



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

**AN ASSESSMENT OF PRIME MINISTER ABIY AHMED'S
LEADERSHIP PERFORMANCE: THE PERSPECTIVE OF
ADDIS ABABA RESIDENTS**

**BY
ASCHALEW WORKU BEREKA**

**JULY 2019
ADDIS ABABA, ETHIOPIA**

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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Prof. Belete Kebede Mebratu. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Name

St. Mary's University, Addis Ababa

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July, 2019

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate studies for examination with my approval as a university advisor.

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July, 2019

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ACRONYMS

EPRDF	Ethiopian People’s Revolutionary Democratic Front
FDRE	Federal Democratic Republic of Ethiopia
FGD	Focus Group Discussion
KII	Key Informant Interview
PM	Prime Minister
OPDO	Oromo People’s Democratic Organization
SPSS	Statistical Package for Social Science
CSO	Civic Society Organization
NEBE	National Election Board of Ethiopia
SMU	Saint Mary’s University
UNESCO	United Nations Educational Scientific and Cultural Organization
HPR	House of People Representative
IDMC	Internal Displacement Monitoring Center

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ABSTRACT

The effective leader is who can cope with resistance and implement change successfully. Also, effective leader has clear and straight vision about future. Former PM Hailemariam, had success and also faced various challenges. The challenges topmost reason was a leadership failure. Consequently, Dr Abiy Ahmed had been appointed as PM of Ethiopia. This study focuses on PM Abiy Ahmed first-year leadership performance. It emphasizes on change management, leadership ability, acceptance rate and mitigating leadership challenges observed on ex-premier. The study area was Addis Ababa. Yet, respondents have been residents above 18 years. The Selected sample areas are from the inner and outer zone. Respectively selected two Sub-city, four Woreda and eight Ketena. The sampling technique used is four-stage stratified sampling. The total sample size was 600, of which 542 were filled by respondents. PM Abiy Ahmed had many success stories during his one-year premiership. Expressly, achieving inaugural speech promises, exercising contemporary leadership traits, being great first impressions and leading the changes in good ways. With this in mind, studies have shown that the reform is not going calm like first few months: spread of internal displacement, lack of peace and stability, spread of ethnic tensions, lack of rule of law, failure preventing troubles and taking quick decisions after, loss of innocents, and so forth has led people to insecure and lose confidence in his leadership. Therefore, PM needs to focus on: preparing roadmap, prioritizing economy, improving decision-making, cascading the reform to lower level and enforcing the rule of law.

Keywords: Prime Minister, Citizens concern, Leadership performance, Change management, Acceptance rate

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

The Ethiopian People's Revolutionary Democratic Front (EPRDF), a four party coalition, has been ruling Ethiopia since 1991. The four constituent parties of EPRDF emanated from the rebel groups that toppled the *Derg* regime in 1991. These parties represent different regional and ethnic groups, a reflection of the ethnic federal system installed by the EPRDF itself.

Meles Zenawi was Ethiopia's PM from 1991 until his death in 2012. Hailemariam Desalegn has sworn as the PM of Ethiopia in September 2012, following the death of the long term leader Meles Zenawi ("BBC", 2015). On Hailemariam's premiership, the country had a success and also faced various challenges. Especially, the last couple of years the country saw unprecedented number of killings, human right violations, displacements and property damages as a result of the political crisis that engulfed the nation.

In December 2017, Executive Committee of EPRDF met and acknowledged the problems were aggravated by lack of internal party democracy and weakness of top leadership. Also, the Executive Committee blamed Mr. Hailemariam's poor leadership for failing to stabilize the country. Different sources shown that the major problems that were observed are: poor decision making, lack of good governance, spread of rent seeking, breaching of rule of law, and so on. These problems have affected the country in a diverse ways.

The crisis consequently damages the public trust, the image of the country and the very survival of the party as a government. In addition, it affected the economy, politics and social interactions of the country. And these led the country into unstable state. Even though, the overall crises was caused by different reasons, this paper mainly focuses on the leadership problems.

The overall problems and effects the country encountered throughout his administration forced Mr. Hailemariam to resign from his position. In his resignation he said "I want to become part of

the reforms and the solution to the problems. This is why I choose to step down from the EPRDF leadership and as PM." Thus, the next PM would have to be a capable leader to steer this deeply fractured nation out of storm and into calmer waters. Then Abiy Ahmed was chosen to lead the country in April 2018. Who is Dr Abiy Ahmed?

Abiy Ahmed was born in *Agaro* in Southern Ethiopia on 15 August 1976 to an *Oromo* Muslim father and an *Amhara* Christian mother. He speaks fluent Afan Oromo, Amharic and Tigrinya, as



Source: FDRE Prime Minister office

well as English. As a teenager in 1990, he joined the armed struggle against the Marxist *Derg* regime. In 2010 he entered into politics as an ordinary OPDO member. He has a doctorate degree in peace and security issues from Addis Ababa University and a master's degree in transformational leadership from the University of Greenwich, London. He has gradually risen in the political ranks as well. Dr. Abiy served at the Executive Committee of OPDO and was also a Member of Parliament, a position that enabled him to

be a candidate for the post of PM. Then he also served as Minister of Science and Technology. These all and other experiences made him to be PM of the country (“BBC”, 2018). This thesis mainly focuses on his leadership performance as FDRE Prime Minister.

Leadership is an essential feature of all government and governance. Weak leadership contributes to government failures, and strong leadership is indispensable if a government is to succeed (Masciulli, 2009). A good leader must be able to render selfless service and desist from selfishness. In general, an effective leadership can be understood as the leader of the bold to take decisions quickly with the foundation of: dare to always trust, dare to be honest, dare to keep the confidence, dare to be creative and innovative, dare to give solution, dare to be diligent/hard working and patient, and dare to work hard (Sujatno, 2012).

PM Abiy Ahmed in his inaugural speech says

In our country's long history we have been given so many opportunities at different occasion to a new political beginning. Many of them passed without taking advantage. This transfer of power is another historical opportunity to start a new chapter. Therefore, it is important that we make use of it appropriately with the spirit of utmost responsibility.

This thesis mainly focuses on the newly appointed PM of Ethiopia, Abiy Ahmed's leadership performances. The study tried to assess the power transfer management, the leadership performance, and public confidence and acceptance towards the new administration. The scope of the study is in Addis Ababa. This thesis helps to understand the opinion, attitude and perceptions of Addis Ababa residents in particular and overall country in general.

The study did not emphasized on political leadership, rather on overall administration of the country. And it would be helpful, especially for ruling party and government of the country to know the public perception and make corrective actions on people's reservation and frustration.

1.2. Statement of the Problem

Any country's success mostly depends on the quality of their leaders. Unfortunately, the opposite is also true. Poor leaders cause demise and destruction. Thus, countries need competent leaders. Understanding and measuring political leadership is a complex business, though we all have ideals of what makes a 'good' leader. They are often complex, contradictory, and more than a little partisan. According to (Northouse, 2007), basic leadership traits are being articulate, friendly, trustworthy, diligent, determined, empathic and self-confident.

On Hailemariam's premiership, especially on the last two to three years Ethiopia faced numerous challenges. The country saw killings, displacements and property damages as a result of political crises on the country. In December 2017, EPRDF Executive Committee blamed Mr. Hailemariam's poor leadership. His main leadership failures are poor decision making, lack of good governance, spread of rent seeking, youth unemployment, breaking of rule of law, and so on. These all and others got his administration into high tension.

The overall leadership failures of Hailemariam's administration made him to resign from his premiership. The next PM would have to be a capable leader to address the leadership challenges that his predecessor faced.

This paper assess the overall administration of the newly appointed PM leadership performances. The assessment mainly focuses on handling of change management, leadership performance, solving of leadership challenges and at last public acceptance and trust on his one year leadership.

1.3. Research Questions

The study intends to answer the following questions regarding the leadership performances of current Ethiopian PM.

1. How was the power transfer managed?
2. How is the new administration solving leadership challenges of the country?
3. How is the leadership performance of current PM Abiy Ahmed?
4. How is the public accepting and trusting PM Abiy Ahmed's leadership?

1.4. Objective of the Study

The general objective of this study is to assess the public assessment of the one year leadership performance of current PM Abiy Ahmed administration.

In relation with the general objective, the study address the following specific objectives:-

- To evaluate the change management process
- To measure the acceptance rate
- To measure the leadership performance
- To assess public expectations on the future.

1.5. Significance of the Study

This study will have different significance, especially for ruling party and government. The significances are,

- To know the opinion, perception and feedback of different groups like public, expertise and stakeholders on current PM leadership,

- To recommend corrective actions on the points that people have complain, frustration and reservation,
- To diagnose and find out the arguments that need attentions on the future,
- Would help for those who have an interest on conducting a study on PM Abiy Ahmed's leadership.

1.6. Delimitation/Scope of the Study

Geographically the scope of the study is Addis Ababa. Addis being a capital city of the country and a mosaic city in, Addis Ababa represents every ethnic group lives. This helps to know the opinion, attitude and perceptions of different ethnic groups on current PM. The study result gives chance to know a general picture of the country's public perceptions. The study focuses on assessing the overall leadership performance of the current Ethiopian PM. The study did not emphasized on political leadership, rather on overall country's administration.

The study main limitation was a time constraint. The time for conducting such a study is very inadequate. And it creates a pressure on conducting of overall processes.

1.7. Organization of the Study

This research report is organized into five chapters. Chapter one concentrates on the problem and its approach. It includes the background of the study, statement of the problem, objectives of the study, significance of the study, the scope of the study. The second chapter is general literature review related to leadership. The third chapter includes the methodology and design of the research. The fourth chapter covers analysis and interpretation of data. The last chapter focuses on the summary, conclusions, and recommendations of the study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Concepts of Leadership

The concept of leadership has been studied for generations, there is still a degree of confusion in the minds of many people who lead others or led by others, about what leadership really means and what it encompasses. Burns (as cited in Goethals & Sorenso, 2006) purports that “the study of leadership has become fragmented and even trivialized” whilst others argue that “the endless accumulation of empirical data has not produced an integrated understanding of leadership” (Goethals & Sorenso, 2006).

Leader and leadership is the need of human nature. It is because of the advantages and Disadvantages or limitations inherited by human beings, leaders are need in one hand and in the other hand at a certain time leadership is required. Some experts believe that the issue of leadership comes as the human civilization (Ungirwalu, 2012).

Good leaders develop through a never ending process of self-study, education, training, and experience. To inspire your workers into higher levels of teamwork, there are certain things you must be, know, and, do. These do not come naturally, but are acquired through continual work and study. Good leaders are continually working and studying to improve their leadership skills; they are not resting on their laurels. (Yukl, 2010)

Bennis (2009) defines leadership as the ability to bring a vision into reality by making swift decisions and inspiring others. Likewise, according to Gordon (2017), one of the most critical attributes that describe leadership is the capability to drive the culture by creating an environment that gives energy to people, enables them to grow, develop, and do their best.

Leadership allows influential people to make a difference for a business, unite people for a transition process, and influence their motivation and more. Leaders generate and sustain trust by

being reliable, coherent and trust-worthy. Leaders thereby validate themselves by honoring promises, supporting co-workers in meaningful moments, and staying on course. (Bennis 2009.) Rowe and Guerrero (2011) maintain that “leadership is about influence.” They also indicate that leadership operates in groups, includes the achievement of goals and sharing objectives.

Ungerer, et al. (2013) state that leadership is not about intent but all about infecting others. “Leadership as a capability to influence positively and impact on situations and people in order to make a difference. Leaders exert their influence and power in such a way that they impact the status quo and others in a positive way”.

Currently, an increasing number of leaders switch to people-oriented leadership styles and involve their followers in decision-making (Bass & Riggio 2006; Gordon 2017). Leaders’ capabilities to inspire and motivate people may determine whether the company will be successful or not (Bennis 2009).

Most definitions on leadership refer to influencing others, directing efforts and abilities towards attaining goals. The 21st century leader “embraces a new paradigm of change and crisis management, empowerment, diversity, a higher ethical purpose and humbleness” (Nel et al., 2011).

2.2. Leadership Styles

Schwella (2008: 39) agrees that leadership styles are differentiated according to “whether leaders are task-oriented or people-oriented”. Task-oriented leaders focus on the job at hand and have an autocratic leadership style, whilst people-oriented (or relationship-oriented) leaders focus on motivating their teams for improvement and therefore have transformational leadership styles.

As mentioned, the qualities of a leader will determine their leadership style. The next section will cover styles of leadership. Each one is explained briefly. Figure 2 provides a holistic view of the different styles of leadership, based on the studies done by DuBrin (2010). The different leadership styles will be explained directly after Figure 2.

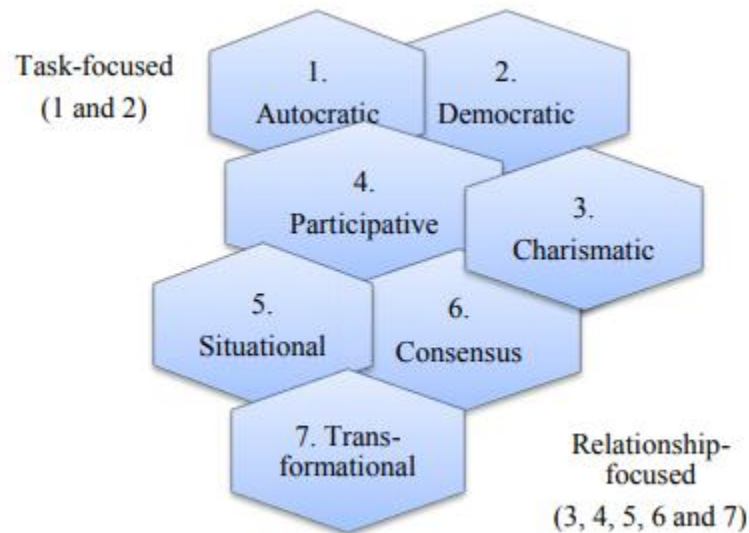


Figure 1 Main leadership styles. Source: DuBrin (2010)

Autocratic style: The “autocratic leader retains almost all the power” and their leadership style is the complete opposite of the “participative leadership” style (DuBrin, 2010: 113–117; 133–140).

Democratic style: The “democratic leader confers final authority on the group” and simply collects the group opinion and “takes a vote before making a decision” (DuBrin, 2010: 113–117; 133–140).

Charismatic style: The “charismatic leader” has the charm and charisma “to convince” people “to follow” them and exerts the power to influence people to reach goals (DuBrin, 2010: 113–117; 133–140).

Participative style: refers to a leadership style according to which “decision-making is shared” between the leader and the group members and they “work together to reach goals” ((DuBrin, 2010: 113–117; 133–140).

Situational style: The “situational leader” makes their behavior “contingent on situational forces” (member characteristics, internal and external environments, changes, organisational culture, etc.) (DuBrin, 2010: 113–117; 133–140).

Consensus style: The “consensus leader” encourages the group to discuss issues and base the final decision on “general agreement” which the group members will support (DuBrin, 2010: 113–117; 133–140).

Transformational style: The “transformational leader” influences people “to look beyond their self-interest”, “to embrace change” and commits people to greatness (DuBrin, 2010: 113–117; 133–140).

2.3. Standard of Effective Leadership

It is important to distinguish between leadership and effective leadership. Winardi (2010) said that basically there is no effective or ineffective leadership. But it is related to the accuracy of one's effectiveness in implementing his leadership in certain circumstances. Effective can be interpreted simply as ‘appropriate and well-targeted’. Nevertheless, to achieve the level of effective leadership, leaders are required to master several factors that contributed to the effectiveness of leadership. Foster (2005) put the principle of effectiveness in the position that are more fundamental than the principle of efficiency in leadership.

Effective leaders would voluntarily try to achieve the goals and targets by setting high standards of high achievement for his team. Effective leaders have an energetic nature, like all things that are challenging and difficult issues like unresolved and appear in the organization's environment. An effective leader will try to change a person's desire to do something to show the direction that must be adopted and foster group members toward the completion of the work group. Thus, "effective" - if it is associated with leadership – is related to the things to be accomplished. According Gostik (2008), there are at least four things that underlie effective leadership namely: (1) goal setting, (2) communication, (3) trust, and (4) accountability.

The characteristics of effective leadership, suggested by Keith Davis, must have four things: (1) high Intelligence. A leader must have a higher level of intelligence than his subordinates; (2) social maturity and breadth. A leader usually has the feeling of maturity and has interest and considerable

attention to his subordinates; (3) inner motivation and achievement drives. The leader always wants everything to be cleared of duties and responsibilities; and (4) human relations attires. Leaders must be able to work effectively with other people or with subordinates (Nawawi and Hadari, 2012).

Referring to the above four underlying effective leadership characteristics, it can be said that an effective leader is someone who can create a situation that inspires his followers to achieve a better and higher than the current situation. Indeed, in fact, an effective leader is one who is able to read the situation, solve problems, be responsible, willing to develop followers, and most importantly, have integrity and good ethics because he had to draw example(s) or act as a role model for his followers.

The important substance of an effective leader is not only his/her power but also intelligence quotients and individual personality. An effective leader will always fix his/her error before fixing his/her subordinates. The word 'leader' not only comes after a position or job but also grows and emerges within oneself. Leadership itself is an internal process within a human being. In another word, it can be said that leadership is from the inside out.

(Yukl, 2010). Leader effectiveness is occasionally measured in terms of the leader's contribution to the quality of group processes, as perceived by followers or by outside observers. Lussier and Achua (2004) refer to the following traits of effective leaders:

- High energy, referring to drive and hard work to achieve goals.
- Self-confidence, referring to being self-assured and have the ability to influence followers.
- Locus of control, control of own fate and taking responsibility for own behavior and performance.
- Stability, indicating in control of themselves, secure and positive.
- Integrity, referring to behavior that is honest and ethical, making a person trustworthy.
- Intelligence, where there is the ability to solve problems, think critically and to make decisions.
- Emotional intelligence, to motivate one self and showing empathy.

- Flexibility, which refers to the ability to adjust to different situations.
- Sensitivity to others, which refers to understanding group members and how best to communicate with and influence them.

2.4. Change Definition

Kotter inspires many leaders to think outside the box and not to be afraid of implementing innovative ways in change management (Kotter International 2017).

Kotter International (2011) defines change management as a set of tools and structures, which keep any change effort under control. Basic change management strategies are rather straightforward and are usually associated with smaller changes. On the contrary, continuous and diverse modifications are exceedingly sophisticated and require advanced leadership skills. Additionally, Rick (2014a) states that change management is a process of implementing change and getting people to understand and accept the change initiatives.

