

Influence of Leadership Styles on Performance of Local Government Agencies: Case of Central Equatoria State Local Government in South Sudan

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Abstract

An organization's success depends on successful leadership and good organizational culture. This study investigates the influence of various leadership styles on the performance of local government agencies in Central Equatoria State, Juba, South Sudan. It explores how transformational, transactional, and laissez-faire leadership styles influence the performance of the central Equatoria state local government. The general objective of the study was to examine the influence of various leadership styles under the long-range leadership model on the performance of the central Equatoria state local government. The specific objectives of the study include the following: To assess the influence of transformational leadership style on performance of the central Equatoria state Local Government, to establish the influence of transactional leadership style on performance of the Central Equatoria state Local Government and to examine influence of laissez-faire leadership style on performance of the Central Equatoria state Local Government. The research employed a descriptive design, targeting 791 individuals, including local government officers and leaders from public institutions. A sample of 138 respondents was selected through stratified random sampling, and data was collected via questionnaires, interviews, and document analysis. To ensure validity of the finding, the researcher performed a pilot study on the data collection and analysis instruments in Juba County. This was done to guarantee the instrument's content coverage and authenticity by enhancing problems, the format, and the measuring scales. the researcher ensured protection of the research process to ensure reduction of anomalies, inaccuracy and scoring in the measurements to guarantee reliability of the data obtained. This research was focused on both primary and secondary data. Questionnaires was used as the main tool of data collection supported by both physical and telephone interview. Analysis of reports published on newspapers and internet was as well done. The study utilized the full range leadership model by James MacGregor Burns (1985) and Bernard M. Bass (1985), which encompasses transformational, transactional, and laissez-faire leadership styles. The findings revealed that both transformational and transactional leadership styles are not widely practiced by the CESLG Leaders and had limited impact on performance of the central Equatoria state local government while laissez-faire leadership being the most practiced style, significantly influenced poor performance outcomes of the central Equatoria state local government and it's one of the reasons for the poor performance of the CESLG institutions. As such the researcher recommend among others, the following to both the CESLG leaders and other stake holders for implementation; The CESLG leaders need to consider recruiting young

and well-educated local government officer as the study revealed that majority 48.8% of the local government officials are aged between 51 to 60 years whose performance are average , the local government leaders need to consider initiating executive training and development Programme for local government officers, The CESLG leadership is advised to conduct regular performance review for its institutions and staff. the CESLG leaders and other stakeholders/institutions are encouraged to adopt modern leadership styles such as transformational and transactional in their management styles.

CHAPTER ONE: INTRODUCTION

1.0 Introduction

This chapter provides the background and rationale for the study, forming the foundation for understanding the research. It includes the statement of the problem, the study's objectives, the research questions, and the purpose and significance of the study.

1.1. Background to the study

Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal (Kevin Kruse 2015).

Corporate leadership plays a vital role in the growth and development of an organization and driving it to achieve its mission. It will help an organizing member and working team address the challenges and work for organizational objectives in a dignified manner (Michael A 2020).

For companies today, leadership and its role are the most crucial topics. "The leaders are persons who provide a working group of people direction, who accept ownership of established guidance from his group or members, and who then inspire others to carry out the direction" (Akpapere,2019).

Leadership has long been a central focus of organizational research, typically emphasizing positive leadership traits while overlooking negative forms (Schyns & Schilling, 2015). However, the principle that "bad is stronger than good" (Baumeister et al., 2021) suggests that negative leadership styles, like laissez-faire, may wield greater influence than positive ones. This underscores the significance of studying negative leadership.

An organization's success depends on successful leadership and culture (Parris & Peachey, 2015). Culture offers the basis for leadership comprehension (Kuada, 2010) and the way for an organization to recognize it is to analyze its leaders (Parris & Peachey, 2015). Boga and Ensari (2009) found that previous studies shows that leadership styles can be observed at any corporate level but are more prevalent at the highest corporate levels. "Great leaders develop an organization vision, express the vision for the supporters, create a collective perspective, construct a roadmap to achieve vision, and steer their organizations into a new direction," Parris and Peachey (2015).

Marleen Redeker (2019) explains that there are some established leadership competencies, which can influence an organization's efficiency, including the "vision and objective establishment, Interpersonal skills and self-knowledge (Marleen Redeker 2019).

There are numerous leadership styles, however for this study, only three leadership styles will be analyzed which are: Transformational, transactional and laissez-faire leadership styles. Transformational leadership is more productive, effective, and innovative, and it brings greater satisfaction to both leaders and follower as both parties work toward a common goal of the organization spearheaded by shared vision, values, mutual trust and respect (Avalio & Bass 2019). Transactional leadership style on the other hand seeks to motivate followers to achieve certain level of performance through exchange of transactions inform of

rewards for compliance and punishment for non-compliance (Burns 1978) while the *laissez-faire* leadership style is a passive leadership style characterized by allowing subordinates to take charge as much as possible, the leader intervenes when there is need.

Organizational success hinges on effective strategy implementation to achieve goals and objectives (Speculand, 2019). Effective organizational leadership is crucial for successful strategy execution. Organizational performance refers to an organization's ability to adapt and achieve its goals amidst constant change in the workforce (Zhiang Lin & Kathleen M. Carley, 2022). It is also defined by how well the organization utilizes its informational, financial, and human resources to position itself effectively in the market (Walter de Gruyter, 2020). Leaders play a pivotal role in fostering a cooperative work environment and guiding teams to deliver effective results through emotional engagement and empathy (Walter de Gruyter, 2020). To enhance operations, organizations must consider organizational performance as a critical variable (Kroll, 2016). Kroll also noted that few leaders fully appreciate the potential outcomes when factoring in performance, despite its seemingly trivial nature. According to Overall (2015), leadership is a key area where organizational performance can be significantly improved. On a regional perspective, A case study for public sector success management in Nigeria by Ndukwe Kalu Ukoha, Kelechi Ohiri, et al (2016) showed how inefficient management assumes that the public sector has encountered difficulties and setbacks in Nigeria. In their study entitled "A case for Organizational Structure and Administrative Processes on the Performance of State-Level Malaria Programs in Nigeria", Ndukwe Kalu Ukoha, Kelechi Ohiri, et al (2016) The study concludes that, there is need for changes in the way public sector organizations are managed to be carried out in Africa; the administrators and all departments and agencies participating in the changing management process must make a pledge.

Globally, many studies have been conducted into the effectiveness of the local governments. notably, Marcel (2018) conducted an empirical review of Africa's Guidelines for civil service reform (CSR). It is emphasized that, given the breadth and the economic and political urgency of addressing administrative issues, a strategic strategy needs to be developed by African governments to overhaul the civil service. This can take account of leadership, participation, administration, structural changes, sequencing, ministerial consolidation, decentralization, downsizing, compensation and benefits, capacity-building, service provision, aid system and mechanisms for change management (Marcel, 2018).

Research in Europe and the United States has consistently shown that transformational leaders significantly impact employee attitudes and behaviors (Gardner et al., 2010; Judge & Piccolo, 2014; Lowe et al. 2016). However, scholars like Kark & Chen (2013) and Piccolo & Colquitt (2016) point out that the specific mechanisms through which leaders influence their employees' behaviors and attitudes are not fully understood.

Suleyman (2018) conducted a study on leader-member exchange and employee turnover intentions mediated by mobbing in sport organizations, highlighting the importance of leadership in organizational success. In Malaysia, leadership practices in project change management within Linked Government Enterprises are recognized as crucial drivers of success (Suleyman, 2018).

Background of local government in South Sudan.

The South Sudan government has been involved in a re-centralization process since 2011 (Cope 2019). After its independence in 2011, it had 10 state local governments inherited from the then Sudan administration which were further sub-divided into 180 county local governments. These ten states were an extension of the three historic former provinces and contemporary regions of Southern Sudan of Greater Bahr-El Ghazal (northwest of the Sudan), Greater Equatoria (Southern part of the Sudan) and Greater

Upper Nile (Northeast of the Sudan). In October 2015, the ten states were sub divided in to 28 states (Stimson, 2016) and in January 2017, more four states were created bringing the total number of states to 32 before it was reverted to 10 states in 2022 (WorldBank,2015).

All these were done in order to build up a stable local government executive model for better service delivery in terms of Education, Health care, Infrastructure development only to mention a few examples as the government official would often use the slogan “Taking town to the Villages” meaning taking services closer to the people through establishing service delivery units like the local government units (Cope 2019)

In general, administrative management studies in the public administration sector in relation to other technical fields are limited in South Sudan. Much as there have been many studies into public sectors organizations and local governments performance by many researchers, there has been limited studies into the South Sudan context. Partly, because, it never existed before. If any was conducted it was for the whole Sudan before 2011. The goal of this study was therefore to investigate the connection between leadership and performance of local governments organizations in South Sudan and the degree to which management practices are consistent with the full range leadership model (Hinkin, 2008) in the country of South Sudan taking central Equatoria state local government as a case study. The researcher looked in to how the Central Equatorial State Local Government's administrative leadership and organizational performance are related.

Standard/ideal performance of local governments.

Performance measurement often involves quantifying and evaluating certain performance indicators. In principles, local government worldwide are responsible for providing the following services: clean water supply, sewage and garbage collection and disposal, health and education services, road construction and maintenance, electricity and many other. As such, performance of local government is assessed by looking into the availability and sufficiency, efficiency and effectiveness in providing of the aforementioned services (Clean water supply, level of hygiene/public health, presence and adequacy of health and education infrastructures and services, availability and adequacy of electrification of streets in the towns, the level and status of the road infrastructure, the level of public welfare services etc.). The availability and adequacy, efficiency and effectiveness of providing the above services depends largely on leadership styles and approaches used by the local government officials as many scholars have identified a sportive correlation between leadership and performance of organizations.

In central Equatoria state, there are clear indicators of low performance in relation to the above indicators. There is no tapped clean water despite the fact that the river Nile passes in the middle of the city. As such, the city gets water supply by commercial trucks which is very expensive for the common citizen. The road network within the city where the central Equatoria state local government is located is very poor while most of the roads connecting the 6 counties of central Equatoria state are impassible, the public schools are limited and poorly performing as compared to private schools, the public health facilities are limited characterized by understaffing, insufficient drugs and facilities and poor hygiene. The city is very dirty with garbage littered everywhere along the streets, only few pockets of the city are electrified making it the darkest city in the world while 4 of the 6 counties of central Equatoria state doesn't have any spot of electricity. The rate of unemployment is very alarming while indicators of acute poverty level are clearly visible.

Given the fact that, there exist positive relationship between leadership and organizational performance, its most probable that the poor service delivery by central Equatoria state is due to bad leadership styles

adopted by the central Equatoria state local government officials. However, this can only be uncovered by this study.

1.2 Problem Statement.

According to Northouse (2010), poor leadership decisions have significantly contributed to the downfall of many once-prosperous organizations. While studies on the leadership effectiveness and efficiency of local governments in South Sudan are limited, reports from DANIDA (2015), SIDA (2015), and the World Bank (2015) highlight inefficiencies and ineffectiveness in service delivery and management practices in Unity and Lakes states. These studies utilized the Local Government Barometer (LGB) to assess governance criteria such as effectiveness, efficiency, transparency, accountability, participation, and equity. The findings underscored widespread governance shortcomings, with a consolidated governance score of 38/100 indicating poor performance (DANIDA, SIDA, 2015). In Rubkona County, specific issues included inadequate financial management and insufficient infrastructure for essential services like health, education, and water (DANIDA, SIDA, 2015). Rumbek Central County fared slightly better with a score of 49/100, attributed to existing policies, strategic plans, and some capacity among local government officials, despite challenges in budget monitoring and service delivery oversight (DANIDA, SIDA, 2015). The implementation of decentralized governance in South Sudan faces numerous challenges, including administrative capacity deficits at national, state, and local levels, a shortage of trained personnel, and limited local government institutions outside Juba (Hunger Project, 2015). Overall, the studies consistently highlight capacity gaps as a critical barrier to effective governance in South Sudanese counties (World Bank, 2015).

All these are a clear indication that, most likely the poor service delivery by most local governments in South Sudan including central Equatoria state local government where this study will be conducted is a question of leadership. This makes this study necessary.

A similar study was conducted by the World Bank in 2019 & 2015 respectively to analyze the implication of the enlarged local government base on service delivery. The study established that, the increased creation of local governments has a negative impact on service delivery. (Grossman & Pierskalla, 2019, in World Bank, 2015). "The World Bank highlighted that increasing the number of primary administrative units initially improves service delivery, but as the number of districts continues to grow, there is a noted decline in service quality (Grossman & Pierskalla, 2019; World Bank, 2015)."

Generally, most of local governments in South Sudan have similar characteristics and its most likely they have the same challenges as those two states sampled (Unity and Lakes states) as evidence of ineffectiveness, inefficiency and poor service delivery are very clear in most of them.

Current Level of performance in central Equatoria state local government.

Presently, the central Equatoria state local government looks troubled with services delivery. There is no tapped clean water despite the fact that, the river Nile passes in the middle of the city. The city gets water supply by commercial trucks which is very expensive for the common citizen. The road network has barely collapsed. The roads within the city where the central Equatoria state local government headquarter is located is very poor while most of the roads connecting the 6 counties of central Equatoria state are impassible, the public schools are limited and poorly performing compared to private schools, the public health facilities are limited characterized by understaffing, insufficient drugs, facilities and poor hygiene leaving the population to depend on aids provided by international humanitarian organizations. The city is very dirty with garbage littered everywhere along the streets, only few pockets of the city are electrified

making it the darkest city in the world while 4 of the 6 counties of central Equatoria state doesn't have any spot of electricity. The rate of unemployment is very alarming while indicators of acute poverty level are clearly visible. There seemed to be lack of accountability as there are no evidence of the public demanding accountability from the local government official.

Generally, effectiveness and efficiency of service delivery and accountability is troubling the entire local governments in South Sudan. For example, in less than six months, the newly built Juba teaching hospital has run into crisis (No electricity, water, medical personal, poor hygiene etc.) while some contractors have failed to obey the local governments Engineers instructions as in the case of Kabi Secondary School blocks, Juba-Kojo-Keji road construction and Juba Bahar-el ghazal highway construction.

