines the lack of transformational leadership in Woreda 14 and analyzes its implications for organizational efficiency and public service delivery.

2. Statement of the Problem

Local government institutions play a critical role in delivering essential services to citizens. Effective leadership is necessary to ensure transparency, accountability, and efficient administration. However, many local administrations struggle with leadership challenges that limit institutional performance.

In Woreda 14 of Addis Ketema Sub-City, several leadership-related problems can be observed. These include limited employee empowerment, weak strategic vision, lack of innovation, and low staff motivation. The leadership style practiced in many offices remains predominantly bureaucratic and transactional, focusing on compliance with procedures rather than inspiring employees to achieve organizational goals.

The absence of transformational leadership can result in several organizational problems, including poor employee morale, reduced efficiency, and limited creativity in solving administrative challenges. Consequently, public service delivery may become slow, ineffective, and unresponsive to community needs.

Despite the importance of leadership in public administration, limited research has been conducted on transformational leadership at the woreda level in Addis Ababa. Therefore, this study seeks to investigate the leadership gap in Woreda 14 and explore how the lack of transformational leadership affects administrative performance.

3. Objectives of the Study

3.1 General Objective

To assess the lack of transformational leadership in Woreda 14 of Addis Ketema Sub-City and its impact on organizational performance.

3.2 Specific Objectives

1. To examine the leadership practices in Woreda 14 administration.
2. To identify factors contributing to the absence of transformational leadership.
3. To assess the impact of leadership style on employee motivation and service delivery.
4. To recommend strategies for improving transformational leadership in the woreda administration.

4. Research Questions

1. What leadership style is practiced in Woreda 14 administration?
2. What factors contribute to the lack of transformational leadership in the woreda?
3. How does leadership style affect employee motivation and organizational performance?
4. What strategies can improve transformational leadership in local government institutions?

5. Literature Review

5.1 Concept of Transformational Leadership

Transformational leadership refers to a leadership style in which leaders inspire and motivate followers to achieve extraordinary outcomes by creating a compelling vision and encouraging innovation and creativity.

This leadership style focuses on empowering employees, promoting collaboration, and encouraging organizational change.

Scholars commonly identify four key components of transformational leadership:

1. **Idealized Influence** – leaders serve as role models.
2. **Inspirational Motivation** – leaders inspire followers through a shared vision.
3. **Intellectual Stimulation** – leaders encourage innovation and creative thinking.
4. **Individualized Consideration** – leaders support and mentor employees.

These components contribute to improved employee motivation, job satisfaction, and organizational performance.

5.2 Importance of Transformational Leadership in Public Institutions

Transformational leadership is particularly important in public administration because government organizations face complex social challenges and increasing demands for accountability.

Research indicates that transformational leadership enhances employee commitment, promotes innovation, and improves service delivery in public organizations.

When leaders encourage employee participation and creativity, organizations become more adaptable to change and better able to meet citizens' needs.

5.3 Challenges of Leadership in Local Government

Local government institutions often face leadership challenges such as bureaucratic procedures, limited autonomy, political influence, and lack of managerial capacity. These factors can discourage innovative leadership and limit employee participation in decision-making.

In many cases, leaders rely on traditional administrative approaches that prioritize compliance rather than transformation. Such leadership styles may reduce employee motivation and hinder organizational improvement.

6. Methodology

This study adopts a **qualitative research approach** to analyze leadership practices in Woreda 14.

6.1 Research Design

A descriptive research design was used to examine leadership challenges and organizational practices within the woreda administration.

6.2 Data Sources

The study used:

- Secondary data from leadership and public administration literature
- Government reports and policy documents
- Observations of administrative practices

6.3 Data Analysis

The collected information was analyzed using descriptive and thematic analysis to identify leadership gaps and organizational challenges

7. Findings and Discussion

The analysis revealed several factors contributing to the lack of transformational leadership in Woreda 14.

7.1 Limited Visionary Leadership

Many leaders focus on routine administrative tasks rather than developing long-term strategic visions for organizational improvement.

7.2 Weak Employee Empowerment

Employees often have limited opportunities to participate in decision-making processes. This reduces motivation and discourages innovation.

7.3 Bureaucratic Administrative Culture

The woreda administration operates within a rigid bureaucratic structure that emphasizes rules and procedures rather than creativity and flexibility.

7.4 Poor Communication

Communication between leaders and employees is often limited, leading to misunderstandings and reduced organizational cohesion.

7.5 Lack of Leadership Training

Many public administrators have limited access to leadership development programs that promote transformational leadership skills.

These challenges hinder organizational performance and reduce the effectiveness of public service delivery.

8. Conclusion

Transformational leadership is essential for improving organizational performance and promoting innovation in public sector institutions. However, the study found that Woreda 14 of Addis Ketema Sub-City faces significant challenges related to the absence of transformational leadership.

The administrative culture remains largely bureaucratic, with limited employee participation, weak communication, and insufficient leadership development. As a result, employee motivation and service delivery are negatively affected.

Addressing these challenges requires institutional reforms, leadership training, and greater emphasis on participatory governance.

9. Recommendations

Based on the findings, the following recommendations are proposed:

1. **Leadership Training Programs**
Public administrators should receive training in transformational leadership skills.
2. **P r o m o t e P a r t i c i p a t o r D e c i s i o n - M a k i n g**
Employees should be involved in planning and decision-making processes.
3. **Encourage Innovation**
Leaders should create an environment that supports creativity and problem-solving.
4. **Improve Communication Systems**
Transparent and open communication between leaders and employees should be strengthened.
5. **Strengthen Accountability and Transparency**
Effective monitoring and evaluation systems should be implemented to improve governance.

10. References

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