One of the first change management models was Lewin's (1947) “Unfreeze-Change-Freeze”, and that is the reason Lewin is considered to be a father of change management. Although there has been a criticism of the simplicity of the model, Lewin’s idea of unfreezing and changing organizational behavior before transitioning to a new state is fundamental for almost any kind of change model. (Cummings, Bridgman & Brown 2016.) Seventy years later, Connelly (2016) and Mindtools (2017) presented the change model in detail.

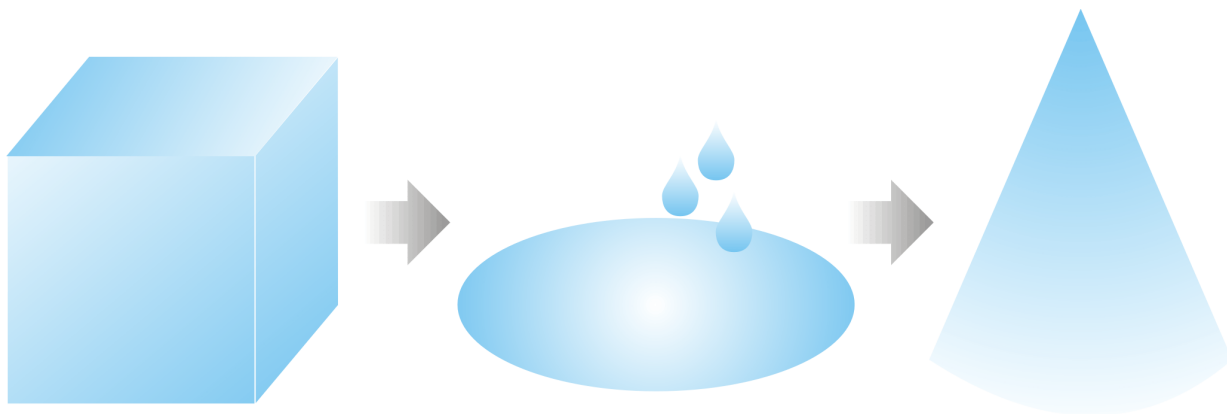


Figure 2 Lewis's change management model (mind tools 2017)

Lewis’s change management model consists of three phases;

1. Unfreeze: Leaders start to prepare the organization for the change.
2. Change: Change is communicated throughout the organization. The whole staff is trained to embrace the changes and participate in the change process.
3. Freeze: After the changes are implemented and people have accepted the new ways of working, it is time to refreeze and incorporate the changes into the culture (Connelly 2016; Mind tools 2017.)

Successful change management is crucial since it enables the development, growth and seizing of opportunities. Conversely, poor change management should be recognized and fixed as soon as possible; otherwise it can result in growing number of unfixed mistakes and even lead to a culture of repeated failure (Lewis 2011). Vander Merwe tells that the word change is obtained from the Latin word to better (Van der Merwe 1991).

The Drivers of Change Model introduces different internal and external factors that cause change. These drivers are catalyzed by shifts in the external environment, such as social, business, political, technological, or natural environmental developments. Significant changes in any of these areas force or enable to react (Anderson & Ackerman Anderson 2010; Swaim 2011; Saez 2017).

Another perspective on the drivers, as outlined by MSG Experts (2017b), is that there are either planned or unplanned changes.

Winston Churchill once said: to improve is to change; to be perfect is to change often (Lewis 2011). In the ever-changing environment, almost everything that remains static becomes outdated.

2.5. Role of Leadership in Change

Kotter International (2017) inspires many leaders to think outside the box and not to be afraid of implementing innovative ways in change management. Kotter International (2011) defines change management as a set of tools and structures, which keep any change effort under control. Basic change management strategies are rather straightforward and are usually associated with smaller

changes. On the contrary, continuous and diverse modifications are exceedingly sophisticated and require advanced leadership skills. Additionally, Rick (2014a) states that change management is a process of implementing change and getting people to understand and accept the change initiatives.

According to Kotter, change leadership is an engine that drives the change management process (Kotter International 2011). Furthermore, Anderson & Ackerman Anderson (2010) define change leadership as the ability to have a clear vision and lead people to co-create it. Moreover, Fullan (2011) defines a change leader as someone who has the capacity to generate energy and passion in others.

Anderson & Ackerman Anderson (2010) presented a conscious change leader model. Figure 3 illustrates that change leaders must deal with four different sectors of change: mindset, behavior, culture, and systems.

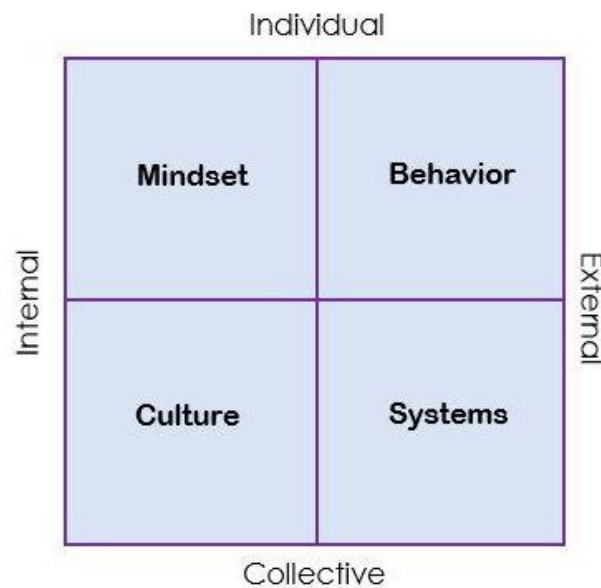


Figure 3. The Conscious change leader accountability model (Anderson & Ackerman Anderson 2010)

- Mindset - values, beliefs, thoughts, emotions, ways of being, levels of commitment that relate to change
- Behavior - work styles, skills and actions, and behaviors
- Culture - norms, collective ways of being, working and relating, climate
- Systems - structures, systems, business processes, and technology

Furthermore, the model indicates how the change affects different areas. However, the different parts are not entirely independent. For example, a leader cannot make cultural and systematic changes without dealing with the mindset and behavior of their subordinates. For this reason, in change initiatives, one should handle all stages from internal factors to external, as well as collective or individual considerations. (Anderson & Ackerman Anderson 2010.)

It is evident from the literature that initiating and coordinating change always requires well developed leadership skills. This is also true that any change process mostly face the certain level of resistances, the effective leader is one who can manage the resistance and implement successful changes. Recognizing, addressing and overcoming the resistance is always lengthy and not an easy process. People resist changes and especially they resist most to radical changes and it is only the leader's ability to overcome. A strong leader is required to solve the problem as the physician is required to solve medical problem (Heifetz 1997).

The effective leaders have clear and straight vision about future and the successful change needs to have a clear picture of future. Without vision the successful changes are very difficult. Kotter claims that it is very important for the leaders to communicate the vision (Kotter, 1995).

Bennis (2009) states that successful change involves modifying the work culture to support the change vision, as well as inspiring those who are affected by the change. Similarly, Gill (2003) claims that the reason for ineffective change management is not the poor change management tools, but the lack of effective change leadership. Kotter & Cohen (2002) suggest that, in successful change efforts, leaders should deal with the barriers one at a time.

Similarly, Rick (2015) claims that leading change is planning, preparing and communicating the need to change as efficiently as possible. Leaders should place well-established communication as a number-one priority. Also, change leaders should not ignore the current work culture completely, but rather also focus on addressing what and why something needs to change, explaining it to the employees thereafter (Rick 2015).

Moreover, Eagle Hill (2014) conducted a survey with over 1000 working professionals that revealed strong leadership and effective communication are necessary for successful change. According to the respondents, strong leadership was the most important factor during the change efforts.

According to Lewis (2011), communication strategies and the way messages are designed and distributed influences the stakeholders who participate in the change process. Furthermore, communication approaches that are planned may lower the level of resistance in the long-term. Also, Gordon (2017) highlights the importance of staying positive when communicating, as it affects the reception of the message a leader delivers.

In order to tackle change barriers, leaders should demonstrate active participation that contributes to the conformity of the work environment (Lewis 2011). Moreover, Lewis (2011) claims that both internal and external stakeholders are highly influential during the transition process. The communication model for change, presented by Lewis (2011), illustrates the various stakeholders' roles: opinion leaders, connectors, counselors and journalists, all of which can help to build effective change management.

2.6. Change Management Barriers and Overcoming

According to Swaim (2011) overcoming resistance to change is one of the most significant challenges for leaders. Furthermore, Gill (2003) identified that change programs fail because of inefficient management. In addition to this, other typical change management barriers are fear of unknown, feeble leadership, broken communication, and complexity of change.

Anderson & Ackerman Anderson (2010) state that negativity towards change is often a result of poor planning and leadership. Executives who see changes as purely technical or structural, without considering the feelings of the subordinates, are doomed to create emotional resistance or fear among affected groups. Therefore, leaders should avoid taking drastic actions, being unreasonable or ignoring existing opportunities when implementing changes (Rick 2015).

The changes to such deeply rooted procedures are likely to cause resistance, thereby undermining the efforts of change managers. However, negative feelings towards change can be neutralized by

leaders who have the ability to inspire and motivate their employees. This valuable ability is a key characteristic of transformational leaders, who excel under uncertain circumstances such as times of change (Gordon 2017). Veldsman (2004, p. 216) believes that leadership is one of the most important elements and in this regard mention the following top change implementation challenges in order of importance: “employee resistance, leadership issues, planning issues, communication failures, culture, skills issues and industrial relations issues.”

It is important to note that successful large change needs to be implemented according to a holistic plan. Change leaders often try to balance two countervailing forces namely the need to drive change through their organization if they are to respond to ever changing environments and looking at the importance of incorporating what they know about the human aspects of change. In this respect Herold and Fedor (2008, p.112) suggest that leaders should understand the following in any change intervention:

changes cannot be contemplated as independent and isolated events, all changes cannot be priority one and leaders need to take a more strategic view, no matter how carefully leaders contemplate a given change, the actual benefits will be a function of the change environment in which it is embedded, the challenge associated with a given change will increase exponentially as the environment in which the change is to be embedded becomes more turbulent, not all individuals will react the same way to change turbulence and senior leadership needs to take serious its role in orchestrating the various change initiatives.

In successfully leading change Spiro (2011, p. 5) suggest the following eight steps in overcoming major challenges:

- ✚ Determine the change strategy (define it specifically with timelines).
- ✚ Assess readiness (improve the readiness of all parties).
- ✚ Analyze the stakeholders (understand the motivation levels of all stakeholders).
- ✚ Minimize resistance (assess individual’s own tolerance).
- ✚ Secure a small early win (plan and secure a small early win to convince).
- ✚ Engage the key players in planning (skillfully bring together all internal and external players).
- ✚ Scale and monitoring and cause corrections (determine whether the change strategy solved the original challenge).sustain the change strategy (sustain the initiative over time).
- ✚ Build in ongoing

Cloud (2010, p.75) emphasizes the following elements of importance in navigating change:

- ✚ Successful change leaders listen more than they talk or act,
- ✚ Prudent leaders do not view themselves as “the boss” with the right to coerce subordinates or force institutional changes without appropriate dialog and planning,
- ✚ Successful change leaders are motivated to serve before they aspire to lead,
- ✚ Change leaders articulate a vision for their followers and then persuade them to help with its implementation,
- ✚ Effective leaders have a high degree of emotional intelligence, meaning they are highly motivated, self-disciplined, empathic, and caring individuals and
- ✚ Change leaders are authentic individuals who eschew pretense. They are comfortable with themselves and open with others.

2.7. Types of Followers

According to Gordon (2017) claims that leaders gather their followers by being able to articulate and communicate vision in a simple, clear, bold and compelling form. Moreover, Moran (2014) claims that leaders can develop five skills by being a good follower themselves: awareness, diplomacy, courage, collaboration and critical thinking. Table 5 shows the skills as presented in the article:

Table 1 Traits of a good follower Moran (2014)

Awareness	Ability to learn to read people and understand what upsets and motivates them.
Diplomacy	Ability to cope with people with different opinions without ignoring them.
Courage	Ability to pay attention and speak up with the leader.
Collaboration	Ability to work with the employees and inspire them to do their best.
Critical Thinking	Ability to think for yourself, support the leader when they are doing the right thing and advice against when not.

Kellerman (2007) studied the relationship between leaders and their followers. Additionally, he has classified followers based on their level of engagement with their leaders or the organization. Kellerman claims that the level of involvement determines the relationship between the two, especially in the quality of the relationship and passion towards common goals. There are five types of followers according to Kellerman's research: isolates, bystanders, participants, activists, and diehards. A leader should pay attention to different followers, whether they are for or against them (Kellerman 2007).

Isolates are type of followers that are reluctant of knowing about their leaders or the mission of the company (Kellerman 2007).

The second type of a followers, bystanders, are observers and thus more aware of what is going on around them than isolates. Despite their awareness bystanders are not engaged or motivated to participate actively in the organization (Kellerman 2007).

Participants are the third type of follower and are engaged much more than the two aforementioned types of followers. This type of a follower is either supporting of, or opposed to their leaders and always trying to make an impact in the organization. For this reason, participants can either help the cause of the leader, or in case they are against, make things difficult (Kellerman 2007).

The fourth type of followers are activists. These followers hold strong opinions on their leaders and the organization. Kellerman describes activists as "eager, energetic, and engaged" because they put a considerable amount of effort into their leader's initiatives or into undermine their cause (Kellerman 2007).

The final type of followers, diehards, are deeply dedicated to a cause. They are one step higher than activists in their devotion to their leaders or in their means to get them replaced. As a result, it makes them either powerful assets or a liability for the organization. Diehards practice commitment and dedication to some-one or something they consider worthy (Kellerman 2007).

Finally, different follower types should be taken into consideration when treating your subordinates (Kellerman 2007).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Research Design and Approach

The research design of this study employed a cross-sectional type of study. This type of study known as ‘one shot’ or ‘status studies’ or assessing at one point in time. This has advantages of collecting data quickly and inexpensively, which allow different variables to use and pave the way for further study.

The thesis approach was a mixed (quantitative and qualitative) method. Since the purpose is to essentially deal with human behavior, attitude, situations and circumstances; both qualitative and quantitative research method are appropriate. Also, it helps with triangulation analysis of data. The paradigm of research is pragmatism. It grants the freedom to use any of the methods, techniques and procedures.

3.2. Population and Sampling Techniques

The target population is the population (household) for which information is desired. In this study the total population of Addis Ababa considered as a domain for this research. The sampling frame is the actual set of units from which a sample has been drawn. For this survey list of Ketenas (with inclusion of household numbers) has taken from the Addis Abeba in order to select Ultimate Sampling Units (USU). The sampling unit is typically thought of as an object that has been sampled from a statistical population. In this case sampling units were population residing in those sampled Ketena which have been considered for this survey.

Eligible respondents are citizens who are above 18years of age. This is a legally defined age at which a person is considered an adult, with all the attendant rights and responsibilities of adulthood. From this administrative unit, a set of representative sample size was determined. However, budget constraint made a lower acceptable sample size.

The sampling size refers to the number of respondents who are selected from the universe to constitute a sample. The following sample size calculation is used to arrive at sufficient representative sample size and to scientifically justify the sample size. The calculation is determined through acceptable level of precision and confidence interval.

Sample for this thesis is calculated using single population proportion, whereby the Addis Ababa city population is considered as a single domain. Because of this there is no design effect resulted from variability of population characteristics among different domains. The formula is:

$$n(\text{Addis Ababa City}) = \frac{Z^2 P(1-P)}{d^2}$$

Where: **Z** = Confidence level with 95% confidence interval with standard value of 1.96

P= Assumed proportion of the women against men, which is estimated to be 50%

d= Precision/margin of error, which is 4%

Hence the calculated sample for Addis Ababa city administration is:

$$n(\text{Addis Ababa City}) = \frac{(1.96)^2 0.5(1-0.5)}{(0.04)^2} = \underline{\underline{600.25}}$$

The sampling procedure is multistage stratified sampling technique. The following procedure is used to identify the allocation of sample into the city lower administrative unit, *Ketena*. The allocation of total 600 samples follows the next procedures;

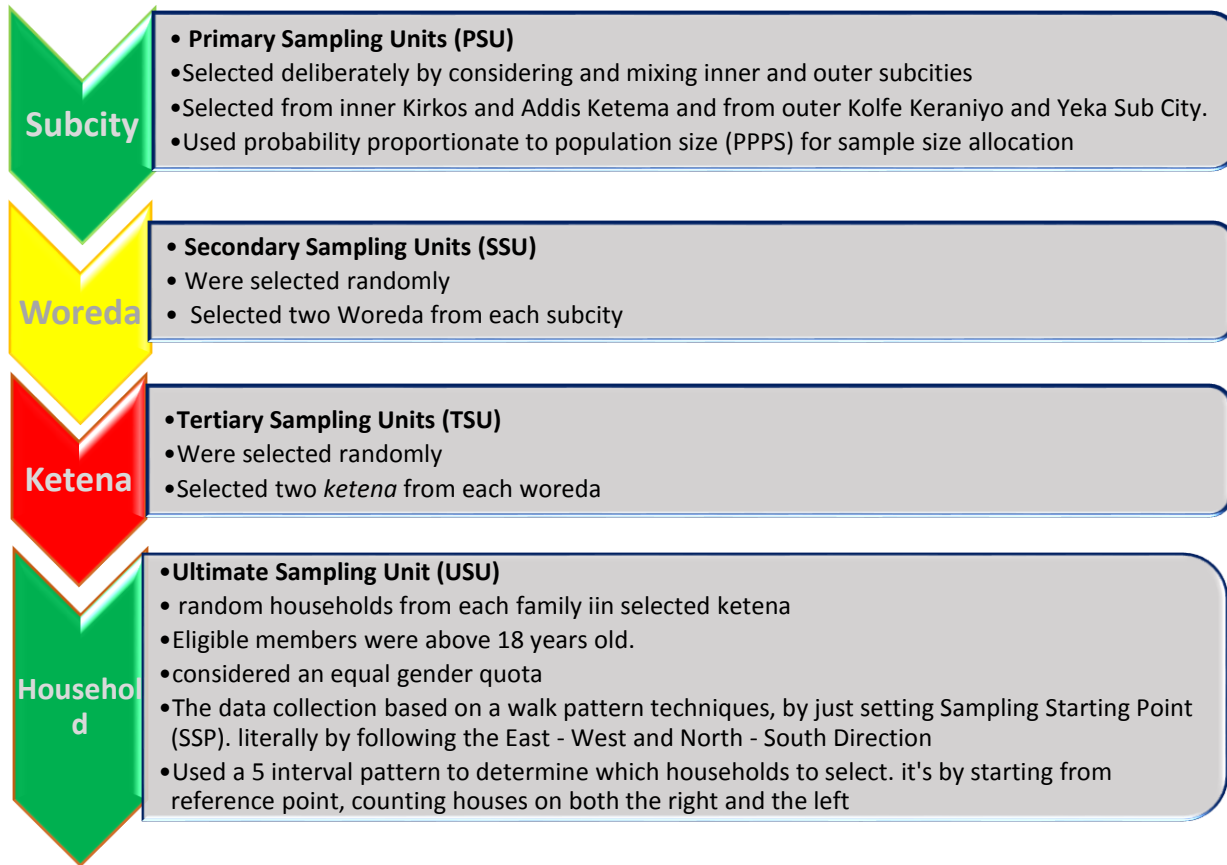


Diagram 1: Four stage stratified sampling techniques

As the name suggests a multi-stage stratified sampling comprises multiple stages. Even though the number of stages can be numerous, this thesis uses a four stage stratified sampling. The first stage is sub city, the second *Woreda*, the third *Ketena* and the fourth household. As noted on illustration sub cities are chosen deliberately. They were *Kolfe-Keraniyo*, *Yeka*, *Kirkos* and *Addis Ketema*. The sub cities selected deliberately by considering and mixing inner and outer sub city. The sampling details were as follows:

Table 2: Sample detail per Subcity, Woreda and Ketena

Sub City	Total Projected Population as of 2011 E.C.	Projected Population above 18 as of 2011 E.C.	Percentage of Population Above 18 Against selected sub city	Calculated Sample Size	Actual Sample Per Sub City	Sample Per Wereda	Name of Sample Ketena		Sample Per Ketena
Kolfe Keraniyo	549,515	362,854	34%	600	205	103	Wereda 4 (Ketena 1 & 3)	Wereda 11 (Ketena 2 & 5)	51
Kirkosy	283,513	187,209	18%		106	53	Wereda 3 (Ketena 2 & 4)	Wereda 8 (Ketena 3 & 6)	27
Addis Ketema	327,170	216,036	20%		122	61	Wereda 1 (Ketena 3 & 5)	Wereda 6 (Ketena 4 & 7)	30
Yeka	444,263	293,354	28%		166	83	Wereda 2 (Ketena 4 & 6)	Wereda 9 (Ketena 5 & 8)	42
Total		1,059,452	100		600	300*			150**

*300X2 (2 Wereda Per Sub City) which give us 600 total calculated Sample

**150X2X4 (2 Wereda per Sub City and 2 Ketena Per woreda) give us 600¹

A non-probability sampling technique is used to select interviewees for the qualitative study. This is because of deliberate selection of respondents. As a result, there is an element of bias in the selection. However, the selected category and respondents were those who are close to the topic. The interview data helps to substantiate a quantitative data collected from the residents. Respondents were,

1. Opposition party leader.....1
2. Civic society organization (CSO) leader.....1
3. Leadership scholar..... 1
4. A popular figure from the private sector.....1

Three reasons can be suggested to justify the selection. First, their opinions could be listened to and accepted by both the public and government; second, they represent the community and at third, they could be knowledgeable and experienced critiques.

3.3. Source of Data and Tools of Data Collection

Source of Data

To attain the desired study objectives, both primary and secondary data were used. The primary data was collected through a questionnaire and interview. The study also relied on secondary data.

¹ Woreda and ketena are selected by using first digit and second digit random table

The secondary data was collected through different sources such as PMO website and social media, government reports, magazines, books, published and unpublished literature and online information. The questionnaire was administered to the public, whereas interview data was collected from different target groups.

Tools of Data Collection

Questionnaire; According to Robson (2003), questionnaire based survey provides a relatively simple and straightforward approach to the study of attitudes, values, beliefs and motives. The purpose of this technique is mainly to make generalization by using the sample survey from the population and to cross check the data from different angles. To attain a relatively reliable data, the thesis used a total of 600 questionnaires as stated in the above population proportionate sample allocation. Of which 542 were returned.

Interview; Interviews were undertaken to collect the necessary information which is verbal. For this purpose, interview questions were prepared. A total of four interviews were done successfully. This helps for corroborating the quantitative data.

Literature/Documents; various sources from archives and documentations were used in order to re-examine the extent to which previous studies have been carried out in the area of leadership. The review involved scanning and searching of written documents both published and unpublished. This helped to have a comprehensive and thoughtful understanding on the matter.

3.4. Procedures of Data Collection

Each of the respondents were those who are eligible. The quantitative data collection was collected in Amharic format, whereas the qualitative on both, Amharic and English, as per the interviewee's interest. The researcher prepared a data collection guide for both quantitative and qualitative data.

The quantitative and a qualitative data was collected separately or sequentially at different times. First, the quantitative data was collected from public and the raw data was analyzed through SPSS, then the interview questions were restructured. The questionnaire was tested through a pilot test. The number of dispatched questionnaires for pilot testing was 20; and 17 were returned. Then

internal data consistency was tested through Cronbach's Alpha and the result became above 0.70. Based on the pilot testing minor editions were made on the questionnaire. Then the questionnaire were disseminated to selected sample Subcity. The total number of questionnaire disseminated was 600, of which 542 returned. The questionnaire data collected from April 13 up to 25, 2019. Which was a time the country relatively in peaceful situation, in particular Addis Ababa.

Moreover, half of the quantitative data was collected by CSA enumerators, who have an experience on collection of survey data and the rest half collected by researcher. This is done for monitoring, checking and maintaining the collected data quality. The data was collected in a three stage cluster sampling process initial from Subcity, then *Woreda*, and at last on *Ketena*, which is a lower administrative unit.

Before starting the data collection process, a supporting letter was obtained from SMU student support office. After securing the letter, gave a copy letter for enumerators, gave orientation, monitored through a physical visit, collected daily filled questionnaire and then encoded through SPSS. After this process the data quality was checked against researcher collected one.

The quantitative data was collected directly from the selected sample *ketena*. First the approximate center of the *ketena* was identified as a reference point. Then, the data collector would follow directions (East, West, North and South) to select the eligible households through a walk pattern in five intervals. Through this process an attempt was made to balance the gender composition.

However, the overall process wasn't easy; and there were some challenges as indicated below:

1. Few selected *ketena* were demolished by government re-development program
2. Identification or code number of ketene aren't uniform
3. Observed on the data extremely biased support and hatred
4. On working days and hours not finding of households at their home
5. Political instability which lead the public in to emotional response
6. Making to proportionate the respondents gender were a major challenges faced

Interviews were carried out after collecting the quantitative data. Interview was used to strengthen the information obtained from the quantitative data. The interviews were held in person and

through email. Each interview was audio recorded and later transcribed and thematically organized for analysis.

The study took ethical considerations seriously. Perhaps, the first ethical consideration was the researcher's objectivity and neutrality rather than personal emotion and perception. The researcher tried to carefully look into and evaluate the collected data. When collecting data, respondents consent and permission wasn't overpassed. Those who weren't willing are skipped. The respondents assured that their responses would be confidential and the data only used for academic research purpose.

3.5. Methods of Data Analysis

As mentioned above section, this thesis employed both qualitative and quantitative data. The quantitative data was important to make some generalizations. The data analysis used different descriptive statistical tools and methods such as percentage, tables, figures, pictures and cross-tabulation. Furthermore, inferential statistics like Chi-square and Spearman correlations were used to determine the relationship and association between variable. The collected data was coded, edited and entered into the computer via SPSS software and after processed, cleaned and analyzed.

The qualitative data was very important to analyze and explain the opinion, attitude and perceptions of interviewees. It gave an in-depth insight and used to triangulate the quantitative analysis. Both, the quantitative and qualitative data are concurrently analyzed by synthesizing the findings on the next chapter.

CHAPTER FOUR

RESULT AND DISCUSSION

4.1. Respondents Demographic Characteristics

In this study, gender proportionality has been considered. As a result, 53 percent of the participants were male and 47 percent female.

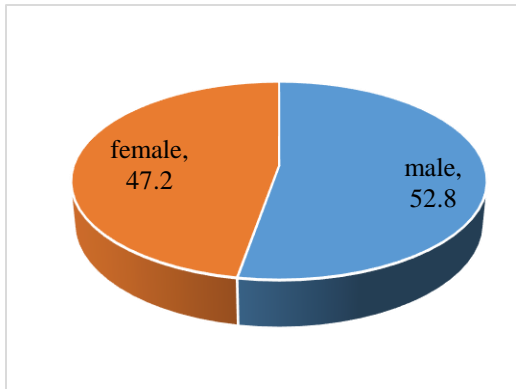


Figure 4: Respondents gender

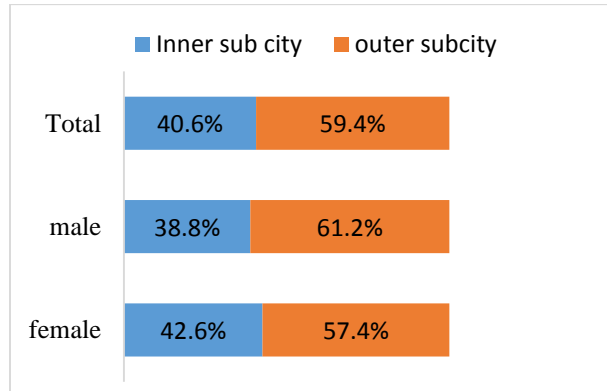


Figure 5: Respondents resident against gender

As noted above in the methodology section, respondents were from Kirkos, Addis Ketema, Yeka, and Kolfe Keraniyo Sub city residents. These sub-cities are divided into two, inner and outer zone of Addis Ababa. Addis Ketema and Kirkos were chosen from the inner sub-cities; whereas, Yeka and Kolfe Keraniyo were from the outer zone. About 59 percent of the survey participants live in the outer zone and the remaining 41 percent inner zone of Addis Ababa. Gender of participants in both area is approximate.

The average age of the respondents in this study is 34, the lowest being 18 and highest 85. The study participants were divided into two categories. The younger age group ranges from 18 to 32, whereas the rest is categorized above young age group. The share of these divisions is 51% and 49% respectively.

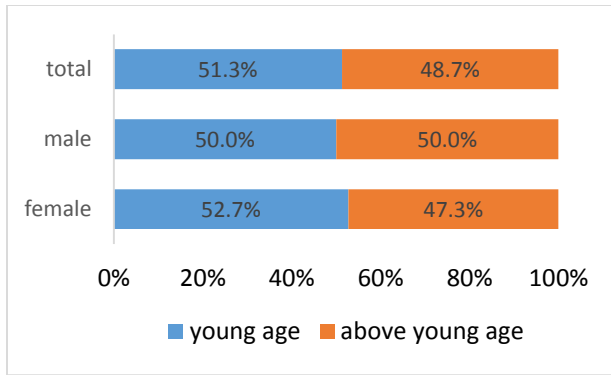


Table 3: Respondent's education level by gender

Gender	Elementary	Secondary up to diploma	Degree and above
female	26.2%	44.5%	29.3%
male	16.8%	40.6%	42.7%
Total	21.2%	42.4%	36.3%

Figure 6: Respondent's age by gender

The study participants were at different educational levels. More than 36 percent of the participants had a bachelor's degree and above, 42 percent attended secondary school to Diploma, and the remaining 21 percent attended elementary level of education. The proportion of female respondents in the tertiary level of education (Bachelor's degree and above) is less than that of male respondents. With respect to education, however, most of the study participants are better disposed to read, understand and answer the questions posed to them.

The participants in the study have lived in Addis Ababa for an average of 24 years. However, there is a higher difference between the low year and peak. It means that the lowest year lived respondent was 1 and the highest for more than 69 years living in Addis Ababa. Further details can be seen from the graph below.

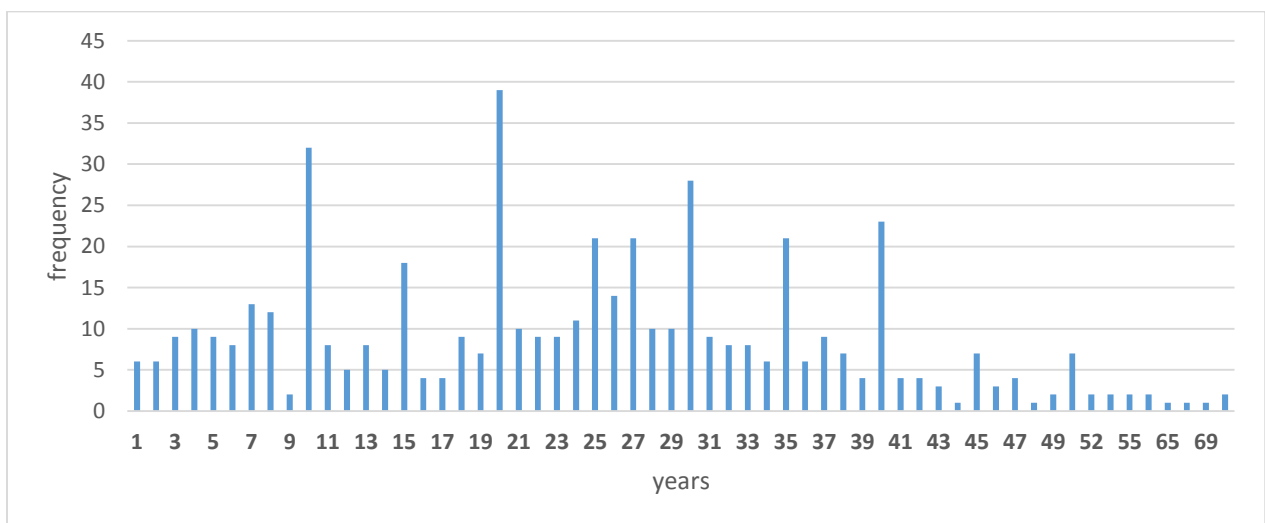


Figure 7: For how many years have you lived in Addis Ababa?

4.2. Expectations on Successor

Hailemariam Desalegn became the PM of Ethiopia following the death of former PM Meles Zenawi on September 15, 2012. He was PM of the country until his resignation in 2018. In the last three years of Hailemariam Desalegn his tenure, lack of peace and stability were the daily experiences in the country. Such factors may have contributed for his resignation. Hailemariam claimed to be a part of the reform, the reform process that his party introduced at the time (Rahman, 2019).

Bearing in mind this state of affairs, respondents were asked to answer the following question, i.e. *“When PM Hailemariam Desalegn resigned, what kind of leader you thought would replace him?”* The response is indicated in the graph below.

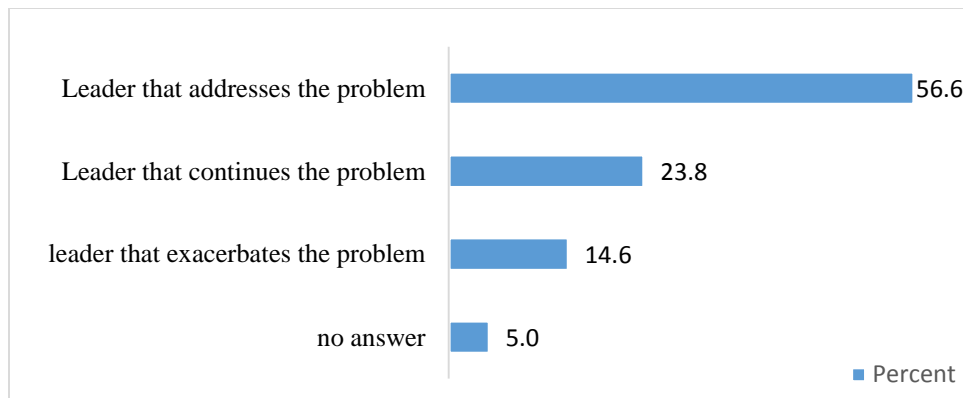


Figure 8: When PM Hailemariam Desalegn resigned, what kind of leader did you think would replace him?

Of the 542 study participants, 57 percent had anticipated that PM Hailemariam Desalegn would be replaced by a leader that would face many of the problems encountered at the time. Those respondents who answered in contrary were 15%. Overall, most of the participants in the study were hopeful about PM Hailemariam’s successor.

Chi-square is used to see the association of the result against independent variable sex, education level, and age.² There has no significant association with the above three independent variables. The association of the response with gender, age and education level is ($\chi^2 = 4.333$, $df = 2$, $p =$

² The category of the independent variable of sex (male, female), education level (elementary, secondary up to diploma, and degree and above) and age (young and above young group)

0.115), ($x^2 = 0.735$, $df = 2$, $p = 0.693$) and ($x^2 = 2.094$, $df = 4$, $p = 0.718$) respectively. The "p" value of all three is great than 0.05. Thus, this shows that the response to the question does not have a significant association with sex, age, and education level.

The study tried to capture the feelings of respondents during the final years of the ex-premier, Hailemariam Desalegn. The intent was to know how much unsafe they felt due to the then situation. More than 82 percent of the respondents felt insecure during that period.

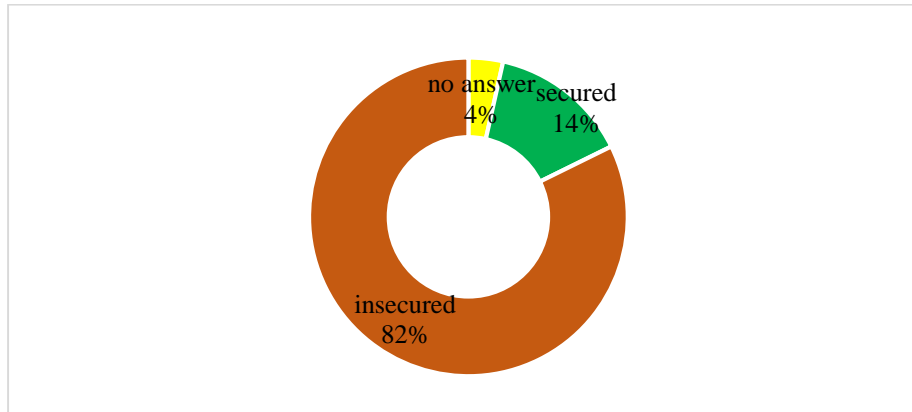


Figure 9: One year before Abiy's appointment did you feel insecure?