Despite increased support to local governments by international and national non-governmental organizations in terms of capacity building for personnel and supply of equipment, the provision of quality services has continued to deteriorate.

It's probable that, poor leadership and leadership approaches such as *laissez-faire* which indicate absence of leadership, corruption, lack of accountability and limited capacity are the leading causes of poor service delivery by the central Equatoria state local government.

Local governments may continue to decline quality service delivery if this issue has not been investigated and resolved. As such, the relationship between organizational leaders and the performance of selected local Government units should therefore be investigated.

The dilemma this study sought to find answers for is, whether the poor service delivery by central Equatoria state local government in terms of Health care, education, road infrastructures, clean water, electricity, cleanliness of the city and lack of accountability is due to poor leadership development in the local government setting or not? It also sought to find out whether the long-range leadership model is being practiced at central Equatoria state local government, if yes, its influence on service delivery by the Local government and if not, what other leadership styles are being practiced at the central Equatoria state local government.

1.3. Purpose of the study

The purpose of this study was to establish influences of different leadership styles on the organizational performance of local government agencies with specific reference to Central Equatoria state local government in South Sudan-Juba.

1.4 Objectives of the study.

The objectives of the study were,

1. To assess the influence of transformational leadership style on performance of the central Equatoria state Local Government,
2. To establish influence of transactional leadership style on performance of the Central Equatoria state Local Government
3. To examine influence of *laissez-faire* leadership style on performance of the Central Equatoria state Local Government,

1.5. Research questions.

1. To what extent does transformational leadership style influence the performance of the central Equatoria state Local Government?

2. To what extent has the use of transactional leadership style influenced the performance of the central Equatoria state Local Government?
3. To what extent has the laissez-faire leadership style influenced performance of the central Equatoria state Local Government?

1.6. Significance of the study.

This study is significant in many aspects, first and foremost, the study gave recommendations which act as a policy guide for the central Equatoria state local government and will act as an incentive to the entire local government leaders in South Sudan to appreciate the need for and importance of having good leaders and leadership practices in an organization for satisfactory performance.

The study further enlightened the entire local government staff through the aforementioned recommendations of their roles and obligations towards effective leadership in the central Equatoria state local government and how negligence of their roles and obligations can affect the effectiveness and efficiency of the local government.

The study was able to uncover that the alarming service delivery level by central Equatoria state is partly a result of poor leadership development and poor leadership practices within the local government system which is of great importance to policy makers while selecting local government leaders and the need to build the capacity of the existing local government.

Given the fact that, most local governments in South Sudan have similar characteristics, the result of this study is of great importance to the other 9 state local governments in South Sudan. Which are expected be able to learn the importance of good leadership and leadership practices within the local government institutions and how it influences performance of the latter.

Local government administrators, Business owners and leaders of different organizations are expected obtain insight into leadership qualities to be able to adapt to conditions and maintain self-control of their leadership qualities. It gives them exposure to some useful administrative abilities, particularly in the areas of managing contracts and employee welfare.

The result of this study is of great importance to future researchers as it acts as aid and guide on future research on leadership styles and performance of organization with specific reference to South Sudan context.

The study further recommended for further studies into other factors which have contributed to the poor performance of the central Equatoria state local government institutions alongside the poor leadership practices.

1.6.1 Justification of the study.

There are several practical and visible reasons for conducting this study. First, the local government is struggling in delivering services as evidence are visible in terms of poor infrastructures (Health facilities, schools, road network), no reliable government-initiated electricity in the city and municipal towns of central Equatoria state, garbage littered everywhere in the city, no clean water only to mention a few examples. In addition, there is the public perception that the major issue surrounding poor performance of the local government sector in South Sudan is poor leadership styles and practices. Moreover, there could be other reasons other than the leadership questions. As such this reach helped to clear the public perception about the leadership being the sole reason for poor performance of the local government sector in South Sudan which will pave way for further reaches in to finding the exact reasons for underperformance of the local government sector in South Sudan and central Equatoria state local

government. The answers provided by the study are expected to help policy makers and stakeholders in making a better and informed decision not only in the local government sector but in many other organizations.

1.7. Scope of the study.

This specifies the content of the study, the geographical coverage and period the study intends to investigate.

1.7.1 Content scope.

In order to help us explain existing organizational success conditions and the challenges experienced in coping with quantitative and qualitative performance, a cross-sectional analysis design was introduced. Cross-sectional analysis is a research design in which one or more population samples are chosen and data from the samples are obtained at once (Kothari, 2003, 35-39). Interpretation and review was carried out throughout the specification. The project adopted the field analysis approach for qualitative performance, where the researcher is directly involved in making extensive field notes that are coded and evaluated in many ways afterwards.

A probability sampling technique was used to pick all elements equally (Kothari, 2003, pp.35-39). With the basic random sampling process, the researcher selects a sample from the target/accessible population without discrimination. The system was used to select random samples from local government executive officers from different level and units, technical employees, heads and staff of public Universities and Hospitals, women, youth and civil society organization leaders. This approach is warranted as it guarantees that the collection of all subjects of the subgroups is equal. This removed distortions and promotes outcomes with unbiased interpretation.

1.7.2 Geographical scope.

The study was limited to the parameters of central Equatoria state local government only. The study was carried in the 6 counties of Central Equatoria state, the state secretariat and the city council headquarter. Dues to the vast nature of the geographical coverage of central Equatoria state, purposive sampling method was used to select 4 of the 6 counties of central Equatoria state for the study. These were Juba, Yei, Kajo-keji and Terkeka counties.

1.7.3 Time scope.

The study covered a period of ten years from 2011 up to 2020., The performance of the central Equatoria state local government from 2011 to 2020 was examined.

1.8 Limitations of the study

The researcher encounters the following challenges in the conduct of the study.

Accessibility of some selected areas for the study was a challenge. Most of the roads leading to some of the counties especially Yei and Kajo-Keji were impassible. As such, the researcher had to use air transport which was not budgeted for at the planning stage of the study. This in turn posed a finance challenge and delayed access to the selected study areas which extended the timeline for the data collection and work plan.

Slow response rate of the respondents was another challenge. For unknown reasons, some of the targeted respondents could not be found in offices. This too extended the timeline for the data collection as the researcher had to move severally to distribute the questionnaire moreover some few questionnaires were not returned at the end.

Unwillingness to give factual information by the junior government official for fear of reprisal by their superiors. This explained why many respondents choosed to remain neutral.

The collection of data took place during the period when the State government has not paid its employees for several months who were unhappy and unwilling to responds to the interviews and questionnaires while many were absent in office as they look for ways to make ends meet.

1.9. Delimitations.

The study analyzed the influence of three different leadership styles namely, Transformational, transactional and laisses-faire leadership styles on the performance of central Equatoria state local government through the use of self-administered questionnaires, physical interviews, document and record analysis.

The study was limited to the 6 counties of central Equatoria state, the state secretariat, and the city council secretariat. Only staff from the areas mentioned above were contacted for data collection.

The study was limited to 10 years period from 2011 to 2020. Performance of the central Equatoria state local government for the period specified above was analyzed and my analysis was restricted to the administrative and management team of the local government.

1.10. Assumptions of the study

This research was based on the idea that a successful organization would strive for sustainable growth while promoting public engagement and upholding the principles of good governance, transparency, and accountability. I believe that the participants were truthful and honest in their responses. In addition, I believe that South Sudan local governments have been set up by the same legislation and guided by the 2011 South Sudan interim Constitution amended 2015, detailing the roles and relationships of local government and federal governments.

I believe that public and private sector administrators are using different leadership styles because they are related to their job structure, specificity of responsibilities and autonomy in the workplace and use of participatory leadership models by public managers.

1.11. Operational definition of key terms and abbreviations.

Research refers to the process of generating new information or using current knowledge in novel and creative ways to produce new theories, approaches, and understandings. Leadership: refers to setting and achieving goals, acting quickly and decisively when necessary, and motivating people (their followers or subordinates) to perform to the best of their abilities.

Leadership styles: The leader's methods, characteristics and behaviors while directing, managing and motivating their teams which is shaped by a variety of factors including personality, values, skills and experience.

Organization: An organized group/body of people with a particular purpose. E.g., Business, society, association. etc.

Performance: the difference between the activity's actual production and its expected or planned output.

Organizational Performance. The actual output of an organization in relation to its objectives comprising of financial, shareholders value and market performance.

Local Government: The lowest level of governance within a particular sovereign state. It refers to level of administration that is both geographically localized and has limited powers.

State: a kind of human organization that differs from other social groups in terms of its goals, systems of rule and authority, security, legal framework, geographic scope, and jurisdiction.

Central Equatoria State (CES); A local government unit headed by a governor and its one of the ten states of the South Sudan. Its where the central government seat is located in Juba.

County: A local government unit under the state, headed by Commissioner, report directly to the state and geographically defined in terms of its borders.

Payam: The second lowest administrative division below county. It's headed by Payam director and reports directly to the county.

CESLG: Central Equatoria state local government

CHAPTER TWO: LITERATURE REVIEW.

2.0 Introduction

This chapter reviewed theoretical and empirical literatures of previous findings of different scholars regarding the three leadership styles i.e., Transformational, transactional, and laissez-faire leadership styles and how these leadership styles affect performance of organizations. In addition, the conceptualized relationship of the two variables of leadership styles and organizational performance is presented in this chapter as well.

2.1. Theoretical literature review.

The Full range leadership theory (FRLT).

James MacGregor Burns' full range leadership theory served as the foundation for this investigation (1978). Burns (1978) was the first to propose the complete range hypothesis, which was later expanded upon by Bernard M. Bass (1985), Bass and Avolio (2015), and other scholars. This served as the study's theoretical basis. Three leadership philosophies are recognized by the full range leadership theory as being shown by leaders inside organizations. These three types of leadership are transactional, laissez-faire, and transformative.

According to Burn (1978) and Bass (1985), the three leadership styles under FRLT have positive and strong relationship with organizational performance as we shall see later.

The theory of James burns (1978) was mostly focused on political leaders such as martin Luther the king, Hitlers, etc. He said there are two kinds of leaderships: Namely, Transactional and transforming leadership. According to him, one leader cannot be both transformational and transactional at the same time. S/he can be either of the two.

The Full Range Leadership Theory, initially developed by Burns (1978), underwent significant expansion in the 1980s and 1990s by Bass and Avolio. They incorporated laissez-faire leadership as the least effective form within what became known as the Full Range Leadership Model. Additionally, they augmented transactional leadership by introducing three components: contingent reward, passive management by exception, and active management by exception (Bass & Avolio, 2015).

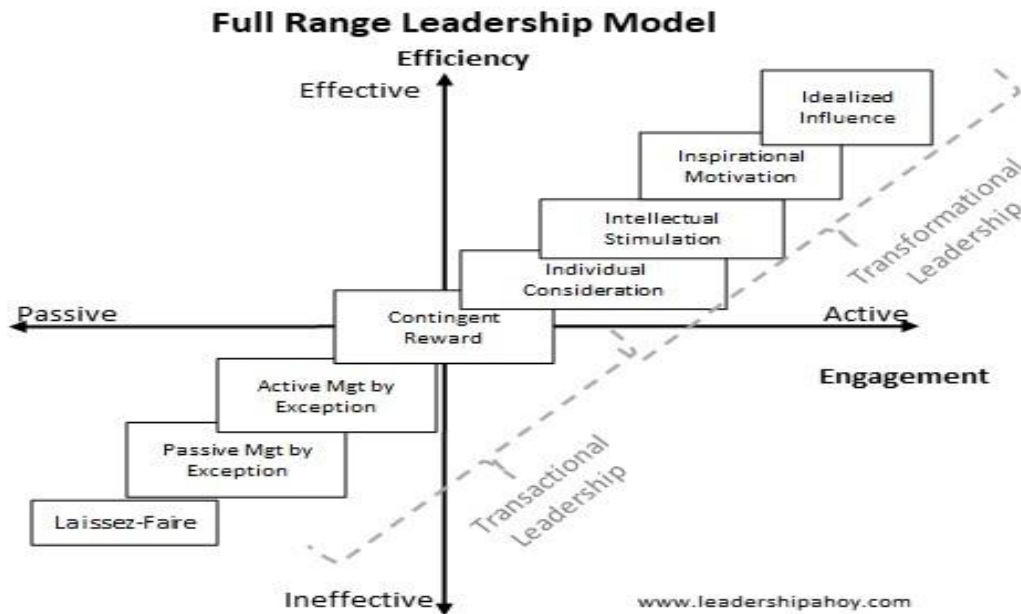
Contrary to earlier beliefs that transactional and transformational leadership styles were mutually exclusive, Bass and Avolio argued that effective leaders can employ a range of styles depending on the circumstances (Bass & Avolio, 2015). This integrated approach broadened the understanding of leadership dynamics, emphasizing adaptability and situational responsiveness.

The FRLT was altered by Bernard M. Bass (1985) to incorporate organizational leaders. The four pillars of transformative leadership are contained in his book "Leadership and Performance Beyond

Expectations." personalized attention, thought-provoking engagement, inspirational drive, and idealistic impact. In contrast to Burn, Bass stated that a leader can possess both transformational and transactional qualities simultaneously and that it is possible to progress from transactional and laissez-faire ineffective leadership to transformational successful leadership. Bass (1985).

They illustrated this in the below diagram.

Figure 2.1: Full range leadership Model.



Source: Bass (1985).

2.2. EMPIRICAL LITERATURE REVIEW.

2.2.1. Transformational leadership and organizational performance.

James MacGregor Burns first proposed transformational leadership in political circumstances in 1978. B.M. Bass and J.B. Avolio have since enlarged and modified this idea for use in organizational psychology and management (Jung & Sosik, 2016). By fusing followers' individual identities with the group identity of the company, this strategy seeks to improve morale, performance, and motivation. In order to improve overall performance, transformational leaders provide an example for their followers, push them to take initiative and responsibility for their work, and match job assignments to their particular talents and shortcomings. Organizational performance involves converting inputs into outputs for customers, considering economy (cost efficiency), efficiency (output relative to cost), and effectiveness (output relative to outcomes) (Chen & Barnes, 2016).