From respondents who felt insecure, 46 percent felt highly insecure, 35 percent felt moderately insecure and 19 percent felt lowly insecure. Overall, the study participants showed their great concerns a year before PM Abiy Ahmed's appointment. Whether PM Abiy Ahmed tackled the respondent's insecurity or not will be seen in 4.5 section.

4.3. Inaugural Speech Promises and Performance

PM Abiy Ahmad made his inaugural speech on April 2, 2018 in front of the FDRE parliament. His speech was supported and accepted by many Ethiopians around the globe.



When PM Abiy Ahmed sworn at FDRE HPR

Leadership scholar interviewed for the study said, “PM Abiy set everything through that inaugural speech. He did not dwell on history, but accepted current problems and promised to work on our future. He set the tone on that moment and afterward he cascaded them and run-through.” He pointed out to give much emphasis on the following activities.

1. Make peace with the Government of Eritrea,
2. Respecting freedom of speech, assembly, and association,
3. Maximizing youth and women participation and benefit,
4. Engaging the Diaspora community in the country's affairs,
5. Create favorable conditions for competing political parties,
6. Avoiding internal displacements,
7. Creating an impartial justice institution and reform them,
8. Raising the spirit of national unity and Ethiopianism

The result of the study shows that the progress PM Abiy Ahmed made to implement these key activities (that he promised to give much emphasis) over the last one year is encouraging and good. “Dr. Abiy is a very successful communicator. He is able to enter into the peoples’ heart through his speeches and intelligence.” (CSO interviewee) On the other hand, business leader interviewee said “the PM focuses on reforming political institutions, opening up the political space and guiding the transition to elect a legitimate government. His focus on engagement in economic development and improvement is weak.” The average public response on the promises looks as follows.

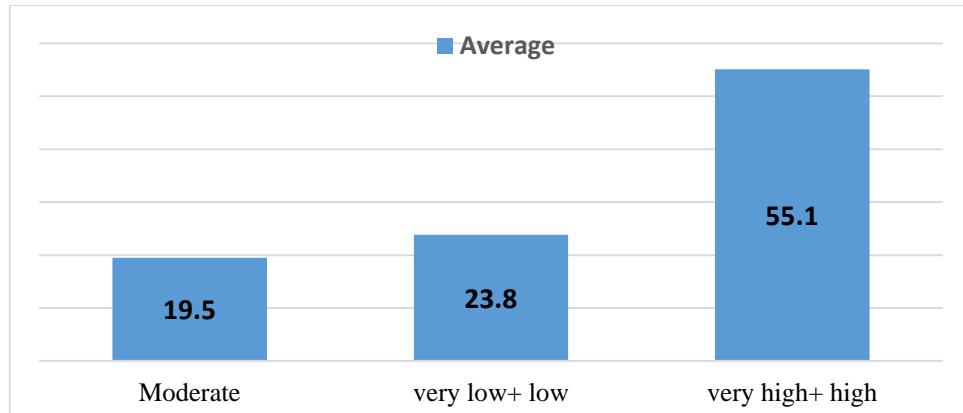


Figure 10 How do you evaluate PM Abiy Ahmed’s one year performance based on the issues he Promised at inaugural speech (aggregate average)

In the eyes of the respondents, the peacemaking with the government of Eritrea was his prime success followed by the creation of a convenient environment for opposition political parties.



President Isaias Afwerki and Prime Minister Abiy Ahmed signed the Joint Declaration of Peace and Friendship

Ranking from third to fifth are the efforts to engage diaspora community in the country issues, the participation and utilization of women, and respecting citizen’s right of speech, assembly, and association.

The majority of respondents are happier by PM Abiy Ahmed’s performance on keeping his inaugural promises over the past year. Yet, he was less successful in certain activities that he promised. Even though he said, he would give much emphasis on avoiding internal displacement, it has been exacerbated over the past year. Study results corroborate this fact.

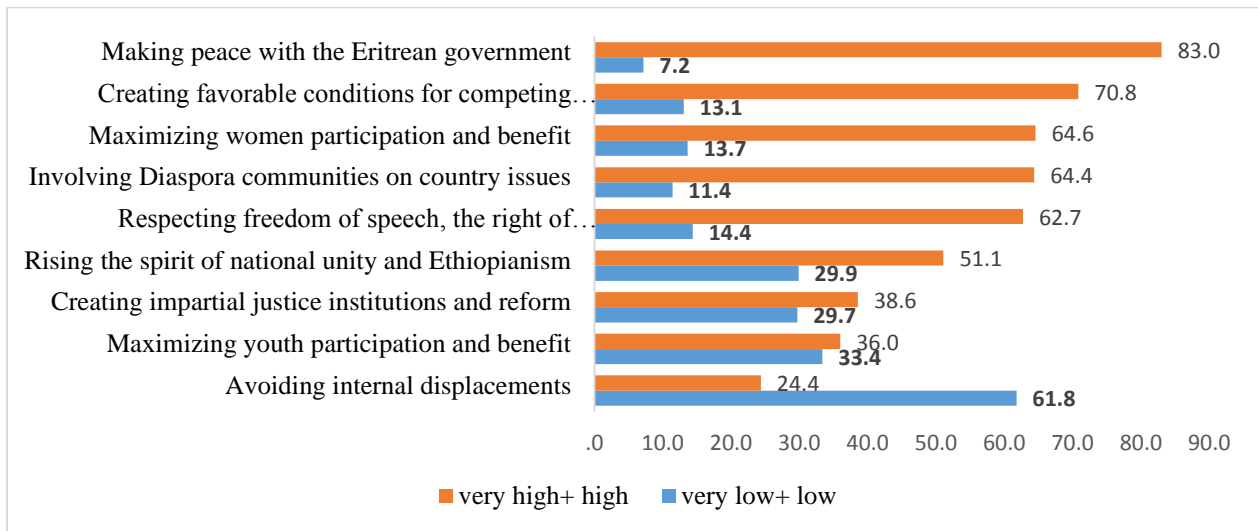


Figure 11: PM Abiy Ahmed, in his inaugural speech, promised to give much emphasis on these issues. How do you evaluate his performance in one year?

In relation to youth participation and benefit, the participant's response who answered PM Abiy Ahmed performance is high, medium and low are approximate. This result shows that the effort to address the youth question is in an early stage of implementation. Yet it is much difficult to increase especially employment over one year in a country engage vast changes. However, it is important to understand 70 percent of the population are in the young age group and need particular attention in the future. Likewise, the participants of the study responded high, medium and low in the efforts to improve the judicial system in the country have a proportional percentile share. The study's findings suggest that relatively the performance of this regard also at early stage.

In his parliamentary speech, national unity and *Ethiopianism* were PM Abiy Ahmed's key objective. To reinforce this, the PM made different efforts over the last year. However, the achievement of raising the spirit of national unity and *Ethiopianism* over the past year is 51 percent. The main reason respondents from quantitative and qualitative given was the rhetoric was not translated well into action. An interviewee from CSO elaborates by saying;

Over last year PM Abiy Ahmed highly praised and preached Ethiopianism. His concern, thought and preaching alone couldn't be adequate. He is trying his best however his party members, cabinets, followers, regional presidents and so on have not contributing their

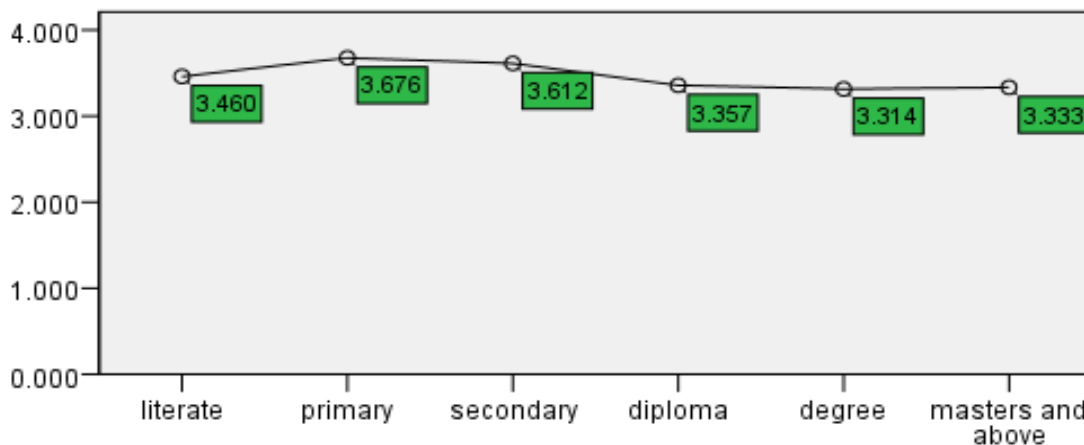
part. When spreading of displacement, abusing of citizens to movement and residence, and death of innocents what kind of Ethiopianism we would talk?

The researcher tried to see if there is a correlation with age and education level.³ Particularly, the result has no significant correlation with age because the p-value is greater than 0.05. Whereas, it has a weak downhill (negative) linear relation with education level. The result is -0.140.

Table 4: Spearman correlation test on PM Abiy Ahmed inaugural speech promises against age and education level

		how do you evaluate PM Abiy Ahmed one year performance based on the issues he Promised at inaugural speech (aggregate mean)
Age on scale	Correlation Coefficient	.056
	Sig. (2-tailed)	.205
	N	513
Ranking order education level	Correlation Coefficient	-.140**
	Sig. (2-tailed)	.001
	N	512

This means when the participant’s level of education (from primary to masters and above) increases, PM Abiy Ahmed’s performance in keeping his inaugural promises declines at very low level and vise verse.



Spearman correlation result (inaugural promises performance by education level) in cluster/dot chart

³ The analysis made as per the Spearman correlation requirement, the dependent variable is in scale measurement, the independent variable age on scale measurement and education level in ranking order format

Likewise, interview participants have seen youth participation and benefits in different eyes over the last year of Abiy Ahmed's premiership. Reforming the justice system was evaluated to be in a moderate position by interviewees. Even though most of them appreciated the good start, especially assigning of Meaza Ashenafi, a renowned women's rights advocate and legal expert in that post. However, all interviewees agreed that the effort to curb internal displacement was very low. On the rest of the inaugural speech promises, all interview participants witnessed that the PM was successful over the last one year.

4.4. Leadership Trait

On leadership theory and practice, the researcher tried to make use of Peter G. Northouse's points to craft questions and measure a leader's personal characteristics. The main variables are the power of articulation, self-confidence, determination, trustworthiness, friendliness, diligence, and empathy. Northouse argued that these variables have the potential to measure the leader's trait in particular.

Moreover, interviewees evaluated PM Abiy Ahmed through different leadership styles, approach and characteristics. For example, most of them said he is acting like a servant leader, a transformational leader and also a change leader. Opposition party leader interviewee says;

For us, a leader used to be a person who says "don't speak with me." That much far from the public and an intimidator. Yet he is a down to earth leader. When he said sorry in his one year anniversary occasion that was a big sign that he had a quality that a modern leader should have. It means that when you make mistakes, you should say sorry. Whereas before, if the leader makes a mistake; he did not accept. He would rather try to prove himself right. There was no such culture in our country. By the way, PM Abiy has grown over the last year as a person. That shows how he is at a maturity level. Recently when his very high level of acceptance declined dramatically, he did not get disappointed and became defensive. Reasonably by recognizing his limitations, he said sorry to the people. This shows his high level of emotional maturity.

With regard to PM Abiy's leadership trait, 70 percent of the respondents agreed that he fulfilled those seven variables. Of these, 43 percent agreed strongly. A leadership scholar interviewee said: "He is exercising basic leadership concepts and theories. He has good leadership capacity. He is well read. He listens other (I guess), he tries to use others' knowledge and skills, and he knows

that he cannot lead the country alone. Thus he is applying the leadership concepts much better than those who claim to be leadership consultants.”

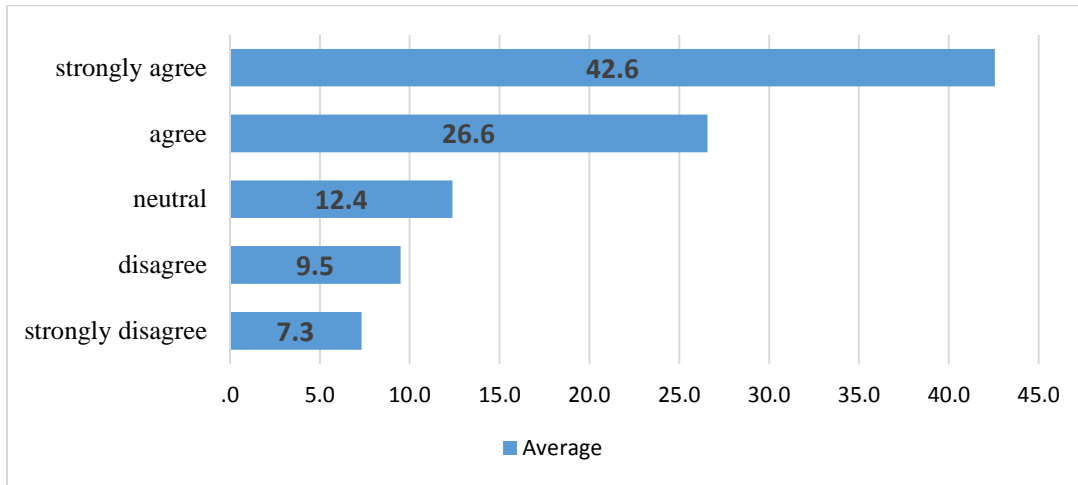


Figure 12. Measuring of PM Abiy Ahmed leadership trait (aggregate average)

According to the research findings, most people agree that PM Abiy is primarily an articulate and effective communicator, a friendly person and an empathic, diligent and self-confident leader. Their share 78.2 percent, 78.0 percent, 73.2 percent, 72.3 and 69.9 in respective order.

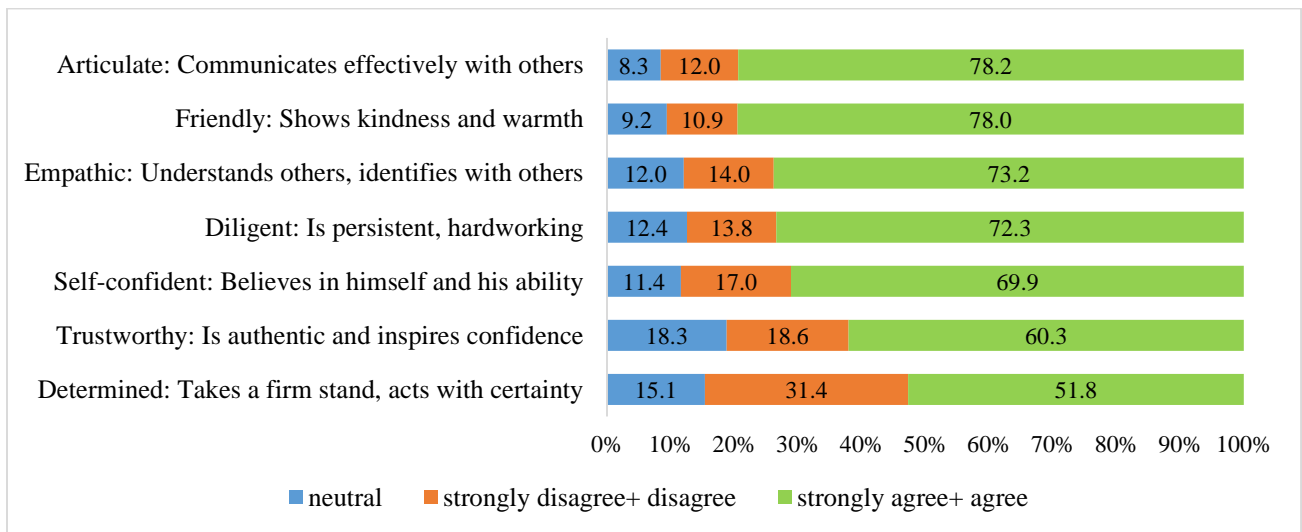


Figure 13: How would you evaluate PM Abiy Ahmed based on these leadership traits?

Respondents who said that PM Abiy Ahmed was not determined and trustworthy have a relatively higher number. If we see their result who said disagree and strongly disagree have respectively 47 percent and 37 percent share. The positive response to these variables is lower compared to the

rest variables. The leadership scholar interviewee supports, by saying “he was quiet in different regions while breaching of rule of law and looting banks in *Welega*, and also he is leading the change only through reconciliation without taking any actions, are paying him a price”

The result tested by Spearman correlation against the respondent’s education level and age. Even though the result has no significant correlation with age, it has with the education level of respondents. The correlation is a weak downhill (negative) linear relationship. This shows that the study has a weak inverse relationship with education level. The detail is provided below.

Table 5 Spearman correlation test on “how would you evaluate PM Abiy Ahmed based on These leadership traits” result against age and education level

		PM Abiy Ahmed leadership trait evaluation against age and education level (aggregate mean)
Age on scale	Correlation Coefficient	.046
	Sig. (2-tailed)	.296
	N	513
Ranking order education level	Correlation Coefficient	-.105*
	Sig. (2-tailed)	.018
	N	512

4.5. Citizen’s Concern

During PM Hailemariam Desalegn’s last year in power, 82 percent of the respondents felt insecure albeit at different levels. We have looked at this earlier under 4.2 above. In his one year premiership, PM Abiy was unsuccessful to avoid the respondents' tensions and unsafe feelings. In other words, in both time frames, the respondents’ concerns were very close to equal.