Transformational leaders stimulate and inspire followers to achieve extraordinary outcomes by addressing their concerns and developmental needs, encouraging new perspectives on issues, and motivating followers to exert extra effort towards group goals (Robbins & Coulter, 2007). This leadership style promotes positive change by focusing on group interests and fostering mutual care among followers (Warrilow, 2018). Warrilow outlines four components of transformational leadership:

Intellectual Stimulation: Leaders challenge assumptions and encourage creativity by providing a framework that connects followers to the leader, organization, and each other.

Idealized Influence: Leaders behave admirably, displaying convictions and values that inspire followers to emulate them.

Inspirational Motivation: Leaders articulate a vision that inspires and motivates followers towards future goals and current tasks.

Individualized Consideration: Leaders mentor each follower, recognizing their contributions and fostering self-fulfillment and growth.

Research by Koech and Namusonge (2018) found that transformational leadership significantly enhances employee performance in Kenyan state-owned corporations, compared to transactional leadership. De Jong and Bruch (2015) also concluded that motivated employees are crucial for achieving organizational goals, highlighting the pervasive impact of transformational leadership.

Studies by Sundi (2015) in Uganda and Mbuthi (2019) further confirm the positive effects of transformational leadership on employee performance. Sundi's research, involving 170 respondents, showed a significant positive impact of idealized influence on performance. Mbuthi's findings emphasized the role of leaders as mentors who support and recognize followers' contributions.

Mohamed et al. (2015) argue that leadership style greatly influences behavior, with transformational leadership aligning individuals with organizational goals. Ngaithe (2016) found that idealized influence significantly impacts performance in Kenyan state-owned enterprises.

Snell et al. (2015) and Zacher et al. (2019) linked individualized consideration to higher employee engagement and organizational success. Doody and Doody (2018) and Rawung et al. (2015) emphasized the importance of inspirational motivation in aligning individual goals with organizational objectives, fostering trust, and sharing knowledge.

Ndisya and Juma (2016) observed that inspirational motivation positively affects employee performance at Safaricom, recommending improvements in organizational leadership to enhance mission response. Intellectual stimulation, according to Anjali et al. (2015), empowers employees to address challenges creatively, reducing turnover and retaining experienced staff for better performance.

Kirui et al. (2015) found that both intellectual stimulation and individualized consideration significantly influence organizational performance, underlining the importance of these transformational leadership components in achieving effective outcomes.

2.2.2. Transactional leadership and organizational performance.

Transactional leadership is characterized by an exchange relationship between leaders and followers, wherein rewards are contingent on subordinates' performance (Burns, 1978). Pioneering this concept, Burns (1978) highlighted transactional leaders' focus on motivating followers through appealing to their self-interest. This approach is underpinned by the notion of implicit bargains between leaders and followers.

Transactional leaders establish clear goals, delegate tasks, and implement reward-and-punishment systems to drive performance (Zaleznik, 1997). Organizational behavior studies frequently endorse transactional leadership as an effective strategy for motivating employees and achieving organizational objectives.

A study by Aylin (2018), which focused on how to improve the efficiency of public service organizations in Tanzania by the government of an impoverished country with a small budget. The conclusions reached included the need for developed Tanzania to take action to strengthen the day-to-day management of public institutions through people's management (improved capacity for enhanced contact between employees and management; staff engagement in decision making and team promotion, etc.). This demonstrates the need for transactional leadership approach to effectively manage and improve the

performance of public services. This study is more relevant to South Sudan context by the virtue that both Tanzania and South Sudan are within the east African region moreover, Tanzania has better and more developed human capital than South Sudan. This means the need for transactional leadership approach to improve performance of public services and local governments in South Sudan is much needed than in Tanzania. The emphasis on change management in public sector restructuring is likely as critical to improving operational efficiency as it is currently (Ataay, 2018).

2.2.3. Laissez-faire leadership and organizational performance.

In a variety of organizational environments, laissez-faire leadership has consistently demonstrated negative consequences. It is linked to decreased work output, job satisfaction, perceived efficacy of the leader, and subordinate effort (Bass & Stogdill, 1990; Yammarino et al., 2019; Judge & Piccolo, 2004). In addition, stress, interpersonal conflicts, role ambiguity, and role conflict are all increased by this leadership style (Skogstad et al., 2007; Skogstad, Hetland, et al., 2019). Laissez-faire leadership has negative effects because it lacks constructive acts, in contrast to other negative leadership styles that are defined by destructive behaviors (Kelloway et al., 2016). Employees under laissez-faire leaders often lack feedback, recognition, and support, leading to decreased job satisfaction and organizational commitment (Hinkin & Schriesheim, 2008; Yukl, 2010). Despite its prevalence as the most common form of negative leadership, it remains understudied (Aasland et al., 2020; Skogstad et al., 2019). This style is perceived as the least satisfying and effective management approach (Bass & Bass, 2018).

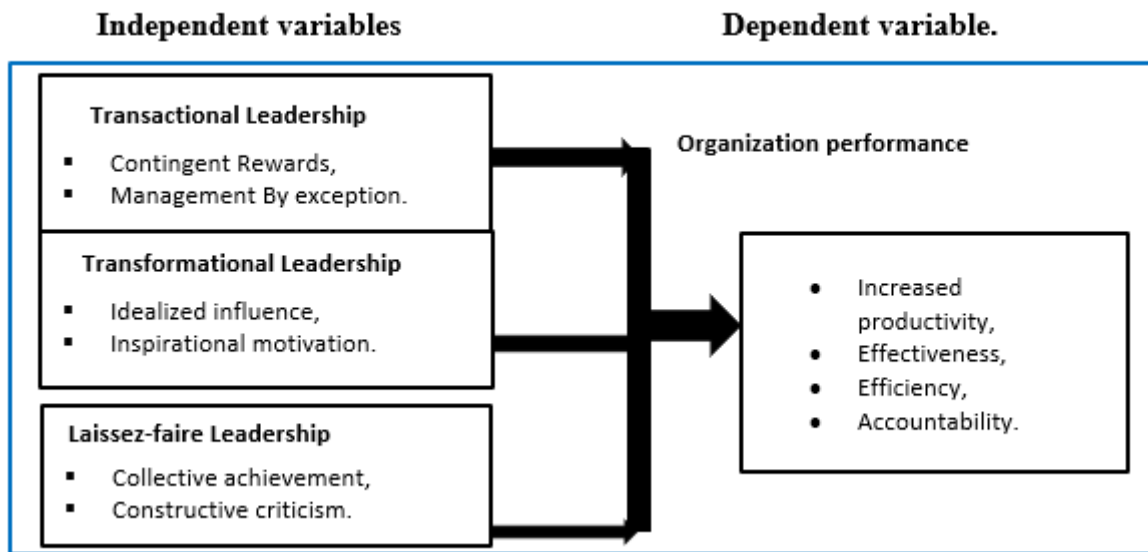
Employees with strong relational self-concepts are particularly affected by laissez-faire leadership, as they expect active leader involvement and support. The absence of such interactions can lead to diminished contributions to organizational goals and reduced affective commitment (Dulebohn et al., 2018; Lord & Brown, 2017; Chen, He, & Weng, 2018). Studies suggest that relational self-concepts exacerbate the negative impact of laissez-faire leadership on leader-member exchange and organizational commitment (Robert & Vendenbergh, 2020).

In conclusion, as seen from the views of different authors, Transformational, transactional, and Laissez-faire leadership styles have a strong and positive relationship with organizational performance. Whereas transformational and transactional leadership styles improve organizational efficiency and effectiveness, Laissez-faire leadership does the reverse. As a result, it turned out that, laissez-faire leadership style is the most practiced leadership style by the central Equatoria state local government which the researcher believed it partly resulted to the poor performance. However, as recommended this needed to be investigated further to establish whether it's the only reason for the poor performance of the CESLG or other factors are involved.

2.3. Conceptual framework.

The Conceptual network identified network of three variables which are different leadership styles (transformational, transactional, laissez-faire and visionary & innovative) as independent variable on one hand and organizational performance of local government agencies as dependent variables on the other hand. The performance of the local government structures is measured in terms of effective governance, efficiency in resource management, accountability, and increased productivity. The productivity is further measured in terms of social services delivery. The performance is dependent on the leadership style(s) employed by the local government executives as expressed in terms of the styles the leaders used to manage people and activities.

FIGURE .2.2: CONCEPTUAL FRAMEWORK.



Source: Primary researcher 2023.

2.4. Literature gap and summary.

As evidenced by the empirical literature review above, despite the large number of leadership theories on leadership models and their relationship with organizational performance presented by different scholars, few studies have investigated the causative mechanism that connect leadership with outcomes and fewer leadership studies in underrepresented cultures in Africa. While majority of the studies have studied leadership and organizational performance separately. There has been narrow approach into the relationship between leadership and organizational performance. Its most likely that the way the full range leadership theory functions differ in different organizations depending on contextual dynamics, complexities of organizations and human behaviors. It looks, these aspects have not been examined. As such, the overall functioning of the full range leadership model remains undiscovered fully.

The full range leadership theory's functionality remains conceptually underexplored. Empirical literature illustrates the theory through various leadership styles. Transformational leadership involves mutual growth between leaders and followers to achieve goals. Transactional leadership motivates followers through exchanges of rewards for compliance and punishments for non-compliance. Laissez-faire leadership is passive, allowing subordinates to take charge, with leaders intervening only when necessary. However, the processes by which transformational leaders effect transformation, transactional leaders manage transactions, and laissez-faire leaders respond to situations is not well understood (Robert & Venden-Berghe 2020). This gap limits the practical application of these leadership styles in both routine and ad hoc situations. Furthermore, researchers have not thoroughly examined which leadership styles or specific elements correlate with positive outcomes like job satisfaction and motivation.

However, research on certain aspects of the full range of leadership styles, such as laissez-faire, remains limited, as noted by Aasland et al., (2010). They highlighted that despite its prevalence as a form of negative leadership in modern organizations, laissez-faire leadership has received inadequate attention. Therefore, further studies exploring these specific leadership styles would provide organizations with insights into their impact, as suggested by Skogstad et al., (2019). They emphasized the potential benefits

for organizations in investigating this particular type of negative leadership due to its widespread occurrence and its likely adverse effects on employees and organizational outcomes. Geographically, much as many studies have explored the relationship between leadership and organizational performance few have been done into the South Sudan context. Its therefore imperative to conduct a study into South Sudan context especially as a country with underdeveloped human capital. This made this study very necessary.

CHAPTER THREE: RESEARCH METHODOLOGY.

3.0 Introduction.

The methods used in this investigation is outlined in this chapter. The study design, target population, sample size calculation, sampling techniques, data collecting instruments, data processing methodologies, procedures for guaranteeing validity and reliability, and ethical issues are all included.

3.1 Research methodology

Derek Jansen & Kerryn Warren (2020) define research methodology as the collection of practical decisions regarding what data the researcher want to collect, from who, how to collect it and how will the collected data be analyzed (Derek Jansen & Kerryn Warren (2020)

This research was focused on both primary and secondary data. Questionnaires was used as the main tool of data collection supported by both physical and telephone interviews, document and content analysis which involved all sorts of scholarly studies, textual and multi-media items, from television shows to websites on the internet, and the review of documentation also called "textual analytics" (Traver,2001)

The major goal of the interviews was to develop a model by connecting the ideas found in the literature under investigation. The other justification for interviews is to support the responses from the self-administered questionnaires, record reviews and stimulate more in-depth inquiries. The data collected was analyzed using social science statistical techniques and presented in form of distribution tables, percentages, charts, and graphs.

3.2. Research design.

The term "research design" describes the all-encompassing strategy that combines several study components in a logical and cogent way to successfully answer the research topic. The nature of the study challenge determines the design that should be used (Trochim, 2016). According to Cooper and Schindler (2011), the study design specifies the instruments for gathering data and the procedures for analyzing it. To help us explain existing organizational success and performance conditions and investigate the challenge implicit in coping with quantitative and qualitative performance, a cross-sectional analysis design was used. Cross-sectional study is a research design in which one or more population samples are chosen and data from the samples are obtained at once (Kothari, 2003, pp.35-39). Interpretation and review was carried out throughout the specification. The project adopted the field analysis approach for qualitative performance where the researcher is directly involved in making extensive field notes that are coded and evaluated in many ways afterwards.

3.3 Location of the study

The study was carried out at the State headquarters, city council division offices, institutions such as schools, hospitals and selected counties and payam offices of the Central Equatoria local government in

South Sudan.

3.4 Target population

The term "population" describes the entire group of people, things, or data from which a research sample might be taken. The population is the entire group that the researcher is interested in studying, consisting of all elements that satisfy specific requirements to be included in the study. The target population is the whole collection of units from whom study data are to be collected in order to draw conclusions, whilst the characteristics of the population define the extent and limitations of the research findings (Mugenda 2003). (Cox 2015). The study comprised of 791 people made up of Senior local Government executives, senior & technical contract employees, Junior staff, head of institutions and opinion leaders such as civil society, women and youth leaders. Out of the 6 counties of the Central Equatoria state, 4 counties were selected, and the state headquarter.

TABLE 3.1 DISTRIBUTION OF STUDY POPULATION.

CATEGORY	POPULATION
Top local Government executives	50
Senior & technical contract employees	120
Junior contract employees	600
Heads and staff of institutions (Universities & hospitals)	11
Youths, women & CSO leaders	10
Total	791

Source: Primary researcher 2024.

3.5 Sampling procedures and techniques

The sampling technique entails choosing respondents who reflect the target population. In this study, the researcher employed stratified random sampling to address the population's diverse nature, ensuring each member of the target population had an equal opportunity to be included. Thomas (2020) defines stratified random sampling as a technique in which the researcher creates homogenous subpopulations, or strata, within the study population according to particular attributes like gender, ethnicity, or geography. After that, each stratum is sampled using a different probability sampling technique, either simple random sampling or cluster sampling. By using this method, the researcher may estimate statistical measures for every subpopulation and steer clear of biases like as selection bias and hidden age. Two criteria were used to split the research population into strata: position-power differential and location.

3.6 Sample Frame and sample population.

The stratified sampling approach was used to choose the sample frame of local government employees who have been working for at least five years. The researcher divided the study population into strata of the following categories, top local government executives, technical and senior contract employees, junior employees, heads and staff of related institutions (Universities & Hospitals) and community leaders (women, youths & CSOs).

The mathematical sampling strategy suggested by Miller and Brewer (2003) was used.

$$\frac{N}{1 + n(\alpha)2}$$

n denotes the sample size. N = Sample frame, α = Error margin

The population of the groups chosen for the investigation is listed in the sample frame (N). Then, the sample size (n) was determined using the sample frame (N).

At a 92% level of confidence, the sample size is $n=791/1+791(0.08)^2$, $n=731/1+4.72$, $n=791/5.72$, and $n=138$.

TABLE 3.2: SHOWING SAMPLING CRITERIA.

CATEGORY OF RESPONDENTS	POPULATION SIZE	SAMPLE	SAMPLE PERCENTAGE
Top local government executives	50	09	6.3%
Senior & technical contract employees	120	21	15.2%
Junior contract employees	592	97	72.5%
Heads of institutions (Universities &Hospitals)	11	2	1.4%
Youths, women &CSO leaders	10	5	3.6%
Opinion leaders	8	2	1%
TOTAL	791	138	100%

Source: Primary researcher 2024.

3.7 Construction of research instruments

A questionnaire with both open and closed ended questions was designed and an open-ended structured interview guide was constructed as well to collect only primary data and then document reviews was carried out on staff performance basing on the past performance appraisals of the previous consecutive years from 2011 to 2020 to evaluate any improvement on work performance and service delivery in Central Equatorial state. Document and records reviews was conducted for performance of the central Equatoria state local government. This included review of past papers, journals, website publications and specialized reports. The interview guide and questionnaires was also used to gather data on service delivery by the Central Equatoria state local government for the past 10 years after independence (2011-2020).

3.8 Pilot Study.

A pilot study was done in Juba County local government to test validity and reliability of questionnaires. This was basically done to identify any faulty in terms of clarity, completeness, accuracy, in the questionnaire such that, corrections would be done before large-scale questionnaires are printed for the study.

3.8.1. Testing for validity and reliability.

According to Bolarinwa, Oladimeji Akeem (2015) Validity express the degree to which the measures from the research represents the purpose it purports to measure. The correctness, the accuracy and the significance of inferences based on the research performance are the values in which data obtained in the study accurately represents the variables. The report relied on external validation to ensure the outcomes of analysis are readily accessible to all institutions and to the environment beyond the study environment in order to deliver a quality study.

In this scenario, before going on site, the investigator performs a pre-testing procedure to pilot the same analysis instruments on a separate but homogenous 10-sample. This pre-testing is undertaken to guarantee the instrument's content and authenticity by enhancing problems, the format, and the measuring scales. The researcher would also provide answers and feedback from the pilot analysis in the final instrument.

Reliability on the other hand refers to the degree to which the results obtained by the measurement and procedures can be relied up on (Bolarinwa, Oladimeji Akeem (2015) Random error is the difference from the real measurement, which impacts the stability of the instrument by decreasing it when it is high. There will often be reliability risks in research and result from incorrect data coding; contradictory instructions; tiredness and partiality between interviewer and interviewee. In this analysis, the researcher will ensure protection of the system and of the research by reducing the inaccuracy of the scoring to reduce the anomalies in the measurements which may impact the reliability of the data obtained.

3.9 Data collection methods and procedure

This research was focused on both primary and secondary data. Questionnaires was used as the main tool of data collection supported by both physical and telephone interviews, document and content analysis which involved all sorts of scholarly studies, textual and multi-media items, from television shows to websites on the internet, and the review of documentation also called "textual analytics" (Traver,2001)

Questionnaires were more relevant for this study because the respondents are literate and would not necessarily have trouble answering questionnaires, in addition, questionnaires were used because it can easily collect information on variables such as opinions, perceptions and feelings of the participants not directly observed. The questionnaires were hand delivered to the respondents and collected after three weeks though it was expected to be collected after two weeks, constant follow-up was done through focal persons who were assigned to each study location to receive the questionnaires from respondents who would finish before the two weeks would elapse.

The physical and telephone interviews were conducted alongside the questionnaires which was then be followed by document and record review.

3.10. Data analysis methods and procedures.

According to Gadara (2010) Data analysis involves data coding and analysis. In this study, the researcher used both quantitative and qualitative techniques to analyze the data which were then presented using statistical methods in forms of percentages, frequency tables and graphs.

3.11. Ethical considerations.

A philosophy which explores and distinguishes what is right or wrong can be described as ethical behaviour. It entails the dos and the don'ts of the research profession. As a result, the researcher adhered to all codes of ethics and uphold the Belmont Report's respect, fairness, and beneficence as the three

fundamental principles of research ethics to the fullest extent possible. Prior to starting the study, the researcher first got clearance from the ethics and research commission (ERC) and then later got an introduction letter from MKU and then finally got an authorization permission from the central Equatoria state ministry of local government.

The following were as well observed during the study; Informed consent from respondents was sought through the questionnaire consent form attached to the questionnaire and most importantly respondents were given assurances from the researcher that the information requested will only be used for academic reasons and will be handled with the highest secrecy. Data gathering and management adhered to privacy and confidentiality principle.

CHAPTER FOUR: RESEARCH FINDINGS, ANALYSIS AND PRESENTATION

4.0. Introduction

In this chapter, the researcher presents the study's findings, using both quantitative and qualitative techniques. Each research objective is analyzed, and the findings are interpreted using tables, graphs, and charts.

4.1. Presentation of Research Findings, Interpretations, and Discussions

This section covers the presentation of the major findings from the research.

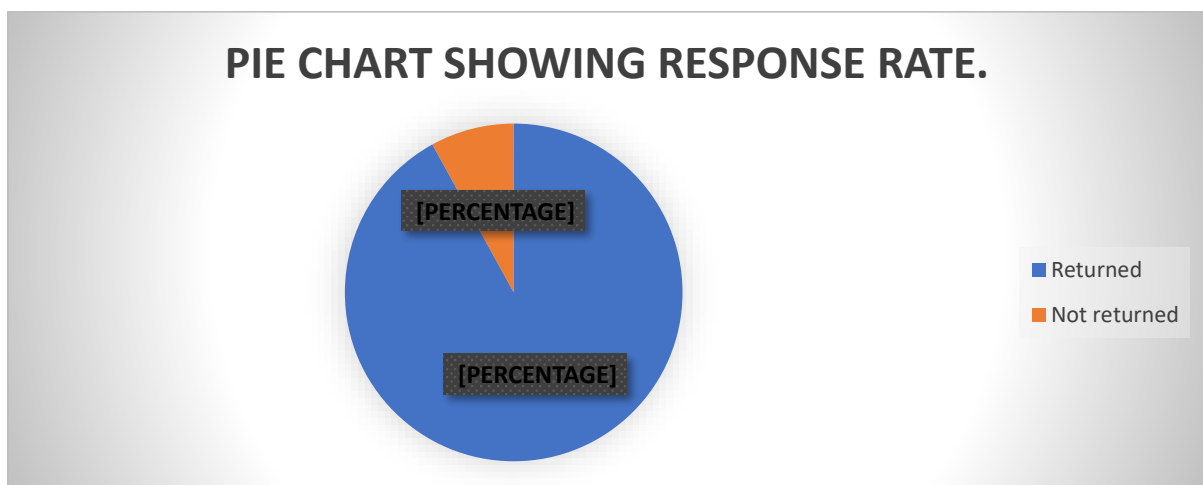
4.1.1. Response rate.

TABLE 4.1: QUESTIONNAIRE RESPONSE RATE.

Details	Frequency	Percentage (%)
Returned	127	92
Not Returned	11	8
Total	138	100

Source : Primary resarcler 2024.

FIGURE 4.1: PIE CHART SHOWING RESPONSE RATE.



Source: Primary researcher 2024

As shown in Table 4.1 and Figure 4.1, 138 questionnaires were distributed, and 127 were completed and returned, resulting in a response rate of 92%. Only 11 questionnaires were not returned, accounting for

8%. According to Kothari (2004) and Mugenda & Mugenda (2003), a response rate of 50% is sufficient for reporting and analysis. Therefore, a response rate of 92% in this research is well above the acceptable threshold.

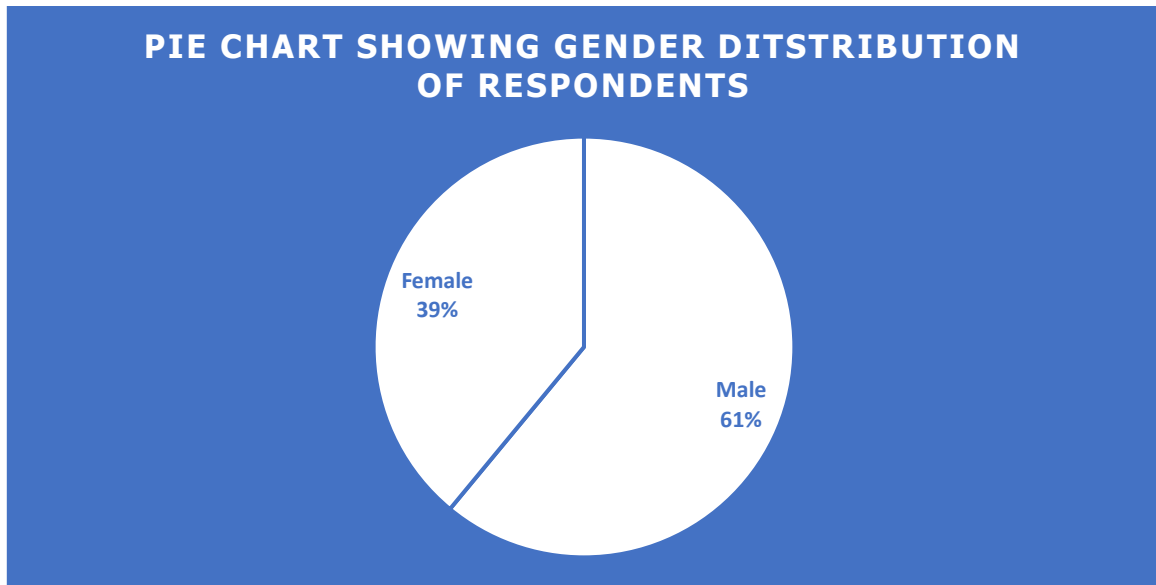
4.1. 2. Respondents gender.

TABLE 4.2: GENDER OF RESPONDENTS

Details	Frequency (N)	Percentage (%)
Male	78	61
Female	49	39
Total	127	100

Source: Primary researcher2 024.

FIGURE 4.2. PIE CHART SHOWING GENDER OF RESPONDENTS.



Source; Primary researcher 2024.

Data from Table 4.2 and Figure 4.2 indicate that 61% of the respondents were male, and 39% were female. According to Eagly (2015), the gender distribution in an organization is significantly affected by its leadership style. In this study, it appears that the male respondents are more significantly impacted by the organization's leadership.

4.1.3. Age of respondents.

TABLE 1.3: AGE OF RESPONDENTS.

Age group	Frequency	Percentage
20-30	15	11.8
31-40	18	14.8
41-50	20	15.1
51-60	62	48.8
>60	12	9.5

Source: Primary reseacher 2024.

FIGURE 2.3: AGE OF RESPONDENTS.

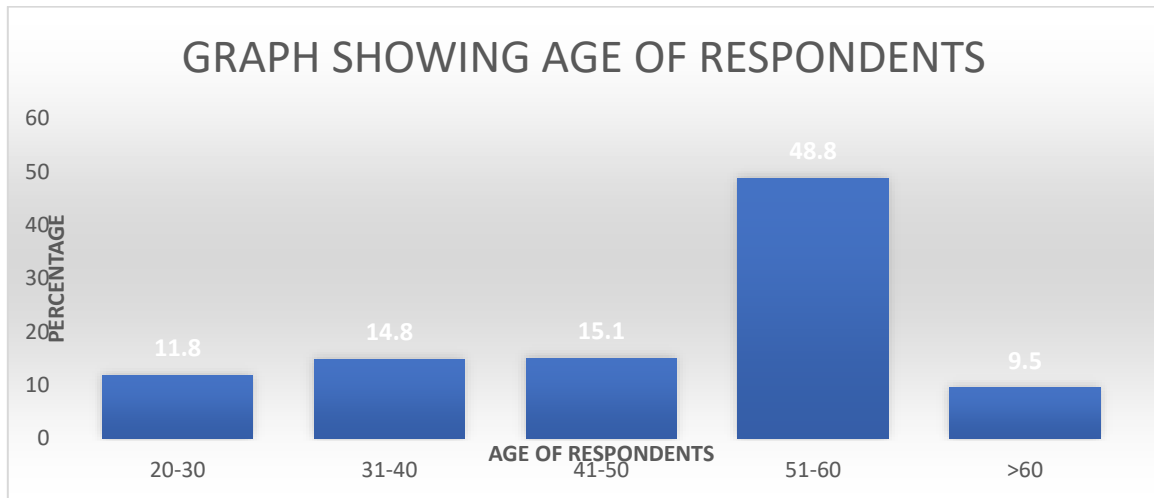


Table 4.3 and Figure 4.3 indicate that 48.8% of respondents were aged between 51 and 60 years, 15.1% were between 41 and 50 years, 14.8% were between 31 and 40 years, 11.8% were between 20 and 30 years, and 9.5% were over 60 years old. This suggests that the local government in Central Equatoria State has a workforce that is experienced but relatively aged, which may result in average performance in achieving organizational goals.