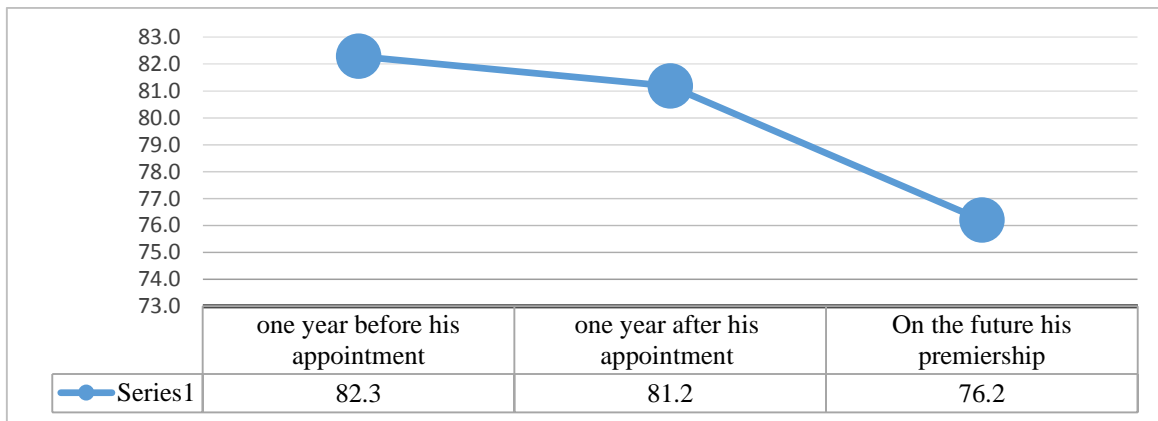


Figure 14: Respondent’s concern and insecurity at different time

This shows that PM Abiy Ahmed, in his one year premiership, hasn't been able to eliminate the insecurity feelings among the respondents. This result was strengthened by 76 percent of respondents who answered that they would continue to feel insecure through PM Abiy Ahmed's leadership. This result was supported again by a business leader interviewee, who said: "Mostly leads on the fly (quick, mobile & unconsolidated) leveraging a personality that fits bespoke occasions and rides predominantly on the simmering anger and insecurity of the public at large". However, the leadership scholar gave an opinion against the above responses. He was of the opinion that in any change process there will be a resistance group which may have the capacity to create insecurity. He further adds this;

It is commonplace that change results in insecurity and ushers in the breakdown of the rule of law. Change may make resistance forces strong. Reformists have to maximize the support from the change camp. People should give time for the change process to get consolidated. No one can fix all the problems in his/her house at once. It is impossible to fix all the problems in Ethiopia in the space of one year. In a country where 70% of the general public are youth and most are unemployed, to be a change leader is an uphill journey.

From the respondents who have a concern one year before PM Abiy Ahmed, the majority were at a higher level of insecurity. Whereas, after one year of his premiership majority of respondents concern were at a moderate level. Yet on his future premiership, majority of respondents concern are at a higher level.

In general, the study shows that there has been a high level of insecurity before the appointment of PM Abiy Ahmed and through his one year premiership, he wasn't able to avoid the concern among respondents. The following are major reasons why respondents got concerned. These include displacement of civilians, lack of peace, breaching of rule of law and lack of immediate action when problems arise and overall situation that seen and hear. The result shows that if the main gaps aren't addressed on ahead, respondents concern would continue.

4.6. The Change Management Process against Lewis's Model

The Lewis change management model has three processes. The first is unfreeze, the second is the change and the third refreeze. Lewis (1958, Page 197-211) explains change management, "If you have a large cube of ice but realize that what you want is a cone of ice, what do you do? First, you

must melt the ice to make it amenable to change (unfreeze). Then, you must mold the iced water into the shape you want (change). Finally, you must solidify the new shape (refreeze)”. As per this model, PM Abiy Ahmed performance assessed by leadership scholar interviewee is as follows,

The first two are the focuses that he gives, refreezing is not the right stage at this time, and the time itself couldn't let him. Until now it has been a destruction phase, bringing a new ideology, re-organizing the ruling party, re-recruiting the reform members and then introducing the change and reinforcing the change. The decisions were isolating the major political cadres, Military restructuring, Reforming national intelligence, releasing mainly political prisoners, trying to liberalize the economy, re-organization of NEBE, Oppressing the three laws (charity, media and anti-terrorist). Refreezing is slowly practicing, it needs time. That's why I'm saying he is exercising a leadership concept, though he has no supporters in his party, rather he hunts from outside. (Leadership scholar's representative)

Participants in the study were asked how PM Abiy Ahmed was leading the change process compared to Lewis's model. The result shows that half of the respondents agree PM Abiy Ahmed was very successful on the unfreezing stage.

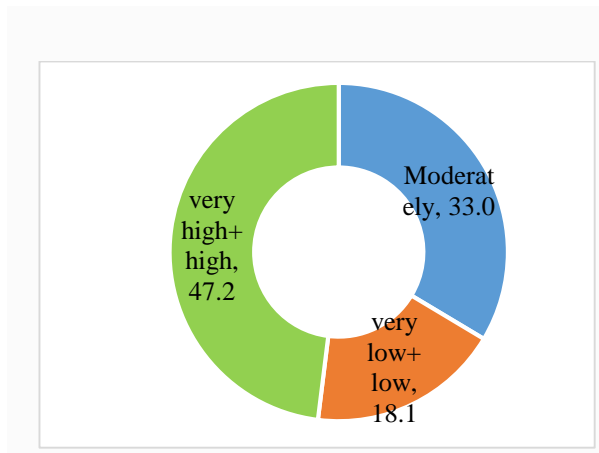


Figure 15 Unfreezing: Replacing old behaviors, functions, and structures by new



Figure 16: Good example of unfreezing stage: freed Andargachew Tsige from prison

Near to 1/3 of respondents put PM Abiy Ahmed unfreezing stage performance at a moderate level. In aggregate, over 80 percent of respondents did not answer a lower response on unfreezing stage. About 18% of respondents' gave a lower grade. The data that got from qualitative supports this finding. However, CSO interviewee representative said,

Assigning Birtukan Mideksa as a chairperson of NEBE does not change the organization at all. The change has to be supported by other stakeholder. The stakeholder when be like Birtukan: free, independent and competent NEBE should be changed. Likewise, it works on Meaza Ashenafi’s appointment. She alone couldn’t go forward a mile without the support of justice structure.

In Lewis's change management model the process next to unfreezing is changing. The road from unfreezing to change cannot be accomplished overnight. It requires a common understanding of the change. However, the beneficiaries of the previous system resist the change. It is important to see, guard and control. If this is not possible, the change may fail (Lewis, 1958). Therefore, the change leaders and agents have to improve the systems, functions, structures, executing capacity and commitments. The change in our country came by people's struggle and resistance. Thus every individual has a responsibility to protect and support the reform.

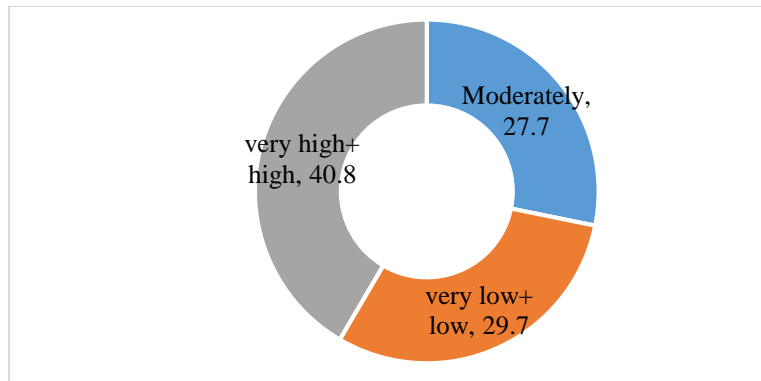


Figure 17 Change: Creating change that is required by people

From all respondents, 41 percent of them were a supporter of PM Abiy Ahmed’s effort on change creation and implementation, while 30 percent were responded negatively. The third step is to make the changes that are being implemented more sustainable, which called by Lewis refreezing.

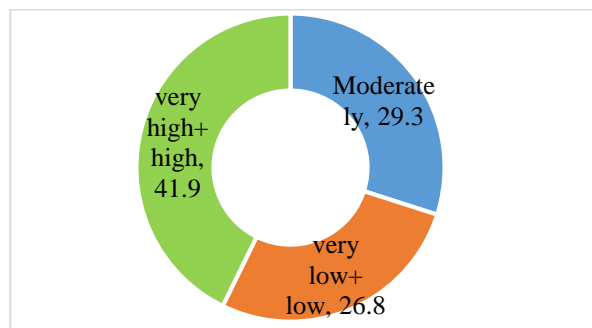


Figure 18 Refreezing: Sustaining the change undertaken

The respondents who agreed the PM has been reinforcing the change highly have a share of 41 percent. On the contrary, there were about 27% who believed that the change has reinforced at a low level. Nearly 30 percent of the study participants said that PM has been leading the refreezing stage moderately.

Then question, “*How do you evaluate Prime Minister Abiy Ahmed change management?*” were raised to respondents. Nearly 50% of respondents agree that PM Abiy Ahmed is leading the change in a good way. On the contrary, those respondents who answered the PM is leading the change in the bad way, have a 16% share.

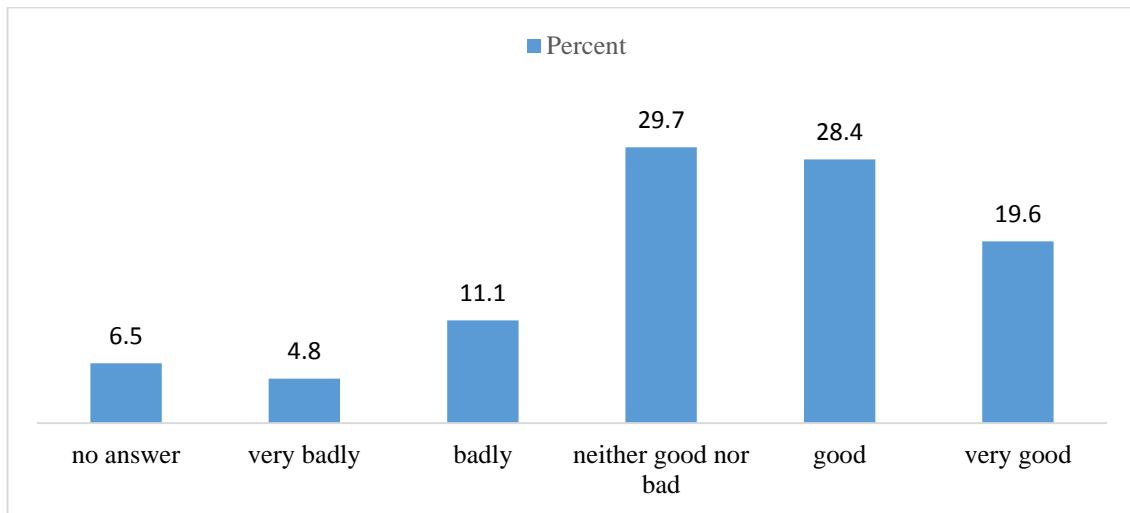


Figure 19: How do you evaluate PM Abiy Ahmed change management?

The participants who said the change management has been going in a bad way explain their reasons. Most of the participants mentioned spread of internal the displacement, efforts made to bring the supremacy of one ethnic group, lack of peace and stability in the country, the disparity on what’s being said and done, the wide spread of ethnic tensions, the indecisive action against the outlaws, increase of inflation rate, lack of rule of law, inattention given to solve the country problems, the spirit of belongingness (over Addis Ababa) and lack of road map to manage the change. In addition, the following comments have been given;

- ✚ Expelling former officials rapidly while being careful,
- ✚ In general, the change has become «ውሃ ቅዳ፣ ውሃ መልሶ», when one problem is deflated other inflate
- ✚ Traveling abroad whilst the country is at risk and unstable,
- ✚ Giving citizens more freedom than they can bear,
- ✚ The silent observation when different parties move to obstruct the change,
- ✚ The increase in the burning of churches,
- ✚ The PM is alone without others help;
- ✚ The regional states having more power than the federal government;
- ✚ The PM doesn't seem that he understands people's need;
- ✚ The change is not flowing from top to the bottom;
- ✚ bringing army competing party groups before stabling the country;
- ✚ The change is more political not for developing economy,
- ✚ The process of his change management and the mindset of the people are different.

During the past year, PM Abiy Ahmed has done various measures. For example making peace with the Eritrean government, releasing political prisoners, involving diaspora community in-country issues, creating favorable conditions for competing political parties, eliminating objections within Orthodox and Islam religion, empowering women, and accomplishing many other works.

Despite the above changes, various problems have been created in the country over the last year of PM Abiy Ahmed premiership. For example, the displacement of civilians, lack of rule of law, absence of peace and stability in many places were observed over the last year. Various political science and change management experts explain that these and other issues are part of the transition process. However, it has created concern among the people.

The Chi-Square results of the study have a significant association with education level. Which is ($\chi^2 = 14.687$, $df = 4$, $p = 0.005$). This indicates there is a significant association because the “p” value is less than 0.05. The Cramer’s V = 0.05, which mean, the association has a small effect. The crosstab result shows, the respondents who have a degree and above have less positive response compared to other categories.

Table 6 how you evaluate PM Abiy Ahmed change management against education level

education category	bad	neither good nor bad	good	Total
degree and above	23.0%	35.0%	42.1%	100.0%
diploma-secondary	15.1%	31.7%	53.2%	100.0%
below 8	10.4%	26.4%	63.2%	100.0%
Total	17.0%	31.8%	51.3%	100.0%

The results of the study don't associate significantly against gender and age. The results with gender ($\chi^2 = 1.157$, $df = 2$, $p = 0.561$), and age ($\chi^2 = 4.399$, $df = 2$, $p = 0.111$). The "p" value obtained from both of the results is more than 0.05, which confirms there is no significant association.

4.7. Leadership Problems

There has been a number of problems in Ethiopia before PM Abiy Ahmed came to power. These problems can be identified as political, economic and social. The EPRDF Central Committee generally made responsible a higher level leaders, specifically PM Hailemariam Desalegn. This is a one reason why Hailemariam has resigned from his premiership. Following this, Dr. Abiy Ahmed became Ethiopian PM.

On this section, the researcher tried to evaluate PM Abiy Ahmed leadership performance against major leadership failures of former leadership. The leadership failures are listed on graph below. The problems presented in graph are evaluated, disclosed and pardoned by the government in different times.

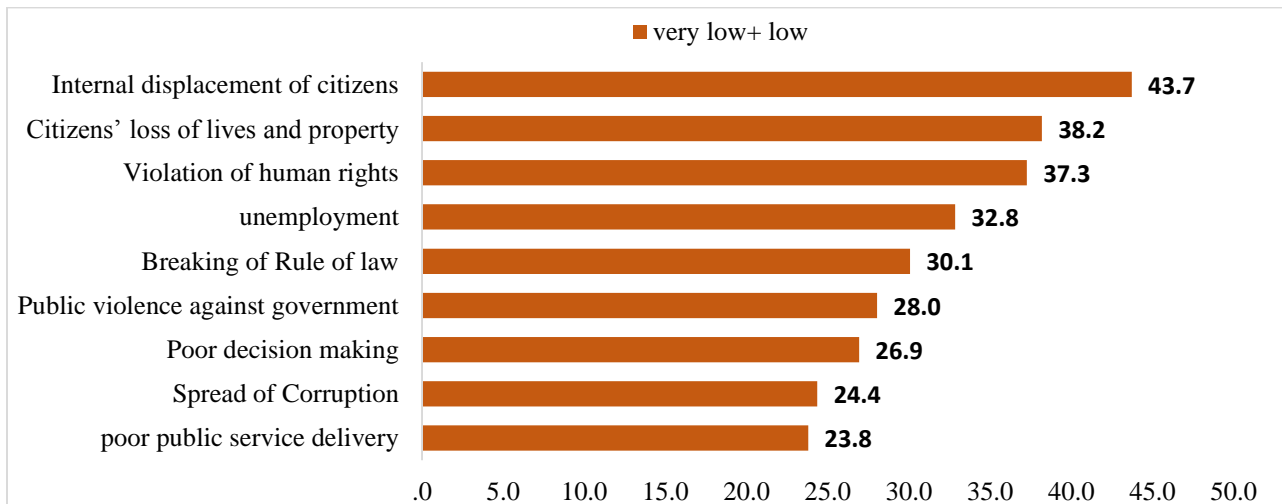


Figure 20: The leadership problems that are lowly addressed by PM Abiy Ahmed over last year (percent)

When we see the above graph there are areas which need much effort in the future. For instance internal displacement, loss of citizens, violation of human rights, unemployment and breaking of rule of law. From all respondents, 30 to 44 percent gave these responses. This result is strengthen

by the IDMC report. As per the report of IDMC (2019) Ethiopia is the first of which five countries with most new displacement. The detail is on the below graphs.

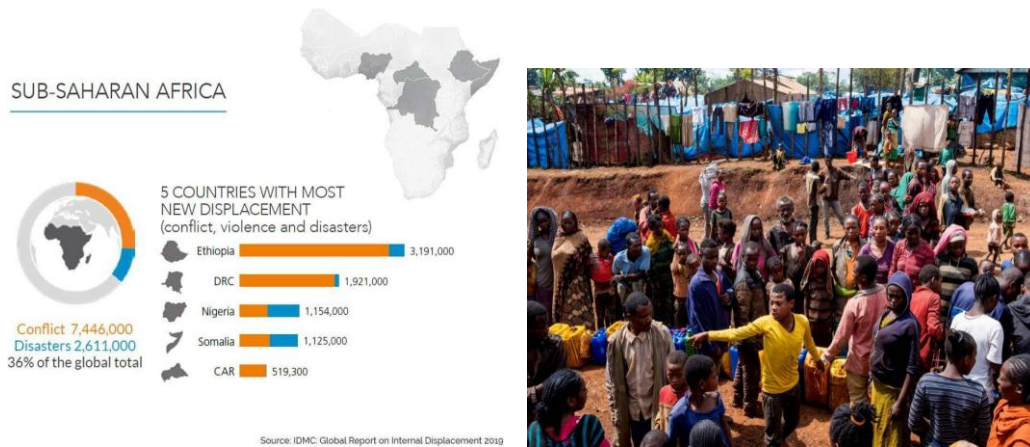


Figure 21: Displaced Gedeo people © Mulugeta Ayene

In general, the results of the study were examined by Spearman correlation against education level and age. However, the analysis of the study shows that both have no significant correlation with the result. The detail is provided below.

Table 7 Spearman correlation test on the leadership problems that are addressing by PM Abiy Ahmed Against age and education level

		the leadership problems that are addressed lowly by respondents against age and education level (aggregate mean)
Age on scale	Correlation Coefficient	-.022
	Sig. (2-tailed)	.617
	N	513
Ranking order education level	Correlation Coefficient	-.064
	Sig. (2-tailed)	.151
	N	512

Similarly, this structured question were asked to interviewees. Majority of interviewee said that PM Abiy Ahmed is successful in tackling human rights abuses by the government. Yet “lawlessness in the country shifted the abuse into different non-governmental groups, like *zemene-mesafint*.” opposition party leader interviewee even compared to the public response. By the rest variables, PM got a lower grade by all interviewees. This can be considered as a stronger criticism

given by interviewees on this study. This result strengthens by a leadership scholar responses, he says

The thing strengthens the problem is the one who makes the trouble and defending the problem is speaking the same language, both says there are some forces, organized armies that swing the change. This has to identified, because the country that is in our hands, is not a betting. Nobody could not play a gamble by his/her country, when it fails, fails, can't replicate

Though, interview respondents shared the above problems were fabricated and hang around over the last 27 years and anyone couldn't be possible to answer by one year premiership period.