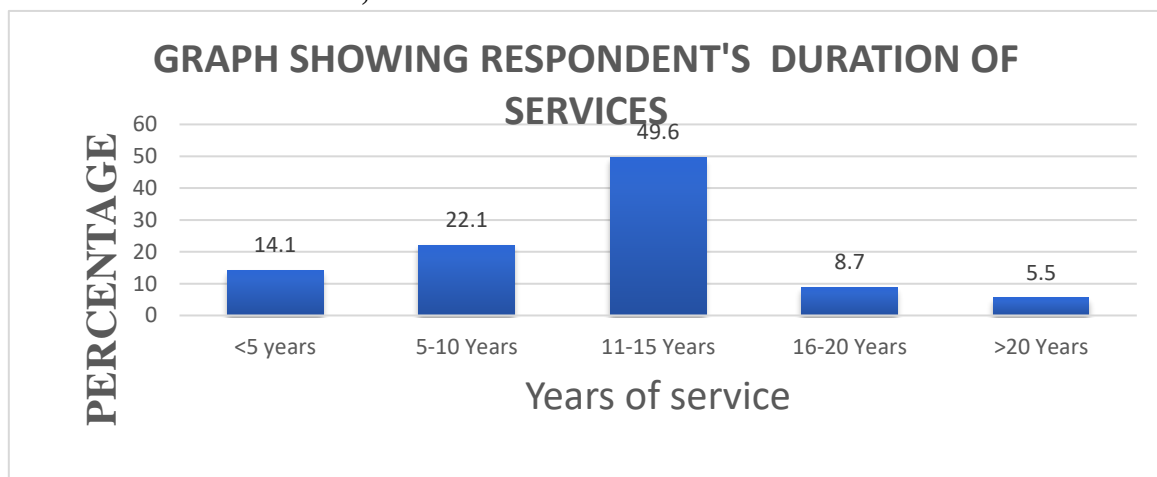
4.1.4. Duration of service by respondents.

Table 4.4; Duration of Service for Respondents

Duration of service in years	Frequency	Percentage.
< 5 years	18	14.1
5-10 years	28	22.1
11-15 Years	63	49.6
16-20 Ears	11	8.7
>20 years	7	5.5
Total	127	100

Source; Primary researcher 2024.

FIGURE 4.4; DURATION OF SERVICE FOR RESPONDENTS



Source; Primary researcher 2024.

Table 4.4 and Figure 4.4 show that 49.6% of respondents have worked in the organization for 11-15 years, 22.1% for 5-10 years, 14.1% for less than five years, 8.7% for 16-20 years, and 5.5% for more than 20 years in the Central Equatoria State local government. These results indicate that only 14.1% of employees have worked for less than five years, while a significant majority of 85.9% has over five years of experience. This level of experience is conducive to effective and efficient work performance. The findings suggest that the Central Equatoria State local government has a strong employee retention policy, leading to a highly experienced workforce. This is in line with Main (2008), who points out that hiring new employees is an expensive, lengthy, and arduous process. He emphasizes the importance of effective retention strategies to maintain employee satisfaction and stability.

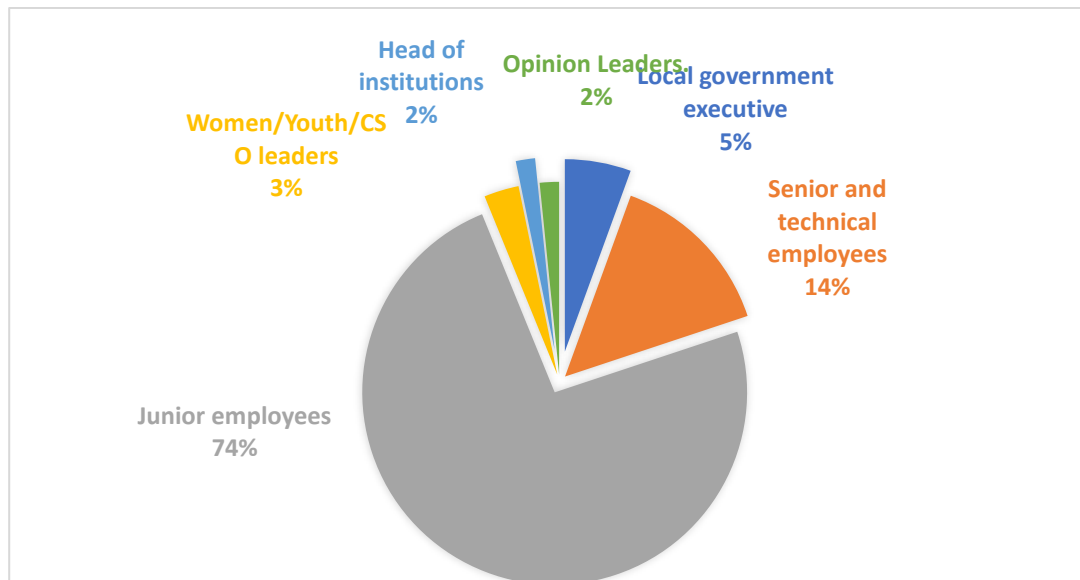
4.1.5. Various positions held by respondents.

TABLE 4.5; VARIOUS POSITIONS HELD BY RESPONDENTS.

Position Held by Respondents	Frequency	Percentage
Local Government Executive	6	5
Senior and Technical Employees	18	14
Junior Employees	94	74
Women/Youths/CSO Leaders	4	3
Head of institutions	3	2
Opinion Leaders	3	2
Totals	127	100

Source; Primary researcher 2024.

FIGURE 4.5: PIE CHART SHOWING VARIOUS POSITIONS HELD BY RESPONDENTS.



Source; Primary researcher 2024.

Table 4.5 and Figure 4.5 reveal that 74% of respondents were operational/support employees, 14% were supervisors, 5% were top local government executives, 3% were women, youths, and civil society leaders, and 2% were heads of institutions and opinion leaders respectively in the Central Equatoria State local government. These findings indicate a clear hierarchical structure within the organization. Moreover, the results reflect the intended focus of the study as perceived by the targeted respondents.

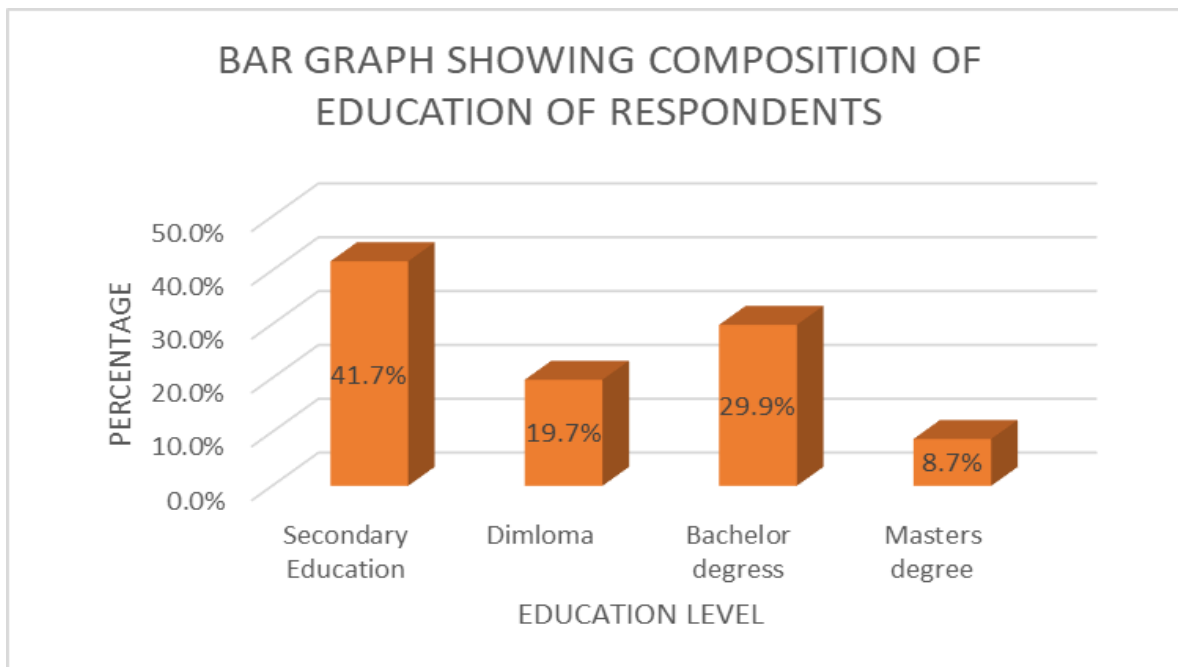
4.1.6. Highest level of education attained by respondents.

TABLE 4.6; HIGHEST LEVEL OF EDUCATION ATTAINED BY RESPONDENTS.

Level of education	Frequency	Percentage
Secondary Education	53	41.7
Diploma	25	19.7
Bachelors	38	29.9
Masters	11	8.7
Total	127	100

Source: Primary researcher 2024.

FIGURE 4.6: HIGHEST LEVEL OF EDUCATION HELD BY RESPONDENTS.



Source: Primary researcher 2024.

Table 4.6 and Figure 4.6 indicate that 41.7% of respondents held Sudan school certificates, 29.9% held degrees, 19.7% held diplomas, and 8.7% held master’s degrees in the Central Equatoria State local government. These results suggest that a majority of personnel have education levels that may not fully equip them to understand various leadership styles and their appropriate applications. This finding contrasts with Armstrong's (2001) assertion that organizations need highly skilled personnel to navigate dynamic business environments. Therefore, it is crucial for the Central Equatoria State local government to develop and implement staff development and training programs to enhance personnel capabilities and achieve organizational objectives effectively.

4.1.7. Method of acquiring leadership by respondents.

TABLE 4.7: METHOD OF ACQUIRING LEADERSHIP STYLE BY TOP LOCAL GOVERNMENT EXECUTIVES

Method of acquiring leadership style	Frequency	Percentage.
Training	5	20.8
Adaption	12	50.1
Reading materials	00	0
Role models	7	29.1
Total.	24	100

Source: Primary researcher 2024.

From the table 4.7, the researcher wanted to find how the local government executive acquired their leadership style. Out of the 24 local government executives and senior officers interviewed, 50.1% revealed they acquired their leadership style through adaption while 29.1% revealed they acquired through role models. Only 20.8% revealed they acquired through training. From the result above, we can deduce that, the local government executive lack training on conceptual leadership skills which are very helpful for leaders managing complex organizations such as central Equatoria state local government. As such, it's imperative the central Equatoria state local government initiate a training Programme specifically for local government executives on leadership and management.

4.1.8. Common leadership styles practiced by the CES local government officials.

TABLE 4.8: COMMON LEADERSHIP STYLES PRACTICED BY CENTRAL EQUATORIA STATE LOCAL GOVERNMENT.

Leadership style	Frequency	Percentage
Transformational	7	5.5
Transactional	18	14.2
Laisses-Faire	103	80.3
Total	127	100

Source: Primary researcher 2024.

From the table 4.8, the researcher wanted to find the common leadership styles practiced by central Equatoria state local government executive. The findings indicated that the common leadership style practiced by the local government executives is laisses-faire with a score of 80.3%, followed by transactional leadership style with a score of 14.2% while the least practiced leadership style is transformational leadership style with a score of 5.5% only. From the findings above, we can deduce that, absence of strong relational tie between the leaders and employees impacted negatively on the performance of the local government. Dulebohn, et all., (2018) observed that laissez-faire leadership, characterized by a lack of investment in the employee-supervisor relationship, may cause employees with strong relational self-concepts to decrease their contributions to mutual goals. This reduction in contribution can subsequently diminish affective organizational success, as relationships with supervisors significantly influence employees' attitudes toward the organization.

4.1.9. Examination of existence of transformational Leadership

The presence of transformational leadership is evaluated and analyzed through the application of four key

elements known as the "4Is," as conceptualized by James MacGregor Burns (2022) in his full range theory of leadership. The elements include individualized consideration, idealized influence, inspirational motivation, and intellectual stimulation.

IDEALIZED INFLUENCE

TABLE 4.9: FREQUENCY DISTRIBUTION TABLE ON PRESENCE AND PRACTICE OF IDEALIZED INFLUENCE

Statement	Percentage.					Total.
	Strongly agree	Agree	Neutral	Disagree	Strongly	
My supervisor's behavior reflects ethical attributes	1.8	6.9	5.3	77.2	8.8	100
The conduct of my supervisor instills confidence. in me to tackle future risks.	2.9	6.3	3.9	76.6	10.3	100
I am proud to have managers who serve as mentors and role models to me.	3.6	5.7	4.1	78.4	8.2	100
The way my supervisor carries themselves boosts my confidence in them.	1.3	7.6	4.9	75.8	10.4	100

Source: Primary researcher 2024.

The researcher aimed to gauge respondents' agreement with four metrics developed to assess the impact of idealized influence on employees' performance at their workstations.

From Table 4.9, it was found that a significant majority (77.2%) of respondents believed that their managers' behaviour did not reflect the ethical attributes expected of an ethical leader. This sentiment was strongly disagreed with by 8.8% of respondents. Only 6.9% agreed that their leaders demonstrated these ethical attributes, with 1.8% strongly agreeing, and 5.3% remaining neutral. For the Central Equatoria State Local Government (CESLG) leadership, adhering to ethical behavior and the South Sudan Local Government Act of 2009 could potentially boost staff morale and organizational performance. The majority of respondents observing unethical behaviors among their leaders indicates a significant organizational concern. This finding is consistent with Alshamari et al., (2015), who emphasize that leaders demonstrating ethical values positively influence employee performance. Conversely, Brown and Trevin (2016) argue that a morally oriented manager not only openly discusses ethics but also empowers employees to advocate for justice.

The researcher also explored whether respondents felt empowered to face challenges at work based on their supervisors' behavior.

According to Table 4.9, a majority (76.6%) of respondents disagreed that they gained courage to tackle challenges simply by observing their managers' confident demeanor. An additional 10.3% strongly disagreed with this assertion. Conversely, only 6.3% agreed, and 2.9% strongly agreed that their managers' behavior inspired confidence in them. Another 3.9% remained neutral on the matter. These findings indicate a lack of self-assurance among CESLG employees, potentially stemming from insufficient

training and leadership support. Alshamari et al. (2015) suggest that a leader's confidence can significantly influence followers to embrace challenges and take risks. This suggests that CESLG leaders and employees may benefit from initiatives to enhance confidence and resilience in the workplace.

Furthermore, the researcher investigated whether employees viewed their leaders as mentors and role models.

From Table 4.9, it was observed that a majority (78.4%) of respondents did not consider their leaders as mentors or role models in their respective work environments. Additionally, 8.2% strongly disagreed with this notion. In contrast, only 5.7% agreed, and 3.6% strongly agreed that their leaders served as mentors and role models. These findings suggest a potential risk to the professional growth of CESLG employees, with implications for future leadership development within the organization. Alshamari et al. (2015) argue that successful leaders serve as exemplary figures that followers aspire to emulate. They emphasize the importance of leaders not only setting a positive example but also providing personal support to nurture their followers.

Finally, the researcher examined whether employees derived confidence from their managers' conduct. According to Table 4.9, a majority (75.8%) of respondents disagreed that they gained confidence from observing their leaders' conduct, with an additional 10.4% strongly disagreeing. Conversely, 4.9% remained neutral, while only 7.6% agreed, and 1.3% strongly agreed that their leaders' behavior instilled confidence in them. This finding contrasts with Alshamari et al.'s (2015) view that confident leaders can positively influence their followers' confidence levels. This disparity suggests a need for CESLG leaders to enhance their approach to inspiring confidence among employees.

Inspirational motivation

TABLE 4.10: FREQUENCY DISTRIBUTION TABLE ON PRESENCE AND PRACTICE OF IDEALIZED INFLUENCE.

Statement	Percentage					Total
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
My team gives me support.	5.7	8.2	5.1	73.3	7.7	100
All employees are empowered to attain organizational goals	4.3	7.6	6.6	76.1	5.4	100
The vision of the organization is well articulated by my leader	4.9	7.3	5.6	74.7	7.5	100

Source: Primary researcher 2024.

The researcher aimed to explore the impact of inspirational motivation on employee performance, which is crucial for organizational success. According to Table 4.10, a significant majority (73.3%) of respondents disagreed that they received adequate support from their team. This sentiment was strongly echoed by 7.7% who strongly disagreed, while 5.1% remained neutral. Conversely, only 8.2% agreed, and 5.7% strongly agreed that they received support from their team. Effective teamwork hinges on synergistic relationships among team members, fostering an environment where everyone contributes positively to achieve common goals (Luca & Tarricone, 2001).

Furthermore, Table 4.10 revealed that a majority (76.1%) of respondents disagreed that employees were sufficiently empowered to achieve specific business goals. This sentiment was reinforced by another 5.4% who strongly disagreed, with 6.6% remaining neutral on the issue. In contrast, only 7.6% agreed, and 4.3%

strongly agreed that employees were empowered to attain set goals. These findings do not align with Alshamari et al., (2015) assertion that motivational strategies enhance employee productivity. Motivated employees typically strive to achieve goals set by their leaders.

Finally, Table 4.10 indicated that a majority (74.7%) of respondents disagreed that their managers effectively communicated the vision and goals of the local government to them. This sentiment was supported by 7.5% who strongly disagreed, while 5.6% remained neutral. Conversely, only 7.3% agreed, and 4.9% strongly agreed that managers articulated the vision and goals effectively. According to Alshamari et al., (2015), inspirational motivation helps leaders remain focused on achieving organizational goals despite challenges. They argue that when leaders demonstrate concern for organizational goals and motivate their followers, ethical decision-making is promoted. Unfortunately, these findings did not align with their observations. Improved leadership at CESLG could enhance the likelihood of achieving objectives by inspiring staff to believe in organizational visions and goals.

Intellectual stimulation.

TABLE 4.11. TABLE 1 FREQUENCY DISTRIBUTION ON THE EXISTENCE AND PRACTICE OF INTELLECTUAL STIMULATION

Statement	Percentage					Total
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Opportunities are given for Independent thinking to improve work	4.1	8.6	6.3	71.7	9.3	100
Opportunity offered to do old things in a new way	3.3	5.7	7.6	76.3	7.1	100
My ideas, opinions and suggestions are welcomed positively	4.8	6.9	5.8	74.2	10.3	100

Source: Primary researcher 2024.

The researcher aimed to assess whether intellectual stimulation was practiced by CESLG leaders and how employees perceived it through statements reflecting this concept. According to Table 4.11, a significant majority (71.7%) of respondents disagreed that they had the freedom to innovate old ideas or generate new ones at their workstations. This sentiment was strongly echoed by 9.3% who strongly disagreed, while 6.3% chose to remain neutral. Conversely, 8.6% agreed, and 4.1% strongly agreed that they had such freedom. It is evident that CESLG employees lack opportunities to introduce new ideas aimed at enhancing their work processes. Conger (2019) suggests that employees who are deeply engaged in their work environment are better positioned to enhance current practices as they have a comprehensive understanding of the system.

The researcher also explored how employees handled problems at work. Table 4.11 showed that a majority (76.3%) indicated they did not have the opportunity to reconsider and develop new solutions to old problems. This viewpoint was strongly supported by 7.1% of respondents, with 7.6% choosing to remain neutral. Only 5.7% found this statement applicable to their work, while 3.3% strongly agreed. These findings indicate that CESLG employees face limitations in thinking innovatively and developing new approaches to tasks. Conger (2019) argues that leadership fostering an environment where followers can innovate and develop new solutions to existing challenges is crucial for organizational success in today's business environment.

Furthermore, the researcher investigated how leadership and management perceived employee ideas related to their assigned tasks. From Table 4.11, 72.2% of respondents indicated that their ideas were not positively received. This sentiment was strongly opposed by 10.3% who strongly disagreed. However, 5.8% did not express a clear opinion on this matter. Conversely, only 4.9% agreed, and 4.8% strongly agreed that their ideas were valued. It is evident that CESLG leadership does not adequately recognize or appreciate employee contributions to decision-making processes, regardless of their significance.

Individualized consideration

TABLE 4.12: FREQUENCY DISTRIBUTION TABLE ON THE EXISTENCE AND PRACTICE OF INDIVIDUALIZED CONSIDERATION

Statement	Percentage					Total
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
The current leadership provides me with the support needed to address daily challenges	3.9	10.1	7	74.1	4.9	100
I receive the necessary support to enhance my performance at work	5.3	7.8	6	76.7	4.2	100
The current leadership provides feedback on my performance	4	6.2	8.3	75.4	6.1	100

Source: Primary researcher 2024.

The researcher utilized three statements to evaluate the practice of individualized consideration by CESLG leaders and its impact on employee performance and organizational effectiveness. The statements were designed as follows:

First, the researcher examined how CESLG leadership supports employees in handling workplace challenges. According to Table 4.12, a significant majority (74.1%) of respondents indicated that the current leadership does not provide adequate support for them to manage daily work challenges. This sentiment was strongly echoed by 4.9% of respondents who strongly disagreed with the statement. Additionally, 7% of respondents chose to withhold their opinion on this matter. Conversely, only 10.1% agreed and 3.9% strongly agreed that they receive sufficient support from their current leadership. This suggests that CESLG's leadership may not fully trust its employees to handle new tasks effectively or provide them with the necessary tools and support to succeed. Conger (2019) emphasizes that individualized consideration involves inclusivity and providing opportunities for employees to demonstrate their capabilities under the guidance of transformational leadership. Enhancing support for employees could significantly boost CESLG's performance.

Secondly, the researcher examined how the support provided by CESLG leadership impacts employee performance. From Table 4.12, it is evident that 76.7% of respondents disagreed, and 4.2% strongly disagreed, that the current leadership significantly contributes to their performance at work. Another 6% of respondents opted to remain neutral on this issue. In contrast, only 7.8% agreed and 5.3% strongly agreed that the leadership effectively enhances their performance. This indicates that CESLG's leadership could achieve higher performance standards by providing adequate support to its employees. According to Conger (2019), effective leadership styles have a profound impact on positive employee performance, especially when support is consistently provided.

Lastly, the researcher sought to determine whether respondents were informed about their performance evaluations. As indicated in Table 4.12, a majority (75.4%) of respondents disagreed that there were established channels for receiving feedback on their performance. This sentiment was strongly affirmed by 6.1% of respondents who strongly disputed the statement. Furthermore, 8.3% of respondents remained neutral on this topic, while only 4% and 6.2% agreed and strongly agreed, respectively, that such communication channels existed. These findings suggest that CESLG lacks a well-structured communication system where feedback flows effectively both from leaders to followers and vice versa. Feedback is crucial in facilitating effective communication between leaders and their followers, as it allows for mutual understanding and improvement. According to Conger (2019), feedback is essential for evaluating leader and follower actions, fostering a supportive climate, and implementing individualized consideration after identifying new opportunities. In summary, enhancing support for employees and establishing effective feedback mechanisms could significantly improve CESLG's leadership practices and overall organizational performance.

4.1.10. Indicators of Transactional leadership style.

TABLE 4. 13: FREQUENCY DISTRIBUTION TABLE ON INDICATORS OF TRANSACTIONAL LEADERSHIP.

Statement	Percentage					Total
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
My supervisor sets standards of Performance	3.1	9.2	8.3	68.2	11.2	100
Rewards are givens for achievement. of target results	5.4	8.9	7.1	69.8	8.8	100
My supervisor always praises me when I do my work well and punishes me When I fail to do my work.	4.9	9.1	8.6	67.6	9.8	100
My supervisor monitors and appraise my work performance	2.8	8.5	7.9	73.5	7.3	100

Source: Primary researcher 2024.

From the table 4.13, the researcher used four statements to examine the existence of transactional leadership Styles in the CES local government intuitions.

Firstly, the researcher examined whether the CESLG leadership sets standards of performance. From the table above, 68.2% of the respondents disagree the CESLG leadership set standards of performance. This was further seconded by 11.2% who strongly disagree with the statement. Only 9.2% of the respondent agree the CESLG leadership sets standards of performance and 3.1 strongly agree with the statement while 8.3% remained neutral.

The researcher went ahead to examine whether rewards are given to employees for achievement of certain standard of performance/results. From the table 4.13, 69.8% of the respondent disagree that there has been reward given to staff for good performance. This was further strengthened by 8.8% who strongly disagree with the statement. Only 8.9% agree and 5.4% strongly agreed there has been reward given for performance by CESLG leadership while 7.1% remained neutral.

Further, the researcher examined whether there has been recognition for performance and administration of punishments for non-performance of staff by the CESLG leadership. As seen in table 4.13, the majority 67.6 of the respondents disagree and 9.8 strongly disagree that there has been recognition for performance and punishment administered for non-performance at CESLG institutions. Only 9.1 % agree and 4.9 strongly agree that performance recognition and punishments for non-performance were administered in all CESLG institution while 8.6% remained neutral.

Lastly, the researcher examined whether, there has been staff performance appraisal at CESLG institutions. As indicated in table 4.13, the majority 73.5% disagreed and 7.3% strongly disagree that staff performance appraisal has been done in the CESLG institutions. Only 8.5% agree and 1.8 strongly agree that there has been staff performance appraisal at CESLG institutions. while 7.9% remained neutral.

In summery using the four metrics to examine the existence of transactional leadership style at CESLG institutions, 79.4% of the respondents confirmed that transactional leadership is not practiced by CESLG leaders. Only 10% of the respondents confirmed transactional leadership exist at CESLG institutions and 10.6% remain neutral. From the above results, we can deduce that transactional leadership style is not widely practiced at CESLG. Hence, it’s influence on the performance of the CESLG is limited.

4.1.11. Indicators of laissez-faire leadership.

TABLE 4.14: FREQUENCY DISTRIBUTION TABLE ON INDICATORS OF LAISSEZ-FAIRE LEADERSHIP.

Statement	Percentage					Total
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
My supervisor take side when there is a disagreement and conflict between staff	26.2	49.6	7.6	11.4	5.2	100
My supervisor gives me freedom to make all decision relating to my work.	23.9	53.7	6.1	12.5	3.8	100
My supervisor is concerned about my job performance and happiness.	2.1	4.4	5.8	85.9	1.8	100

Source: Primary researcher 2024.

From the table 4.14, the researcher used three statements to examine the existence of laissez-faire leadership Styles in the CES local government intuitions.

Firstly, the researcher examined whether the CESLG leaders take sides when there is a disagreement and conflict between staff. However, the results in table 4.14 showed that the majority 49.6% of the respondents affirmed the CESLG leaders take sides when conflicts and disagreement between staff arise. This was reaffirmed by 26.2% who strongly agree the CESLG leaders take sides while addressing conflicts among staff. Only 11.4% of the respondent disagree and 5.2 strongly disagree the CESLG leadership take sides whenever disagreement and conflict arise between employees while the 7.6% remained neutral.

The researcher further examined whether employees are given freedom to make all decisions relating to their jobs. From the table 4.14, majority 53.7% of the respondent confirmed that CESLG employees are given freedom to make all decisions concerning their jobs. This was strongly seconded by 23.9% who strongly agree to the statement. Only 12.5% disagree and 3.8 strongly disagree that the ECSLG employees are given freedom to make all decisions concerning their jobs while 6.1% remained neutral.

Lastly, the researcher examined whether, the CESLG leaders are concerned with staff performance and happiness. As shown in table 4.14, the majority 85.9% of the respondents disagreed that the CESLG leadership is concerned with staff performance and happiness. This was further strengthened by 1.8% who strongly disagree with the statement. Only 4.4% of the respondents agreed that the CESLG leaders are concerned about staff performance and happiness and 2.1 strongly agreed with the statement while 5.8% remained neutral.

On average, 79.6% of the respondents confirmed laissez-faire leadership style is practiced at CESLG institutions. Only 12.4% of the respondent confirmed Laissez-faire leadership is not practiced at CESLG institutions while 8% remained neutral. From the results above we can conclude that laissez-faire leadership style is widely practiced by CESLG leaders. This further agrees with the previous findings in table 4.8 on the commonly practiced leadership styles by the CESLG leaders which turned out that laissez-faire leadership is the commonly practiced leadership style in the CESLG institutions. This makes it worth examining its influence on the performance of the CESLG institutions.

Laissez-faire leadership is typified by a lack of involvement in the connection between the supervisor and the employee, which causes workers who have positive relational self-concepts to lessen their contributions to shared objectives. Because employee sentiments toward the company are greatly influenced by their connections with supervisors, this decline has a detrimental effect on organizational effectiveness (Dulebohn et al., 2018). Studies have indicated that a leader who practices laissez-faire is linked to lower levels of effort, performance, job satisfaction, perceived effectiveness, and satisfaction with the leader. Additionally, it causes more role ambiguity and conflict, interpersonal disputes, and stress (Bass & Stogdill, 2019; Yammarino et al., 2018; Skogstad et al., 2017).

Furthermore, laissez-faire leaders often fail to provide feedback and recognition to subordinates and tend to ignore followers' needs and work-related problems (Skogstad et al., 2019). This lack of leadership can violate employees' expectations that leaders should address work-related issues and relational needs, leading to negative attitudes toward supervisors and the organization (Lord & Brown, 2001). Research has shown that laissez-faire leadership is the least productive and fulfilling type of management (Bass & Bass, 2008).