And then generic question “*In your opinion, how do you generally evaluate the measures taken by PM Abiy Ahmed to address the problems encountered in the country?*” was raised to respondents. More than 2/3 of the respondents, said measures taken by PM Abiy Ahmed to address the problems encountered in the country are encouraging. Of these, half of the respondents believed, it's very encouraging.

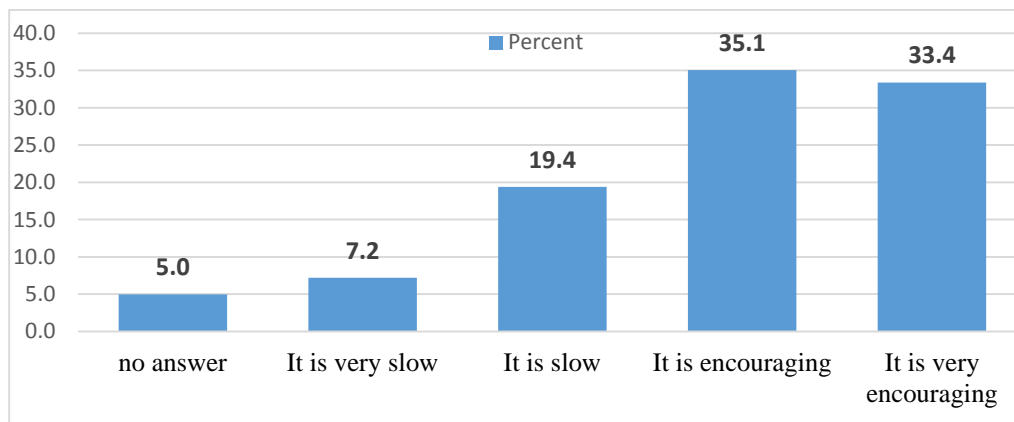


Figure 22: How do you generally evaluate the measures taken by PM Abiy Ahmed to address the problems encountered in the country?

On the contrary, 1/4 of respondents implied the efforts made by the PM to tackle the problems were discouraging and very discouraging. These response owners provided several reasons, on an open-ended question. Top of the reasons are: internal displacement and deaths of innocent people, the lack of decision making and determined leadership. Next, breaking of rule of law and spread of ethnic tension are mentioned. The following additional comments were made by the respondents. They are as follows,

- ✚ High number of resistance on change,
- ✚ The disagreement between Oromo and Amhara
- ✚ The PM leading the change alone without his party support significantly,
- ✚ Situations on the country getting worse
- ✚ conflicts escalate over time
- ✚ public and PM aren't on the same page,
- ✚ There is something that seems to be “የራሷ እያረረባት፣ የሰው ታማሰላለች”

The Chi-square test is used to check whether the result has an association against independent variables: gender, education level, and age. The test result shows that the study has a significant association with only education level. The result is ($\chi^2 = 8.023$, $df = 2$, $p = 0.018$). The effect of the association seen by Cramer's V, which is 0.18. This is a small to moderate effect. This means that when respondent's education level increases, their positive response a bit decline. As shown below on the crosstab table, the major effect finds out on who have a degree and above respondents. From this category, who encourage the measures taken by PM Abiy Ahmed are encouraging less than the rest two categories.

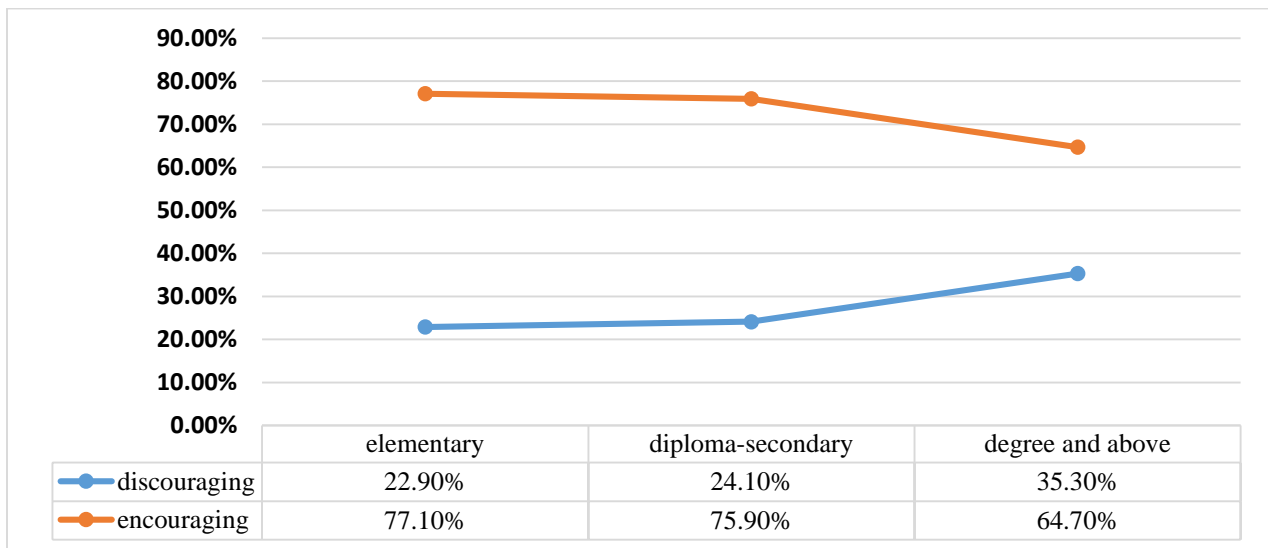


Figure 23: How do you generally evaluate the measures taken by PM Abiy Ahmed by education level (cross-tab)

The study result confirms that there is no significant association with gender and age. The chi-square result of gender is ($\chi^2 = 2.546$, $df = 1$, $p = 0.111$), and age ($\chi^2 = 0.588$, $df = 1$, $p = 0.443$). As we have seen on the chi-square result, the "p" value obtained from both is above 0.05, which indicates both have no significant association with the result at all.

4.8. Trust

Honesty is a major essential trait leader has to obtain from his/her followers. Webster defines trust as "firm reliance on the honesty, dependability, strength or character of someone." A trusted leader can easily download and implement policies, programs, and plans. Because when the peoples or followers are trusted, they will support, help, and own the changes. A faithless leader may face resistance, challenge, and lack supporter from stakeholder. Covey (2019), says the first job of any leader is to inspire trust. Trust is born on the dimensions of character and competence. Character includes integrity, motivation, and intention with people. Competence includes capabilities, skills, results, and track record. Both are vital.

Bearing in mind the above points, respondents were asked "How are your trust on the leadership of PM Abiy Ahmed?" question and nearly 54 percent have trust on PM Abiy Ahmed leadership. Of these, more than half of respondents have a very high trust.

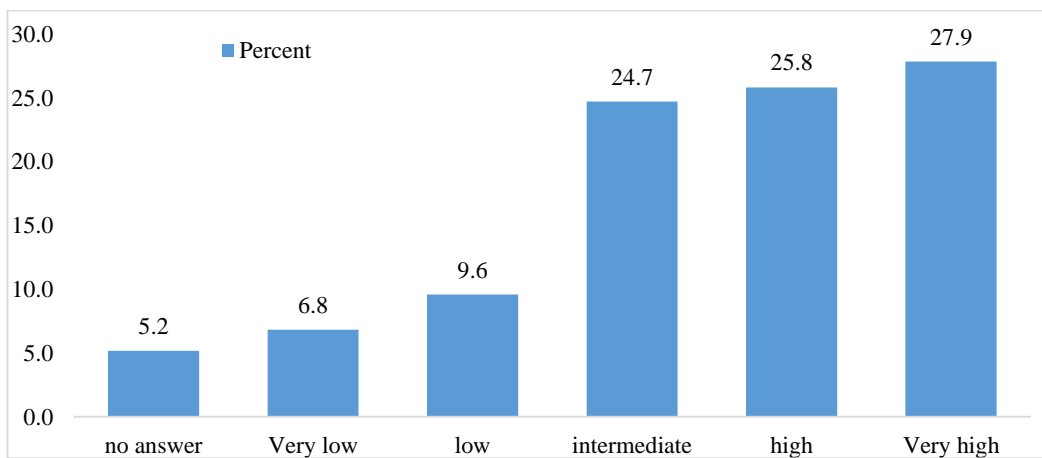


Figure 24 How is your trust in the leadership performances of PM Abiy Ahmed?

There are respondents who couldn't trust PM Abiy Ahmed's leadership. However, their share is 16 percent. Among the study participants, ¼th positioned their trust in middle ground. Respondent's reasons for not having high trust were: recent spread of racism, racial discrimination, absence of urgent actions, being negligence for the problems seen on the country, lack of peace and stability in most regions, and the danger situations recently observed on the country. In addition, the following reasons are given.

- Expansion of “yegna/kegna” spirit, especially on Addis Ababa,
- Paying less attention to the economy,
- Discriminating *Tigrayans* from change process,
- The change is not cascaded up to lower administrative unit. Yet, the lower structure looks against the reform,
- Change is not going by the pace it started,
- Extreme patience and silence,
- The change seems hijacked by prominent activists and opposition parties,
- The change focuses on talking than acting,
- Lack of unity between PM and his party,
- Disagreement within federal and regional governments,

The Chi-square test used to see whether the result of the study has significantly associated with independent variables like gender, education level, and age. The study does not have any degree of association against sex and age. The results are respectively ($\chi^2 = 2.427$, $df = 2$, $p = 0.297$), and ($\chi^2 = 2.065$, $df = 2$, $p = 0.356$).

The Chi square test has a significant association with education level. For confirmation a “p” value is less than 0.05. The result of the study is ($\chi^2 = 12.914$, $df = 4$, $p = 0.012$). The effect, Cramer’s V = 0.12, which mean a small to moderate effect. The interpretation of the effect is those respondents who have a degree and above trust PM Abiy Ahmed’s leadership lower than the rest two categories.

Table 8 how is your trust in the leadership performances of PM Abiy Ahmed respondents result against education level

education level category	low	moderate	high	Total
degree and above	23.7%	27.9%	48.4%	100.0%
diploma-secondary	15.6%	24.3%	60.1%	100.0%
below 8	9.4%	26.4%	64.2%	100.0%
Total	17.3%	26.1%	56.6%	100.0%

4.9. Acceptance Rate

A PM must have acceptance by the people. Many studies indicate that most of the African leaders are not highly accepted by their people. From many reasons, one is yet not developing a democratic culture. Leaders who won elections through the democratic process will indicate they are accepted by the people.

Dr. Abiy Ahmed, PM of Ethiopia is not directly elected by the people, he would rather appointed by his party, EPRDF. His appointment, beyond the party's representation, result of engulfed political chaos and turmoil across the country. As a result of this, questions were raised here and there whether he would get an acceptance by the people or not.



Addis Ababa Meskel Square support rally for PM Abiy Ahmed

PM Abiy Ahmed in his appointment week wawelcomed by the majority the peoples. Nearly 82 percent of the survey respondents have expressed their higher acceptance in his appointment week. Of these, 65 percent were accepted him very highly. A study conducted by WASE Consultancy reinforces this result, very high percentage of respondents were highly accepted PM, Abiy Ahmed.⁴

⁴ <https://www.facebook.com/WAAS-international-PLC-231103983592273/>

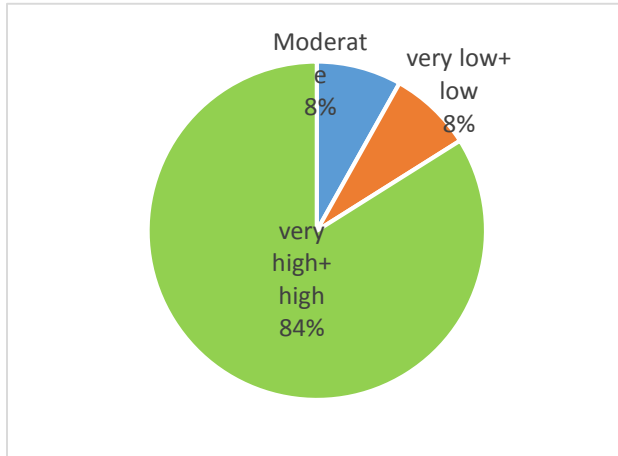


Figure 25 Acceptance rate In 100 days of his appointment

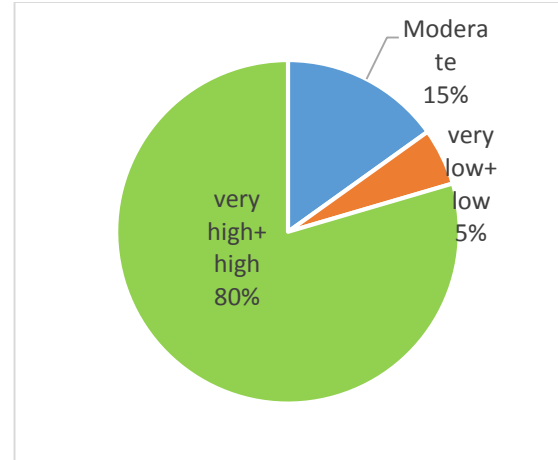


Figure 26 Acceptance rate In week of his appointment

The results of the study shows that the higher acceptance rate by the people continued up to 100 days. From all respondents, 76 percent were said the acceptance rate by the people was high and very high. However, there was a six percent decline relative to his appointment week.

Acceptance can diverge by immediate causes. If you do something good and the people accepted you today, they may also say tomorrow hang him, recently many elites are embarrassing him. I do not know why elite groups couldn't get cool. Acceptance fluctuation is one part of the change process. However, to maximize the acceptance rate: creating an expert panel, cascading the reform into a lower level, recruiting supporting staffs and so on has to be maximized. (Leadership scholar interviewee)

We have noted above, the PM's acceptance rate during first week and 100 days has been very high. But the acceptance rate during his one year premiership was not identical like the above. The result shows that it has declined at increasing rate. This supported by opposition party interviewee response

Momentum does not always maintain, it fluctuates. But his acceptance was decline and got very down. This is my assessment. In the beginning, he got tremendous support from the public, especially in our generation seeing leaders who got ashamed to call Ethiopia's name, when he amplify the name of Ethiopia in his speeches people was decidedly accepted. In addition to that accepting his own party faults, enhanced his approval. When he got into work the expectations were very high on people, whereas the reform process disparate. The overall problem is on both sides, on him and the people. For instance, in his leadership: the reform hasn't a sense of direction, the reform achievement couldn't be broadcasted in ways that

suit for the public when problems happen he is not reacting quickly, even though understand wisdom is necessary, but his highly stretched. It creates a Pandora box, which makes him to not react anywhere, everywhere. This is leading the country into un-governable. These all are his leadership problem. The rest problem is the people having high expectations on him, which cannot be delivered at this time.

In the course of the year, the PM acceptance rate equate among respondents who said high, medium and low. In other words, the PM's acceptance rate over a one-year period respondents who said high reduced by half than 100 days. The pie chart depicts the result as follows.

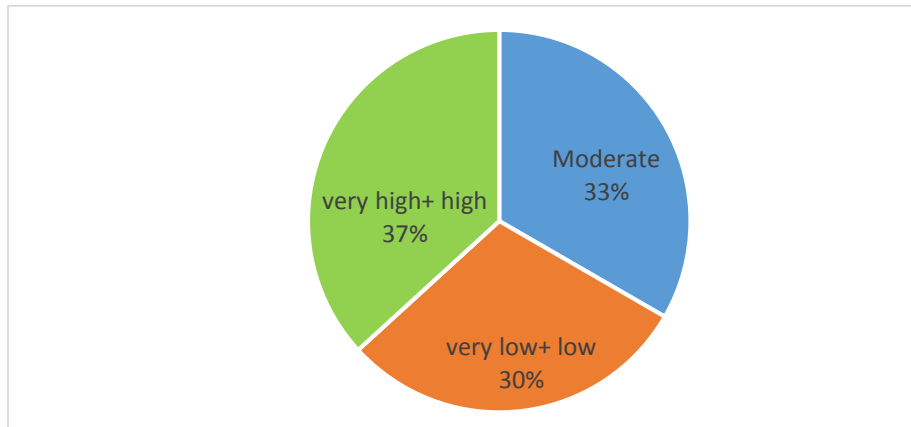


Figure 27 Respondents acceptance rate in one year

When we see the results who said his acceptance is lower at one year, increases by many folds. It rises by four folds to his appointed week and six folds to first 100-days. This shows through time PM Abiy Ahmed is losing his high level of acceptance from the people.

So far my take on his acceptance rate is increasing albeit at a less accelerated pace than from the rate of the first 100 days. To recover or increase the pace of acceptance, two approaches may work better than most: engage the dialogue in hope for the family and direct the issues to local matters. Hope for all families will reset the national tone to last year's and local issues will make both public and civil service responsible and locally accountable in practical terms while enabling the PM to find the common issues across the country. (Business leader interviewee)

The PM's one-year acceptance rate whether it has an association or not checked by Chi-Square with gender, age, and educational level. Of the three independent variables, the study only has an association with educational level, result is ($\chi^2 = 10,011$, $df = 4$, $p = 0,040$). This proves there is a significant association between the acceptance rate and education level. Yet the effect is put

moderate to high (Cramer's V = 0.40). The effect is shown on the crosstab result, when the education level increase, the PM Abiy Ahmed acceptance rate decrease, and vice versa.