Scholars have hypothesized that employees with stronger relational self-concepts are more adversely affected by laissez-faire leadership, based on the identity orientation framework and social exchange theory. These workers may react to leadership that is too laissez-faire by decreasing their contributions to shared objectives and their affective organizational commitment. These workers identify themselves through dyadic connections. These predictions were validated by a three-wave longitudinal study (N = 449) that employed structural equation modeling on a sample of workers from various businesses. According to the study, a strong relational self-concept was associated with a larger negative indirect influence on affective organizational commitment and a more detrimental effect of laissez-faire leadership on the contribution component of leader-member interaction. (Robert & Vandenberghe, 2020).

In a nutshell, the consequences of laissez-faire leadership on organizational performance is well documented as evidenced in the literatures above and many others. Given the fact that, it's the widely practiced leadership style by the central Equatoria state local government leaders, we can therefore deduce that, Laissez-faire leadership has a negative influence of the performance of central Equatoria state local government and its most likely that, it is one of the reasons for the poor performance of the central Equatoria state local government in terms of delivering social services such as clean water and sanitation, education and health facilities, electricity and many others.

4.1.12. Level of participation by junior local government staff in decision making.

TABLE 4.15: FREQUENCY DISTRIBUTION TABLE ON THE PARTICIPATION OF JUNIOR LOCAL GOVERNMENT STAFF IN DECISION MAKING.

Statement	Percentage		
	Yes	No	Total
Do managers in your organization seek for opinion from subordinates for major decision.	79.3	20.7	100

In table 4.15, the respondent wants to find out whether CES local government leaders seek for opinions from subordinates for major decisions affecting the organization. As seen from table 4.15, 79.3% of the respondent revealed that local government leaders do not seek for opinions from subordinates for major decisions affecting the organization. Only 20.7% of the respondent agreed that the CES local government leaders seek for opinions from subordinates for major decisions affecting the local government activities/operations. According to Maciejovsky et al. (2015), individuals who have previously tackled decision problems within a group tend to achieve improved performance when facing similar tasks individually. Similarly, Charness et al. (2010) observed that group consultation helps reduce certain decision anomalies identified in individual choice experiments. Consequently, the absence of collective and consultative decision-making processes within the CES local government system likely contributed to its poor performance.

4.1.13. Level of managements care and influence on staff welfare.

TABLE 4.15: LEVEL OF MANAGEMENT CARE AND INFLUENCE ON STAFF WELFARE

Statement	Percentage			
	Always	Sometimes	Not at all	Total
To what extent does management care and influence the welfare of workers in your organization?	2.2	6.7	91.1	100

Source; Primary researcher 2024.

From the table 4.16, the researcher seeks to establish the level of management’s care on staff welfare. As seen from the table 4.16, 92% of the respondents revealed that, the CES local government management doesn’t care about staff welfare. 6% agreed that sometimes the management cares about staff welfare while only 2% agreed management always cares about staff welfare. Many studies carried in various organization have indicated positive correlation between staff welfare and performance. According to Okereke A. D., (2015) study on the relationship between staff welfare and organizational productivity in Patani local government council in Delta state, Nigeria; it was found that the absence of staff welfare leads to reduced morale, job satisfaction, and job performance efficiency. Based on this, we can infer that the lack of employee welfare in the CES local government system has contributed to its poor performance.

4.1.14. To what extent does existing government laws/regulations influence the performance of central Equatoria state local government?

TABLE 4.17: EXTENT OF EXISTING GOVERNMENT LAWS/REGULATIONS INFLUENCE THE PERFORMANCE OF CENTRAL EQUATORIA STATE LOCAL GOVERNMENT?

Statement	Percentage				
	High	Moderate	Low	Not	Total

				at all	
To what extent does existing government laws/regulations influence the performance of central Equatoria state local government?	5.1	17.4	24.9	52.6	100

Source: Primary researcher 2024.

From the table 4.17, the researcher wanted to establish the extent to which existing government laws and regulations influences the performance of the CES local government. As seen from the table 4.17, 53% of the respondent confirmed that government laws/regulations have no influence on the performance of the CES local government. Meaning local government leaders don't comply to laws and regulations, 24% agreed government laws/regulations influences the performance of the CES local government low extent 17% confirm moderate extent while only 6% confirm ahigh extent. The CESLG leaders would gain a great deal in enforcing existing government lows and regulations.

4.1.15. Respondents' opinion on whether the local government is troubled with quality service delivery.

TABLE 4.18: EXTENT OF EXISTING GOVERNMENT LAWS/REGULATIONS INFLUENCE THE PERFORMANCE OF CENTRAL EQUATORIA STATE LOCAL GOVERNMENT?

Statement	Percentage		
	True	False	Total
The local government administration in Central Equatoria state seemed to be troubled with quality service delivery.	71.3	28.7	100

Source: Primary researcher 2024.

From the table 4.18, the researcher wanted to establish from the respondents whether the CESLG administration is indeed troubled with quality service delivery. As seen from the table 4.18, 69% of the respondents confirmed the CESLG is troubled with quality service delivery. Only 31% were of the view that the CESLG is not troubled with quality service delivery. The 69% is quite a reasonable percentage to make a conclusion. As such, we can deduce that indeed the CESLG is troubled with quality service delivery.

4.1.16. Respondents' opinion on the level of service delivery my CES local government.

TABLE 4.19: RESPONDENTS' OPINION ON THE LEVEL SERVICE DELIVERY BY CENTRAL EQUATORIA STATE LOCAL GOVERNMENT

Statement	Percentage					
What is your opinion on the level of service delivery in terms of health, education, water & sanitation, road network and electricity by local government in Central Equatoria state?	0	12	21	67	0	100

Source: Primary researcher 2024.

As a follow-up of the former opinion on service delivery by the CESLG, the researcher wanted to establish the respondent's opinion on the level of service delivery by the CESLG. As seen from the table 4.19, 67% of the respondent were of the opinion that the level of service delivery by CESLG is poor, 21% said its fair while only 12% said its good.

4.1.17. Respondents’ opinion on the level service delivery by central Equatoria state local government

TABLE 4.20: RESPONDENTS’ OPINION ON THE LEVEL SERVICE DELIVERY BY CENTRAL EQUATORIA STATE LOCAL GOVERNMENT

Statement	Percentage		
	Yes	No.	Total
In your opinion, do you think the poor service delivery by the CES local government is a result of poor leadership in the local government?	72.3	22.7	100

Source: Primary researcher 2024.

Still as a follow-up of the two opinions on the level of service delivery, the researcher wanted to establish whether the poor service delivery by CESLG indicated above is a result of poor leadership at the CESLG. As seen from the table 4.20, 72% of the respondents confirmed the poor service delivery by CESLG is a result of poor leadership. Only 28% believed, other factors other than poor leadership are responsible for the poor service delivery by the CESLG.

4.1.18. Respondents level of Job satisfaction.

TABLE 4.21: RESPONDENTS’ OPINION ON JOB SATISFACTION.

Statement	Percentage		
	Yes	No.	Total
In your opinion, do you think the poor service delivery by the CES local government is a result of poor leadership in the local government?	72.3	22.7	100

Source; Primary researcher 2024.

In Table 4.21, the researcher examined the level of job satisfaction among CESLG employees. The data shows that 81.4% of respondents indicated that CESLG staff are not satisfied with their jobs, while only 18.6% believed that local government employees are satisfied. Numerous studies have demonstrated a positive correlation between employee satisfaction and performance. Raziq and Maulabakhsh (2015) emphasize that job satisfaction is crucial for motivating employees and encouraging them to achieve better results. Brenninger (2011) suggests that to enhance employee satisfaction and achieve good results, supervisors should adapt their leadership style to involve employees more in decision-making processes, thereby increasing their commitment to the organization's goals. It is likely that the leadership approaches adopted by CESLG leaders are influencing these satisfaction levels.

4.2. Discussion of individual research objectives.

4.2.1. Influence of transformational leadership style on performance of the central Equatoria state Local Government.

The researcher used four elements to examine the influence of transformational leadership style in the central Equatoria state local government institutions. These four elements are what has been referred to as the 4Is by James Macgregor Burns in his full range theory of leadership which is the basis of this study.

The elements include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Idealized influence

Firstly, the researcher used four metrics to assess the practice of idealized influence. The four metrics included How the behaviors of the CESLG leaders portrays ethical attributes expected of an ethical leader, How the confidence and conducts of the CESLG leaders encourage their followers/employees to face challenges at work, whether or not the CESLG employees view their leaders as role models and mentors and whether or not the CESLG employees got confidence to work from the way their supervisors carry themselves around.

On average, the finding on the indicators of idealized influence using the four metrics above, majority of the respondents 86.4% disputed the use of idealized influence by the CES LG leaders. Only 9% agreed with the 4 metrics while 4.6% remained neutral. This further supports the earlier findings in the table 4.8 on the type of leadership style widely practiced by CESLG leaders Which indicated that transformational leadership is not common at CESLG.

Inspirational motivation

Secondly, the research used three metrics to examine the existence and practice of inspirational motivation to motivate employees by the CESLG leaders. The three metrics were; Whether the CESLG employees received support from their team, whether the CESLG employees were empowered with the necessary skills to enable them to attain specific business goals and finally whether, the CESLG employees feels their managers articulated the vision of the local government and goals to them properly.

On average 81.6% of the finding using the three metrics indicated the CESLG leaders do not apply inspirational motivation in their leadership approaches. Only 12.7% of the findings confirmed the application of inspirational motivation by the CESLG leaders. Though 5.7% of the respondents remained neutral, the 81.6 % is quite high. As such we can deduce that inspirational motivation is not practiced by the CESLG leaders. This further confirm with the findings in table 4.8 on the commonly practiced leadership styles at CESLG which turned out that transformational leadership is not widely practiced at CESLG institutions.

Intellectual stimulation

Additionally, the researcher utilized three metrics to assess the presence and implementation of intellectual stimulation by CESLG leaders. These metrics included: determining if CESLG employees were encouraged to innovate and generate new ideas in their respective roles, assessing whether employees felt they had opportunities to reconsider and address old problems with novel solutions, and evaluating whether employees perceived their ideas positively received in the workplace.

On average however, 82.9 of the respondents disputed the practice of intellectual stimulation by the CESLG leaders. Only 10.5% of the respondents confirmed the practice of intellectual stimulation by the CESLG leaders. Much as 6.6% of the respondents reserved their views, The 82.9% is quite high. As such we can conclude that, intellectual stimulation is not commonly practiced by the CESLG leaders. This furthers support the finding on table 4.8 on the commonly practiced leadership styles by CESLG leaders which revealed that transformational leadership style is not commonly practice by the CESLG leaders.

Individualized consideration

Lastly, the researcher employed another set of three metrics to evaluate the implementation of individualized consideration as a motivator for employees by CESLG leaders. These metrics included assessing whether leaders supported employees in handling daily work challenges, whether leadership

significantly contributed to employee performance, and whether there were established feedback channels for employee performance evaluations.

On average, however, 80.5% of respondents indicated dissatisfaction with CESLG leaders' practice of individualized consideration. Only 12.4% confirmed experiencing individualized consideration, while 7.1% of respondents did not express their views. This high percentage (80.5%) suggests a clear lack of individualized consideration by CESLG leaders. This finding aligns with earlier observations on idealized influence, inspirational motivation, and intellectual stimulation, all of which indicated limited adoption of the transformational leadership style within CESLG institutions. Consequently, it can be inferred that the impact of transformational leadership on the performance of the Central Equatoria State Local Government is minimal.

4.2.2. Influence of transactional leadership style on performance of the Central Equatoria state Local Government

Under the four metrics developed by the researcher to examine the influence of transactional leadership styles on the performance of the central Equatoria state local government institutions. Majority of the respondents 68.2 confirmed that, the central Equatoria state local government leaders do not set performance standards. This was further strengthened by 11.2% who strongly disagree that the central Equatoria state leaders set performance standards. Also, the majority 69.8% disagree that rewards are given to employees for achieving certain standard of performance. This was further seconded by 8.8% who disagreed that performance is rewarded at CESLG institutions. Furthermore, the majority of 67.65 disagreed that performance is recognized, and punishments are administered for failure to achieve required standard of performance. This was further strengthened by 9.8% of the respondents who strongly disagreed that performance is recognized, and punishments are administered for failure to achieve certain performance standards. Lastly 73.5% of the respondents disagreed that staff performance appraisals are conducted in all CESLG institutions which was further seconded by 7.3% of the respondents who strongly disagreed that performance appraisals are administered.

On average therefore, 79.1% of the respondents disagreed to the four metrics developed to test the existence of transactional leadership style at the central Equatoria state local government institution. Only 12.98 % confirmed the existence of transactional leadership style in CESLG institutions. While 7.98% of the respondents remained neutral. As such, we can conclude that transactional leadership style is not widely practiced at CESLG institution which agreed with the earlier findings in table 4.8 on the commonly practiced leadership style in CESLG institutions which turned out that transactional leadership style is not commonly practiced by the CESLG leaders. As such, we can conclude that transactional leadership has a limited influence on the performance of the CESLG.

4.2.3. Influence of laissez-faire leadership approaches on performance of the Central Equatoria state Local Government.

Under the three metrics used to examine the influence of laissez-faire leadership style on the performance of the central Equatoria state local government institutions. The majority of the respondents 49.6 confirmed the central Equatoria state local government leaders take takes side when conflict and disagreement between staff arise. This was further affirmed by 26.2% of the respondents who strongly agreed the CESLG leaders take sides when conflicts and disagreements arise between staff. Further, majority of the respondents 53.7 agreed that, at central Equatoria state local government, employees are given the freedom to make all decisions relating to their work/jobs. This was further confirmed by another 23.9% who strongly agreed staff at CESLG institutions are given the freedom to make all decisions

relating to their jobs. Moreso, on the third metrics, majority of the staff 85.9% confirmed that the CESLG leaders are not concerned with performance and happiness of their employees by disagreeing to the statement. This was affirmed further by another 1.8% who strongly disagreed to the statements that the CESLG are concerned with the performance and happiness of their employees.

In summary, the findings using the three metrics indicated that 80.4% of the respondents confirmed the practice of laissez-faire leadership style by CESLG leaders, only 13.1% of the respondents disagreed that laissez-faire leadership style is not practiced at CESLG institutions while only 6.5% remained neutral. From this finding therefore, we can conclude that laissez-faire leadership style is widely practiced at Central Equatoria state local government institutions. Hence, it's worth examining the extent of its influence on the performance of the CESLG.

Laissez-faire leadership is characterized by a lack of engagement in the employee-supervisor relationship, which can lead employees with strong relational self-concepts to reduce their contributions to mutual goals. This reduction in contribution can negatively impact organizational success, as relationships with supervisors are crucial for shaping employees' attitudes toward the organization (Dulebohn et al., 2018). Studies have indicated that a leader who practices laissez-faire is linked to lower levels of effort, performance, job satisfaction, perceived effectiveness, and satisfaction with the leader. It is also connected to higher levels of role ambiguity and conflict, stress, and interpersonal problems (Skogstad et al., 2007). Furthermore, laissez-faire leaders frequently overlook the demands of their followers and work-related issues, failing to offer feedback and appreciation to their subordinates (Skogstad et al., 2019). Employee expectations that leaders should handle work-related concerns and interpersonal needs can be broken by this lack of leadership, which can result in unfavorable sentiments toward managers and the company (Lord & Brown, 2021). It has long been established that laissez-faire leadership is the least fulfilling and productive type of management.

Scholars have hypothesized that employees with stronger relational self-concepts are more adversely affected by laissez-faire leadership, based on the identity orientation framework and social exchange theory. These workers may respond to leadership that is too laissez-faire by decreasing their contributions to shared objectives and their affective organizational commitment. These workers identify themselves through dyadic connections. These predictions were validated by a three-wave longitudinal study (N = 449) that employed structural equation modeling on a sample of workers from various businesses. According to the study, a strong relational self-concept was associated with a larger negative indirect influence on affective organizational commitment and a more detrimental effect of laissez-faire leadership on the contribution component of leader-member interaction (Robert & Vandenberghe, 2020). In a nutshell, the consequences of laissez-faire leadership on organizational performance are well documented as evidenced in the literatures above and many others. Given the fact that, it's the widely practiced leadership style by the central Equatoria state local government leaders, we can therefore deduce that, Laissez-faire leadership style has a negative influence on the performance of central Equatoria state local government and its most likely that, it is one of the reasons for the poor performance of the central Equatoria state local government in terms of delivering social services such as clean water and sanitation, education and health facilities, electricity and many others.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0. Introduction

The primary aim of this study was to investigate the impact of leadership styles on the organizational perf-

ormance of local government agencies, focusing specifically on the Central Equatoria State Local Government in South Sudan's capital, Juba. This chapter provides a synopsis of the findings from the completed research project, discusses key conclusions drawn from the findings, and presents recommendations deemed pertinent for the Central Equatoria State Local Government and other stakeholders to consider.

5.1. Summary of Research Findings

5.1.1 To what extent does transformational leadership style influence the performance of the central Equatoria state Local Government

The researcher used four elements to examine the existence and practice of transformational leadership style in the central Equatoria state local government institutions. These four elements are what has been referred to as the 4Is by James Macgregor Burns in his full range theory of leadership which is the basis of this study. The elements include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The findings related to these four components were as follows.

86.4% of the respondents disputed the existence and practice of idealized influence, 81.6% of the respondents disputed the existence and practice of inspirational motivation by the CESLG leaders, more so, 82.9% of the respondents disputed the existence and practice of intellectual stimulation by the CESLG leaders and finally 80.5% of the respondents equally disputed the existence and practice of individualized consideration by the CESLG leaders. On average, the finding using the 4Is, indicated that 82.9% of the respondent disputed the existence and practice of transformational leadership style in the CESLG institutions. Only 11.2% confirmed the existence and practice of transformational leadership style in the CESLG institutions. Much as the researcher could not get the views of 6% of the respondents who opted to be neutral. The 82.9% if adequate to make decision. As such, we can deduce that, transformational leadership style is not widely practiced at the CESLG institutions and its influence on the performance of the central Equatoria state local government is insignificant.

To what extent has the use of transactional leadership style have influence on performance of the central Equatoria state Local Government?

The researcher used four metrics to examine the existence and practice of transactional leadership style by the CESLG leaders. The four metrics were as follows; do the CESLG leaders set performance standards, whether there exist rewards for achieving certain performance standards, whether there exist rewards for achievements and punishments for failure to achieve standard performance and finally whether there exist staff performance appraisals. The findings were as follows; Majority of the respondents 79.4% confirmed that, the central Equatoria state local government leaders do not set performance standards, Also, the majority 77.6% of the respondents disagree that rewards are given to employees for achieving certain standard of performance, further, another majority of 77.4% of the respondents confirmed that neither performance are recognized nor punishments administered for failure to achieve required standard of performance and finally another considerable percentage 80.8% of the respondents confirmed that staff performance appraisals are not conducted in all CESLG institutions

In average, using the four metrics, 79.2% of the respondents disagreed to the four metrics developed to test the existence of transactional leadership style at the central Equatoria state local government institution. Only 12.9 % confirmed the existence of transactional leadership style in CESLG institutions. While 7.9% of the respondents remained neutral. As such, we can conclude that transactional leadership

style is not widely practiced at CESLG institution. As such, its influence on the performance of the central Equatoria state local government institutions is limited.

To what extent has the *laissez-faire* leadership approaches influence performance of the central Equatoria state Local Government?

The researcher used three metrics to examine the existence and practice of *laissez-faire* leadership style in central Equatoria state local government institutions. These three metrics were; whether the CESLG leaders take part while resolving conflicts between staff when it arises, employees are given the freedom to make all decisions relating to their work/jobs and concerned with performance and happiness of their employees. The findings were as follows; majority of the respondents 75.8% confirmed the central Equatoria state local government leaders take side when conflict and disagreement between staff arise. On the second metrics, majority 77.6% of the respondents disagreed that, at central Equatoria state local government, employees are given the freedom to make all decisions relating to their work/jobs and finally on the third metrics, majority of the respondents 87.7% confirmed that the CESLG leaders are not concerned with performance and happiness of their employees by disagreeing to the statement.

In summary, the findings using the three metrics indicated that 80.4% of the respondents confirmed the practice of *laissez-faire* leadership style by CESLG leaders, only 13.1% of the respondents disagreed that *laissez-faire* leadership style is not practiced at CESLG institutions while only 6.5% remained neutral. From this finding, we can conclude that *laissez-faire* leadership style is widely practiced at Central Equatoria state local government institutions. Hence, it's worth examining its influence on the performance of the Central Equatoria state local government.

Laissez-faire leadership, characterized by minimal involvement in the employee-supervisor dynamic, can result in decreased contributions toward shared goals, particularly among employees with a strong relational self-concept. This decline in contribution can hinder organizational success, as supervisor relationships significantly influence employees' attitudes toward the organization (Dulebohn et al., 2018). This leadership style is linked to lower employee effort, performance, job satisfaction, perceived leader effectiveness, and satisfaction with leadership. It also correlates with higher levels of stress, interpersonal conflict, and increased role ambiguity and conflict (Bass & Stogdill, 1990; Yammarino et al., 1993; Judge & Piccolo, 2004; Skogstad et al., 2007).

Laissez-faire leaders often neglect to offer feedback or recognition to subordinates, failing to address their needs or work-related challenges (Skogstad et al., 2019). This lack of decision-making and engagement can breach employees' expectations that their leaders should manage both professional issues and relational needs, which may lead to negative perceptions of supervisors and the organization (Lord & Brown, 2001). Research consistently identifies *laissez-faire* leadership as the least satisfying and least effective management style (Bass & Bass, 2018).

According to the identity orientation framework and social exchange theory, employees with strong relational self-concepts are particularly affected by *laissez-faire* leadership. These individuals, who derive meaning from close relationships, may respond by reducing their contributions to shared goals and lowering their emotional commitment to the organization. This theory was supported by a longitudinal study involving 449 employees across various organizations. The study revealed that individuals with a strong relational self-concept experienced a greater negative impact from *laissez-faire* leadership on the leader-member exchange and affective organizational commitment (Robert & Vandenberghe, 2020).

In a nutshell, the consequences of *laissez-faire* leadership on organizational performance are well documented as evidenced in the literatures above and many others. Given the fact that, it's the widely

practiced leadership style by the central Equatoria state local government leaders, we can therefore deduce that, Laissez-faire leadership has a negative influence on the performance of central Equatoria state local government and its most likely that, it is one of the reasons for the poor performance of the central Equatoria state local government in terms of delivering social services such as clean water and sanitation, education and health facilities, electricity and many others

5.2. Conclusions

From the finding of the concluded study, the researcher conclude that transformational leadership style has insignificant influence on the performance of the central Equatoria state local government. This is because the findings using the 4Is of transformational leadership, 82.85% of the respondents disputed the existence and practice of transformational leadership style. Only 11.15% confirmed its existence while 6% remained neutral. The 82.85% is reasonable to warrant the above conclusion.

Further, using the four metrics to examine the existence of transactional leadership style at CESLG institutions, 79.4% of the respondents confirmed that transactional leadership is not practiced by CESLG leaders. Only 10% of the respondents confirmed transactional leadership exist at CESLG institutions and 10.6% remain neutral. As such, we can deduce that transactional leadership style has a limited influence of the performance of the CESLG. This is equally because, it is not a commonly used leadership style by the central Equatoria state local government leaders.

Finally, the findings on the existence and practice of laissez-faire leadership style indicated as follows; 80.4% of the respondents confirmed the practice of laissez-faire leadership style by CESLG leaders, only 13.1% of the respondents disagreed that laissez-faire leadership style is being practiced at CESLG institutions while only 6.5% remained neutral. Hence, the researcher concludes that the use of laissez-faire leadership style by the CESLG leaders has a very significant influence on the performance of the central Equatoria state local government and to a large extent is the reason for the poor performance of the central Equatoria state local government in terms of poor service delivery.

5.3. Recommendations.

5.3.1 Recommendations to the Central Equatoria state local government leaders

The local government need to consider recruiting young and well-educated local government officers. The study found that majority 48.8% of the local government officials are aged between 51 and 60 Years of age. This is dangerous for the future of the local government as majority are near retirement age. Moreso, aged workforce is characterized with reduced efficiency and ineffectiveness.

The local government leaders need to initiate executive training and development Programme for its senior officers. The study found out that only 20% of the local government official attained their leadership skills and styles through formal leadership training. 80% acquired through adaption and role model.

More so, The CESLG leaders are advised to portray and observe ethical behaviors and conducts while at work. The study found that, the local government leaders do not portray ethical behaviors at work. This is even more imperative given the fact that majority of the respondents reveled that they acquired their leadership skills and styles through adaption and role model.

The local government leaders are advised to invest much in motivation of their staff. This is important for the attainment of the local government objectives because motivated employees contribute immensely to the attainment of organizational goal moreover, the study uncovered that majority of the local government employees are unmotivated and unsatisfied with their jobs.

The local government leaders are further advised to ensure compliance and enforcement of government laws and regulations such as the local government act 2009 and the CES interim constitution 2008. The study revealed that, Government laws and regulations have insignificant influence on the performance of the local government performance.

The CESLG leaders are advised to appreciate and adopt modern leadership styles such as transformational and transactional leadership styles. The study revealed that, laissez-faire leadership style is the most and commonly applied leadership style across all CESLG institutions. Transformational and transactional leadership styles are not commonly used. Moreover, laissez-faire leadership styles which many have referred to as a negative, passive or no leadership at all has a documented negative influence on organizational performance especially for organizations with untrained employees like CESLG.

The CESLG leaders are advised to introduce a Programme for staff performance appraisal. Staff performance appraisal is a very important tool to give feedback to employees which help to identifies employees training and development needs and knowledge and skills gap in the organizational structure. The study found that, employees performance appraisal is not being conducted in all CESLG institutions. Moreover, many modern organizations have adopted performance appraisal in large scale for all employees regardless of position.

5.3.2. Recommendations to other stake holders

The study proposes that all leadership styles outlined in the long-term range leadership theory—namely, transformational, transactional, and laissez-faire leadership—should be integrated into training programs for organizational executives across both public and corporate sectors. This approach can facilitate effective performance management and garner staff support and commitment towards achieving organizational goals. Empowering employees to act as agents of transformation can significantly enhance organizational performance at all levels. Given the evolving demands for leadership competencies, it is essential for managers to be adept at applying different leadership styles as situational demands require. Effective communication between management and employees is crucial, according to the study. Establishing clear communication channels prevents message distortion and ensures that organizational goals, missions, and visions are effectively conveyed and executed. Poor communication can lead to misaligned tasks and hinder organizational objectives. Therefore, implementing transparent communication channels is imperative.

The study emphasizes the importance of enhancing employee motivation to drive productivity. Utilizing various forms of motivation such as rewards, incentives, and constructive feedback through performance appraisals can significantly boost workforce morale and resourcefulness. Fair and equitable distribution of rewards and punishments ensures a supportive organizational culture where all employees are treated fairly.

Furthermore, the study advocates for the development of effective training programs to foster career growth among employees. Encouraging participation in seminars and other developmental activities enables employees to enhance their skills and capabilities relevant to their roles within the organization. Performance appraisal is recommended as a valuable tool to motivate staff and identify areas for skill enhancement and knowledge development. This approach can be particularly beneficial for organizations like the Central Equatoria State Local Government.

Lastly, promoting teamwork among employees is crucial for fostering cohesion and collaboration within organizations. Management should facilitate team-building exercises to cultivate a supportive and collaborative work culture where employees can build rapport and work effectively together towards com-

mon goals.

5.4. Suggestions for Further Study

Given that the study solely examined the impact of leadership styles on CESLG organizational performance. additional than leadership styles, further research has to be done to determine what additional variables could have contributed to the central Equatoria state local government's subpar performance.

From the study findings, only 72% of the respondents believe the poor service delivery by the CESLG is a question of poor leadership development and approaches in the local government system. However, 28% of the respondents believe, other factors other than leadership are the reasons for the poor performance of the CESLG in terms of service delivery. Hence, the need to carry study into other factors contributing to the poor performance of the CESLG.

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