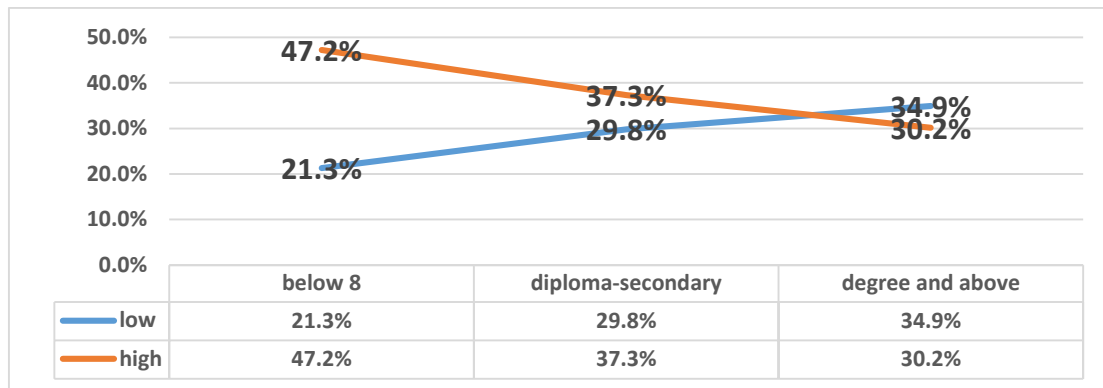


Figure 28 PM Abiy Ahmed one year leadership performance acceptance rate against education level

The Chi-Square test shows that there is no significant association with the independent variable, gender and age. The result respectively ($\chi^2 = 1.986$, $df = 2$, $p = 0.371$) and ($\chi^2 = 0.848$, $df = 2$, $p = 0.655$). What prove is a "p" value, which is above 0.05. So, there is no significant association between the independent variables and the study result.

Next, the respondents were asked how they would expect the acceptance rate of the PM in the future. From all participants of the study about 45 percent was an optimist. This result has a 10 percent acceptance increment compared to his one-year. Still, it is less than half a hundred. This shows that the respondents recently have grievance, criticism, and reservation over the leadership of PM Abiy Ahmed.

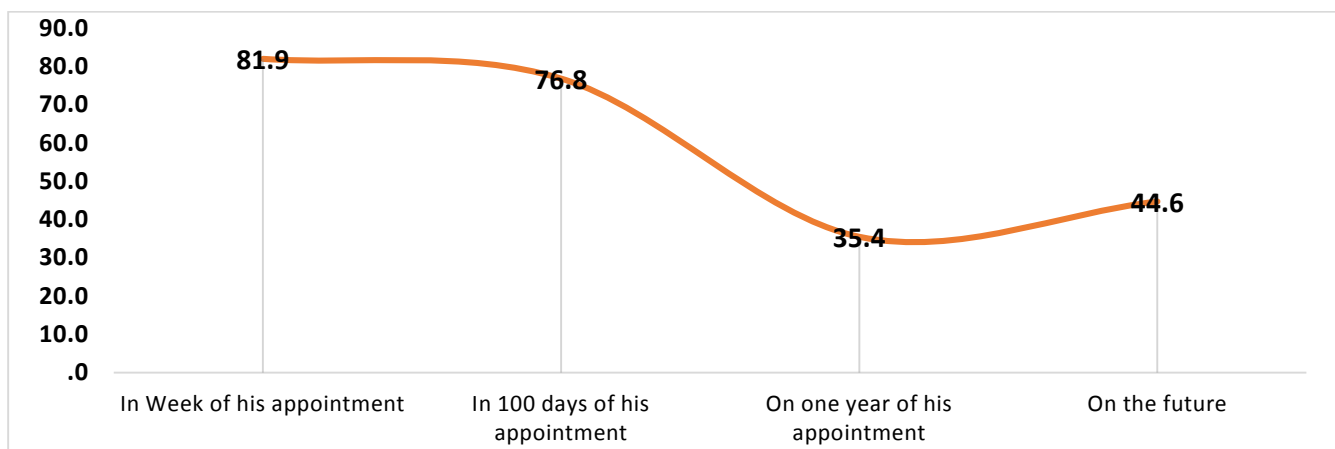


Figure 29 Acceptance rate of PM Abiy Ahmed who said high respondents in different time

4.10. Overall Leadership Assessment

The study participants have been asked, “Generally how do you evaluate the leadership performance of PM Abiy Ahmed?” and about 60 percent of the respondents have evaluated his overall leadership as good, while 12 percent as bad.

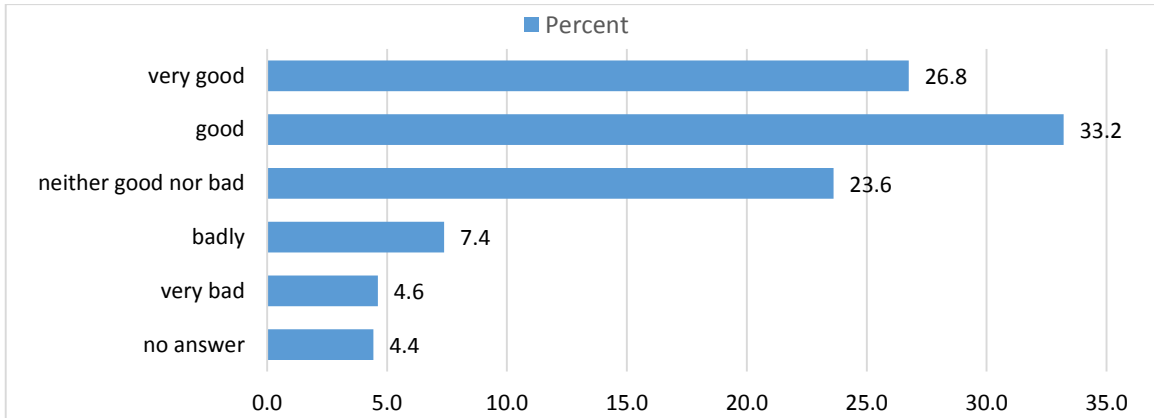


Figure 30 Generally how do you evaluate the leadership performance of PM Abiy Ahmed?

Near to 1/4 of the study participants have not been able to say good or bad about the PM’s leadership over the past year, rather said neither good nor bad. Overall leadership of PM Abiy Ahmed in the eyes of business leader interviewee “Shrewd, benevolent, energetic, lacks directional clarity and sense of proportion but intelligent enough to learn skills needed to overcome these limitations.”

Respondents who haven’t answered a positive response on overall leadership of the PM Abiy Ahmed were asked to fill an open-ended question and wrote these reasons.

- ✚ He is acting to ensure one ethnic group’s advantage,
- ✚ He is not determined and decision maker on serious issues,
- ✚ He was unable to bring peace,
- ✚ He is not supported by the lower structure,
- ✚ Respecting rule of law is in danger,
- ✚ Displacement and death of citizens increase,
- ✚ The silence given to competing parties and activists destabilize the country’s peace
- ✚ The country at a dilemma of partition,
- ✚ The country’s status becoming “ከደግሞ ወደ ማጠጋጠም”
- ✚ Unity of the country gets at risk,
- ✚ Sometimes the change getting into confusions who is leading the country?
- ✚ Cost of living increases,
- ✚ The reform is two steps forward and one backward,

4.11. Further Comment

The final question raised for the study participants was “If you have issues that PM Abiy Ahmed has to improve and strengthen, please write them in short?” Most of the respondents write their observations. The study participants’ response is summarized in two section.

4.11.1. Issues to improve

On this section respondents are given many answers. Here summarized the responses by categorizing part by part. Most of the points are discussed on the above sections. Whereas, primarily lawlessness, creating job opportunity, avoiding internal displacement, improving high cost of living, have a strong stand on racism and tribalism, and become a leader with action rather than words are the key issues respondents requested the government to prioritize on the future. And yet there are many points mentioned by respondents. They are,

- ✚ Prompt problem solving capacity when problems arise.
- ✚ Violations of human right abuses,
- ✚ Cascading the reform into lower structures,
- ✚ Improving his determination on major issues,
- ✚ Major focus on stabilizing the country's peace,
- ✚ Stop ethnic politics and begin citizenship,
- ✚ Creating accountability,
- ✚ Making of EPRDF one party,
- ✚ Solve the problem of Muslims from its root,
- ✚ Treating one as own son and other as a step son
- ✚ Educate the generation true history of the country,
- ✚ Prioritize on major country problems, like economy development;
- ✚ The constitution should be improved today, even not tomorrow, this is the major problem,
- ✚ To make the federal government strong,
- ✚ Avoiding bad practices in religious institutions, like burning
- ✚ Having a clear position on Addis Ababa case,
- ✚ One hand does not clap, thus create supporting teams, groups and organization
- ✚ Travelling abroad instead of solving internal problems

4.11.2. Issues to Strengthen

Next on issues to improve, respondents were given a chance to share their positive insights on the leadership of PM Abiy Ahmed. Many positive responses were gathered from respondents. For example in personal characteristics and trait respondent’s complimented him by saying, “*honest*,

patriot, respectful, empathic, charismatic, visionary, understand others, orator, committed, hard worker, forgiver, patience, positive, peace of mind, persistence and etc.” In addition, efforts to strengthening Ethiopian unity and togetherness, diplomacy approach with foreign countries, concerns for Ethiopian citizens abroad, good link with neighboring countries, nearness to the public, Freedom of speech, and a togetherness (*medemer*) philosophy were boldly mentioned. Moreover, respondents gave this positive feedbacks.

- ✚ Road Map to ensure the quality of education,
- ✚ Strengthening citizenship politics,
- ✚ The efforts he made to avoid power exerted by one ethnic group,
- ✚ Efforts to improve systems and laws,
- ✚ Efforts to increase awareness of the public,
- ✚ Culture of discussion and debate developing,
- ✚ Increasing transparency,
- ✚ Human rights violation control
- ✚ Head hunting expertise without party membership
- ✚ Working at the weekend, especially Sunday,
- ✚ His international acceptance,
- ✚ Efforts on creating national reconciliation,
- ✚ Discussing with the respective people when disputes arise.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1. Summary

- This study primarily focuses on the leadership performance of PM Abiy Ahmed over last year. The concentrations are change management, leadership ability and trait, efforts on mitigating problems and his acceptance rate. The study area was in Addis Ababa, and respondents were residents above 18 years old. Selected sample areas were from the inner and outer zone, respectively selected two Sub-city, four Woreda and eight Ketena. The sampling technique that used is named four-stage stratified sampling technique. The total sample size was 600, of which 542 were filled by respondents.
- When PM Hailemariam Desalegn resigned from power, 60 percent of the study participants were hoping, his successor would be a better, capable and able to deal with the plight of the country. Their hope and anticipation haven't solely remained a dream. The results of the study show that from the day PM Abiy Ahmed came to office up to first 100 days had a high level of public acceptance.
- During PM Hailemariam Desalegn's last year in power, 82% of the respondents felt insecure albeit at different levels. In Abiy Ahmed one year premiership, he was unsuccessful to avoid the respondents' tensions and unsafe feelings. In other words, in both time frames, the respondents' concerns were very close to equal. This shows that PM Abiy Ahmed, in his one year premiership, hasn't been able to eliminate the insecurity feelings among the respondents. The concerns were the security situation in the country, the displacement of civilians and the lack of rule of law and prompt action to address the country's problems. The result shows that if the main gaps aren't addressed on ahead, respondents concern would continue.
- PM Abiy Ahmed's main promises that noted on his first inaugural speech were shown in 4.3. The participants of the study gave their admirable testimonials primarily the peace made with the government of Eritrea and second, the favorable conditions for the opposing political parties. On the contrary, even though the PM promised to impede internal displacement, it has

been unsuccessful in the last one year. Near to 62 percent of the respondent agreed on this result.

- More than 2/3 of respondents agreed PM Abiy Ahmed is trustworthy, diligent, articulate, determined, friendly, empathetic, and confident. When we observe the result disjointedly, PM lags on decisiveness and trustworthy.
- PM Abiy Ahmed's change management was tested with Lewis's change management model. The Lewis model has three processes. They are unfreezing, change and refreezing. PM Abiy Ahmed was primarily successful on the unfreezing then refreezing and at last creating change that are required by the public.
- The participants of the study who looked at PM Abiy Ahmed's change management positively were close to ½ respondents. Nearly 1/3rd of respondents were neither commented positively nor do negative, and 1/5th consider the change management he follows is bad. The study participants, who responded far from positive feedback, had approximate share to those who responded positively.
- There has been a number of problems in Ethiopia before PM Abiy Ahmed came to power. On this section, try to evaluate PM Abiy Ahmed leadership performance against major leadership failures on the former leadership at 4.6 on this study. Overall, 41% of the respondents agreed that top leadership issues are tackling by PM Abiy Ahmed at a higher rate. Nearly 32% of respondents said PM handling the problem at a lower level. The difference between the above two result is below 10. Yet, there are areas which need much effort in the future. For instance internal displacement, loss of citizens, violation of human rights, unemployment and breaking of rule of law. The internal displacement result is strengthened by the IDMC 2019 report.
- The study participants who said that PM Abiy Ahmed's efforts to address the country's problems over the past year is encouraging had 2/3 share. On the contrary, those who responded negatively have 1/4 share; their reasons are spread of displacement in the country, increase deaths of innocent people, lack of decisiveness, non-rapid decision-making, lack of rule of law and expansions of racism by different ethnic groups.

- One of the most important leadership characters is loyalty to the public. PM Abiy Ahmed is highly trusted by more than ½ of the respondents in this study. The study participants who have the least trust were below 1/5th, those who have moderate trust had a 1/4th share. The study participant's major reasons not to have a trust in the PM were; recent expansion of racism, his hold back decisions, lack of peace and stability in some part of the country; overall status of the country, which contained by insecurity and instability.
- PM Abiy Ahmed in his appointment week welcomed by the majority of the peoples. On this study, nearly 82% of respondents have expressed their higher acceptance in his appointment week. The higher acceptance rate continued up to 100 days. From all respondents, 76% were said the PM Abiy Ahmed acceptance rate by the citizens was high. However the acceptance rate during his one year premiership was not similar like the above. The result shows that it has declined at increasing rate. This shows through time PM Abiy Ahmed is losing his high level of acceptance from the Addis Ababa residents.
- About 60% of the respondents have evaluated the overall leadership of PM Abiy Ahmed as good, while 12% as bad. Near to 1/4of the study, participants have not been able to say good or bad about the PM's leadership over the past year, rather said neither good nor bad.

5.2. Conclusion

The purpose of this study was to assess the opinion of the residents of Addis Ababa on the leadership performance of PM Abiy Ahmed over one year period. Before PM Abiy Ahmed came to power the country has encountered political, social and economic problems. The ruling party been unable to mitigate or solve these problems other than verbal action, which then led the country into chaos, conflict, and instability. Next, the ruling party evaluated through a Central Executive Committee, the problems that engulfed the country were said to be mainly associated with leadership problem. While the country was in such a situation, Dr. Abiy Ahmed replaced former PM Hailemariam Desalegn on April 2, 2018. This study concludes that PM Abiy Ahmed has been a leader who has the knowledge, commitment, skill, energy, wisdom, personal trait and the potential to be accepted by his people.

In addition, Prime Minister Abiy Ahmed has received international awards throughout a year. For instance, UNESCO awards a prize for peace, and TIME honor the person of the year. There are many sources for the honor and award stories. To mention some, primarily the way he went to make peace with Eritrea government; the favorable conditions created for competing parties; the empowerment of women; the good relationship with diaspora community; the respect of citizens right to speak, assembly and associations.

However, through the one year premiership of PM Abiy Ahmed, the road to the reform was not easy as the first few months. For example, in the past one year, the displacement of civilians, the lack of peace and stability in many areas, the spread of ethnic tensions, the lack of rule of law, the failure to prevent troubles as well as taking quick decisions after, the loss of innocent civilians, and so forth has led the people to insecurity and lose confidence in the prime minister. In general, the problems mentioned above have led the PM Abiy Ahmed to the loss of his previous high acceptance, family-like relationship and trust in the community. The results of the study confirm that the skepticism and reservation in the community are particularly noticeable.

5.3. Recommendations

- 1.** The Prime Minister came to power while the country was in the tragedies. Leading change management in such a situation requires wisdom, tactics, patience, different parties' involvement and support. To take this into action the government needs to enlighten the people with its road map, process, goal and time needed. This has not been implemented and has caused fear, insecurity, and suspicion on the reform. Therefore, it is necessary for the government to prepare the Road Map and to guide the direction of the reform to the public and have the support it requires and needs.
- 2.** The major cause of the problems facing the country is unemployment. Moreover, the participants in the study indicated that the cost of living was getting much higher. Therefore, the government needs to focus on building an extensive job creation, stabilizing the cost of living especially control of consumer good should be given attention.

3. Enforcing the rule of law in the country, building capacity to prevent pre-emergencies, and controlling the problems quickly and easily when it happens, accountability of problem makers need more attention.
4. The study output shows that Prime Minister Abiy Ahmed has not begun to move the reform to the lower structure. Therefore, the Prime Minister is expected to expand the reform in the region, zone, *Woreda*, and lower administrative unit *Kebele*. In order to achieve this, eradicate the disunity of the ruling party, work on unity, build trust and focus on the major problem of the people;
5. The study result from quantitative and qualitative shows PM Abiy Ahmed is not relatively giving a decisive leadership as per the situation require. This is eroding his popularity and trust among the people. So, in the future, the PM needs to reinforce the federal government, be in action, and take action on parties especially who tackle the reform. If he cannot do that, there is a chance that the reform will be reciprocated.
6. Lately, nationalism and ethnic tension have been widespread in the country. This has made people displaced from their home towns, to not work traveling and feel unsecured. Further, a leadership approach that can minimize the tension and creat tolerance needs to be created.
7. Such studies are not so common in our country. But it is important to understand and know the thrust of the public. Therefore, different organizations need to study such studies and contribute to their country.

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Appendices Questionnaire in English and Amharic

This questionnaire is designed to collect public opinions for a research entitled “An Assessment of PM Abiy Ahmed’s Leadership Performance: the Perspectives of Addis Ababa Residents.” This study is undertaken as a partial requirement for the completion of a Masters of Business Administration. This research aims to measure a one-year leadership performance of the Ethiopian PM Administration by Addis Ababa residence.

Please, read all the questions very carefully and give your honest and frank response for each. Do not write your name on this questionnaire. All data in this questionnaire will be used for only academic research purpose and will be strictly confidential. Your participation is entirely voluntary. The data and information are vital to making this research successful. Thank you for your kind cooperation!

Section A: Research Questions

- When PM Hailemariam Desalegn resigned, what kind of leader did you think would replace him?
 - Leader that addresses the problem country faces
 - Leader that continues the problem as it is
 - Leader that exacerbates the problem of the country

Part One: Leadership Performance:

2. PM Abiy Ahmed, in his inaugural speech at the parliament, promised to give much emphasis on these issues below. How do you evaluate his performance on today? (circle the number for each question that represents your opinion)

- Very low
- Low
- Moderate
- High
- Very high

2.1	Making peace with the Eritrean government	1	2	3	4	5
2.2	Respecting freedom of speech, the right of assembly and association	1	2	3	4	5
2.3	Maximizing youth participation and benefit	1	2	3	4	5
2.4	Maximizing women participation and benefit	1	2	3	4	5
2.5	Involving Diaspora communities on country issues	1	2	3	4	5
2.6	Creating favorable conditions for competing political parties	1	2	3	4	5
2.7	Avoiding internal displacements	1	2	3	4	5
2.8	Creating impartial justice institutions and reform them	1	2	3	4	5
2.9	Rising the spirit of national unity and <i>Ethiopianism</i>	1	2	3	4	5

ይህ የሕዝብ አስተያየት ጥናት መጠይቅ የኢትዮጵያ ጠቅላይ ሚኒስትር ዐብይ አሕመድን አመራር በአዲስ አበባ ከተማ ነዋሪዎች አስተያየት ለመመዘን የተዘጋጀ ነው። ይህ ጥናት የሚከናወነው ለድህረ-ምረቃ ማሟያ ነው። የዚህ ጥናት ዋና ዋና ዓላማ በአንድ ዓመት ውስጥ የጠቅላይ ሚኒስትሩ አመራር በአዲስ አበባ ነዋሪዎች አስተያየት እንዴት እንደሚመዘን ለማየት ነው።

እባክዎን ሁሉንም ጥያቄዎች በጥንቃቄ ያንብቡና በግልፅነት ምላሽዎን ይስጡ። በዚህ መጠይቅ ላይ ስምዎን አይጻፉ። በመጠይቁ አማካይነት የተገኙት መረጃዎች ለጥናቱ ዓላማ ብቻ የሚውሉና በምስጢር የሚያዙ ይሆናሉ። ይህን ምርምር ውጤታማ ለማድረግ የእርስዎ መረጃ አስፈላጊ ነው። ተሳትፎዎ በፈቃደኝነት ላይ የተመሠረተ ነው። ለትብብርዎ አመሰግናለሁ!

ክፍል ሀ: የጥናት ጥያቄዎች

- ጠቅላይ ሚኒስትር ኋይለማርያም ደሳለኝ በገዛ ፈቃዳቸው ሥልጣን ሲለቁ ምን አይነት መሪ ይተካቸዋል የሚል ግምት ነበረዎት?
 - ሀገሪቷ ያጋጠማትን ችግር የሚያቃልል
 - አምብዛም ለውጥ የማያመጣ
 - ሀገሪቷ ያጋጠማትን ችግር የሚያባብስ
- ጠቅላይ ሚኒስትር አብይ አሕመድ በመጀመሪያ የፓርላማ ንግግራቸው ትኩረት ሰጥቼ ተፈጻሚ አደርጋለሁ ያሉት በሰንጠረዥ የቀረቡ ተግባራት ተጠቃሽ ናቸው። በእርስዎ አስተያየት ዛሬ ላይ በምን ደረጃ ተፈጻሚ ሆነዋል ይላሉ? (ከ2.1 - 2.9 የቀረቡ ጥያቄዎችን ይመልሱ፤ ይወከለኛል የሚሉትን ምላሽ ቁጥሮቹ ላይ ይክበቡ)
 - በጣም በዝቅተኛ
 - በዝቅተኛ
 - በመካከለኛ
 - በከፍተኛ
 - በጣም በከፍተኛ

2.1	ከኤርትራ መንግስት ጋር እርቅ መፍጠርና ሰላም ማውረድ	1	2	3	4	5
2.2	የመናገር ነፃነትን፣ የመሰብሰብና የመደራጀት መብትን ማስከበር	1	2	3	4	5
2.3	የወጣቶች ተሳትፎና ተጠቃሚነትን ማሳደግ	1	2	3	4	5
2.4	የሴቶች ተሳትፎና ተጠቃሚነትን ማሳደግ	1	2	3	4	5
2.5	በሀገሪቷ ጉዳይ ላይ ዲያስፖራ ማህበረሰቡን ማሳተፍ	1	2	3	4	5
2.6	ተፎካካሪ ፓርቲዎች እንዲገባቸው ምቹ ሁኔታ መፍጠር	1	2	3	4	5
2.7	ከመኖሪያ ቀጭና አካባቢ መፈናቀልን ማስቀረት	1	2	3	4	5
2.8	ከእድሉ ነፃ የሆነ የፍትህ ተቋማት መፍጠርና ሪፎርም ማድረግ	1	2	3	4	5
2.9	ብሔራዊ እንድንትና ኢትዮጵያዊነትን ማጠናከር	1	2	3	4	5

3. The following indicators are the measurement of leadership traits. How would you evaluate PM Abiy Ahmed based on this factors? (circle the number for each question that represents your opinion)¹

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree

3.1	Articulate: Communicates effectively with others	1	2	3	4	5
3.2	Self-confident: Believes in himself and his ability	1	2	3	4	5
3.3	Determined: Takes a firm stand, acts with certainty	1	2	3	4	5
3.4	Trustworthy: Is authentic and inspires confidence	1	2	3	4	5
3.5	Friendly: Shows kindness and warmth	1	2	3	4	5
3.6	Diligent: Is persistent, hardworking	1	2	3	4	5
3.7	Empathic: Understands others, identifies with others	1	2	3	4	5

Part Two: Change Management:

4. In your opinion, how do you put your concern and insecurity regarding on country's political, social economic aspect before and after Abiy Ahmed premiership??

1. Not at all 2. Lower level 3. Moderately 4. Higher level

4.1	one year before his appointment	1	2	3	4
4.2	On one year of his appointment	1	2	3	4
4.3	On the future of his premiership	1	2	3	4

5. How do you evaluate PM Abiy Ahmed change management?

- a. Very good
- b. Good
- c. Neither good nor bad
- d. Badly
- e. Very badly

6. While managing change, leaders are supposed to follow this model. Based on it how do you evaluate PM Abiy Ahmed's performance? (circle the number for each question that represents your opinion)

1. Very lowly 2. Lowly 3. Moderately 4. Highly 5. Very highly

6.1	Unfreezing: Replacing old behaviors, functions and structures by new	1	2	3	4	5
6.2	Change: Creating change that are required by peoples	1	2	3	4	5
6.3	Refreezing: Sustaining the change undertaken	1	2	3	4	5

3. ከዚህ በታች የተጠቀሱት ነጥቦች የአንድ መሪ ባሕሪ መለኪያዎች ናቸው። በእርስዎ ምልክታ ጠቅላይ ሚኒስትር ዐብይ አሕመድን እንዴት ይመዝኑታል? (ከ3.1 - 3.7 የቀረቡ ጥያቄዎችን ይመልሱ፤ ይወክላሉ የሚሉትን ምላሽ ቁጥሮቹ ላይ ይክበቡ)

1. በጣም አልሰማም 2. አልሰማም 3. ገለልተኛ 4. እስማማለሁ 5. በጣም እስማማለሁ

3.1	አገደቡ ርዕይ: ከሌሎች አካላት ጋር መልካም ግንኙነት ይፈጥራል	1	2	3	4	5
3.2	በራሱ የሚተማመን: በራሱ እና በችሎታው ይተማመናል	1	2	3	4	5
3.3	ቆራጥ: የማይወላውል: እቋም ያለውና በእርግጠኝነት ሥራዎች የሚሠራ	1	2	3	4	5
3.4	ታግኝ: አውነተኛና እምነት የሚጣልበት	1	2	3	4	5
3.5	ተግባር: ለሰዎች አክብሮትና መልካምነት የሚታይበት	1	2	3	4	5
3.6	ትጋት: ፅንፍ ታታሪ መሪ	1	2	3	4	5
3.7	የሚረዱ: የሌሎችን ስሜት ይረዳል: ከሌሎች ጋር ይዛመዳል	1	2	3	4	5

4. በእርስዎ አስተያየት ጠቅላይ ሚኒስትር ዐብይ አሕመድ ወደ ስልጣን ከመምጣታቸው በፊትና በኋላ በሀገሪቷ የታየ ክስተቶች (ፖለቲካዊ፣ ማህበራዊና ኢኮኖሚያዊ) በምን ደረጃ የደህንነት ስጋት ፈጥሮባቸዋል? (ከ4.1 - 4.4 የቀረቡ ጥያቄዎችን ይመልሱ፤ ይወክላሉ የሚሉትን ምላሽ ቁጥሮቹ ላይ ይክበቡ)

1. ምንም አልፎጠረብኝም 2. በዝቅተኛ ደረጃ 3. በመካከለኛ ደረጃ 4. በከፍተኛ ደረጃ

4.1	ከመመሪያዎቻቸው በፊት 1 ዓመት ውስጥ	1	2	3	4
4.2	ዛሬ ላይ	1	2	3	4
4.3	ወደፊት በእሳቸው አመራር	1	2	3	4

5. ጠቅላይ ሚኒስትር ዐብይ አሕመድ ለውጡን እንዴት አየሙሩት ነው? (የሰጡት ምላሽ "ለ": "ሐ" ወይም 'መ' ከሆነ ምክንያት ይግለጹ)

- ሀ. በጣም በጥሩ ሁኔታ
- ለ. በጥሩ ሁኔታ
- ሐ. ጥሩም መጥፎም በማይባል ሁኔታ ምክንያትም?
- መ. ጥሩ ባልሆነ መልኩ
- ሠ. በጣም ጥሩ ባልሆነ መልኩ

6. ለውጥን የሚመሩ መሪዎች የሚከተሉትን ነጥቦች መፈፀም እንዳለባቸው ይታመናል። በእርስዎ እይታ ጠቅላይ ሚኒስትሩ በምን ደረጃ ተፈጻሚ እያደረጋቸው ነው ይላሉ? (ከ6.1 - 6.3 የቀረቡ ጥያቄዎችን ይመልሱ፤ ይወክላሉ የሚሉትን ምላሽ ቁጥሮቹ ላይ ይክበቡ)

1. በጣም በዝቅተኛ ደረጃ 2. በዝቅተኛ ደረጃ 3. በመካከለኛ ደረጃ 4. በከፍተኛ ደረጃ 5. በጣም በከፍተኛ ደረጃ

6.1	ግፍረስ: የማያሰሩ አሰራሮች: አስተሳሰቦችና መዋቅሮችን በአዲስ መተካት	1	2	3	4	5
6.2	መለወጥ: ሕዝቡ የሚፈልገውን ለውጥ ተግባራዊ ማድረግ	1	2	3	4	5
6.3	ማዘለት: ተግባራዊ የተደረገውን ለውጥ ቀጣይነት ያለው ማድረግ	1	2	3	4	5

¹Source: Peter G. Northouse, 2011 (leadership theory and practice, 6th edition book)

Part Three: Leadership Challenges:

7. The leadership problems that were seen in the country before Abiy Ahmed premiership are as follows. In your opinion would they be solved by his administration? (circle the number for each question that represents your opinion)

1. Very lowly 2. Lowly 3. Moderately 4. Highly 5. Very highly

7.1	Violation of human rights	1	2	3	4	5
7.2	Spread of Corruption	1	2	3	4	5
7.3	poor public service delivery	1	2	3	4	5
7.4	Breaking of Rule of law	1	2	3	4	5
7.5	Poor decision making	1	2	3	4	5
7.6	unemployment	1	2	3	4	5
7.7	Public violence against government	1	2	3	4	5
7.8	Citizens' loss of lives and property	1	2	3	4	5
7.9	Internal displacement of citizens	1	2	3	4	5

8. In your opinion, how do you generally evaluate the measures taken by PM Abiy Ahmed to address the problems encountered in the country?

- a. It is very encouraging
- b. It is encouraging
- c. It is slow
- d. It is very slow

Part Four: Public Confidence:

9. How is your trust on the leadership performances of PM Abiy Ahmed?

- a. Very high
- b. High
- c. Intermediate
- d. Low
- e. very low

10. How do you evaluate PM Abiy Ahmed's leadership acceptance in eyes of the public on the following times? (circle the number for each question that represents your opinion)

1. Very Low 2. Low 3. Moderate 4. High 5. Very high

10.1	In Week of his appointment	1	2	3	4	5
10.2	In 100 days of his appointment	1	2	3	4	5
10.3	On one year of his appointment	1	2	3	4	5
10.4	On the future	1	2	3	4	5

7. በእርስዎ አስተያየት ጠቅላይ ሚኒስትር ዐብይ አሕመድ ከመመረጣቸው በፊት በሀገሪቷ ሲታዩ የነበሩ የሚከተሉት የአመራር ችግሮች በአሳቸው አመራር በምን ደረጃ መልስ እያገኙ ናቸው ይላሉ? (ከ7.1 - 7.10 የቀረቡ ጥያቄዎችን ይመልሱ፤ ይወክላሉ የሚሉትን ምላሽ ቁጥሮቹ ላይ ይክበቡ)

1. በጣም በገቅተኛ 2. በገቅተኛ 3. በመካከለኛ 4. በከፍተኛ 5. በጣም በከፍተኛ 9. መረጃ የሰጥኞ

7.1	ህዝባዊ እመፅና ብጥብጥ	1	2	3	4	5	9
7.2	የሙስና መስፋፋት	1	2	3	4	5	9
7.3	አርኪ ያልሆነ አገልግሎት አሰጣጥ	1	2	3	4	5	9
7.4	የሕግ የበላይነት መጓደል	1	2	3	4	5	9
7.5	የተገዛዝ ውሳኔ አሰጣጥ	1	2	3	4	5	9
7.7	የወጣቶች የሥራ ዕድል እጦት	1	2	3	4	5	9
7.8	የሰብአዊ መብት ጥሰት	1	2	3	4	5	9
7.9	የገፁሃን ዜጎች ህይወትና ንብረት መጥፋት	1	2	3	4	5	9
7.10	ከመኖሪያ ቀጭና አካባቢ መፈናቀል	1	2	3	4	5	9

8. በእርስዎ ዕይታ በአጠቃላይ ጠቅላይ ሚኒስትር ዐብይ አሕመድ በሀገሪቷ ያጋጠሙ ችግሮችን ለመፍታት የሚያደርጉትን እንቅስቃሴ እንዴት ይመዘኑታል? (የሰጡት ምላሽ "አ" ወይም "መ" ከሆነ ምክንያት ይግለፁ)

- ሀ. በጣም የሚበረታታ ነው
- ለ. የሚበረታታ ነው
- ሐ. አዝጋሚ ነው ምክንያት?
- መ. በጣም አዝጋሚ ነው

9. እርስዎ በጠቅላይ ሚኒስትር ዐብይ አሕመድ አመራር ላይ ያለዎት አመኔታ በምን ደረጃ ነው? (የሰጡት ምላሽ "አ"፣ "መ" ወይም "ሠ" ከሆነ ምክንያት ይግለፁ)

- ሀ. በጣም በከፍተኛ
- ለ. በከፍተኛ
- ሐ. በመካከለኛ ምክንያት?
- መ. በገቅተኛ
- ሠ. በጣም በገቅተኛ

10. በእርስዎ ምዘና የጠቅላይ ሚኒስትር ዐብይ አሕመድ አመራር በሕዝቡ ዘንድ ያለውን ተቀባይነት በሚከተሉት ጊዜያት እንዴት ይመዘኑታል? (ከ10.1 - 10.4 የቀረቡ ጥያቄዎችን ይመልሱ፤ ይወክላሉ የሚሉትን ምላሽ ቁጥሮቹ ላይ ይክበቡ)

1. በጣም በገቅተኛ 2. ገቅተኛ 3. መካከለኛ 4. ከፍተኛ 5. በጣም ከፍተኛ

10.1	በተመረጡበት ሳምንት	1	2	3	4	5
10.2	በተመረጡበት 100 ቀናት	1	2	3	4	5
10.3	ዛሬ ላይ	1	2	3	4	5
10.4	ወደፊት	1	2	3	4	5

Closing Questions:

11. Generally how do you evaluate the leadership performance of PM Abiy Ahmed?

- a. Very good
- b. Good
- c. Neither good nor bad
- d. Bad
- e. Very bad

12. If you have issues that PM Abiy Ahmed has to improve and strengthen, please write them in short?

Issues to improve	Issues to strengthen

Section B: General information

1. Sex: -----
2. Age: -----
3. Residence: Sub-city: ----- Woreda: ----- Ketena: -----
6. Education Level: a. second Degree and above b. Bachelor's degree c. Diploma d. Secondary level completed e. Primary level completed f. able to read and write g. Can't read and write
8. How many years have you lived in Addis Ababa? -----

Thanks for your collaboration!!

11. የጠቅላይ ሚኒስትር ዐብይ አሕመድን አመራር በጥቅሉ እንዴት ይመለከቱታል? (የሰጡት ምላሽ "ሐ"፣ "መ" ወይም "ሠ" ከሆነ ምክንያትዎ ይግለጹ።)

- ሀ. በጣም ጥሩ ነው
- ለ. ጥሩ ነው
- ሐ. ጥሩም መጥፎም የማይባል ምክንያትዎ?
- መ. ጥሩ ያልሆነ ነው
- ሠ. በጣም ጥሩ ያልሆነ ነው

12. በአርስዎ አስተያየት ጠቅላይ ሚኒስትር አብይ አሕመድ ሊያሻሽሏቸውና አጠናክረው ሊቀጥሏቸው ይገባል የሚሏቸው ነጥቦች ካለዎት በአጭሩ በገልጹ?

ሊያሻሽሏቸው	አጠናክረው ሊቀጥሏቸው

ከፍል ሁለት፣ የአስተያየት ሰጪዎች አጠቃላይ መረጃ

1. ጾታ: -----
2. ዕድሜ: -----
3. የመኖሪያ አድራሻ: ክፍለ ከተማ ----- ወረዳ ----- ቀበሌ -----
4. የትምህርት ደረጃ: ሀ. 2ኛ ዲግሪና ከዚያ በላይ ለ. የመጀመሪያ ዲግሪ ሐ. ዲፕሎማ መ. 2ኛ ደረጃ ያጠናቀቀ/ች ሠ. 1ኛ ደረጃ ያጠናቀቀ/ች ረ. ማንበብና መጻፍ የሚችል/የምትችል ሰ. ማንበብና መጻፍ የማይችል/የማትችል
5. በአዲስ አበባ ከተማ ምን ያህል ዓመት ኖሩ? -----

ስለትብብርዎ አመሰግናለሁ!