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Full Length Research Paper

Strategies for strengthening leader-follower relationships for improving organizational performance

Onyinyechi Odiaka[1], Thomas Schaefer[1*] and Juan Roman[2]

[1]Department of Management and Technology, Walden University, USA.
[2]Department of Business Administration, Embry-Riddle Aeronautical University, Daytona Beach, Florida, USA.

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The paper uses a qualitative single case study approach. Participants included 14 leaders who successfully developed and implemented high-quality leader-follower relationship strategies. Data collection techniques were semi-structured face-to-face interviews, a review of company documents, and the organizations' websites. The paper explores strategies that leaders in oil-servicing organizations use to strengthen high-quality leader-follower relationships and improve organizational performance. Through thematic analysis five themes emerged: Leadership styles, motivation, mentoring and coaching, communication methods, and follower engagement. The results suggest that understanding the strength, weaknesses, and behavioral patterns of followers will help organizational leaders adopt strategies that can influence followers and improve organizational performance. This investigation contributes to that literature by showing practical and successful applications of high-quality leader-follower relationships resulting in improved organizational performance.

Key words: Leader-Follower, Leader-Member Exchange (LMX) Theory, Leadership, Oil and Gas.

INTRODUCTION

One of the factors that influence organizational performance is the leader-follower relationship (Men and Stacks, 2013; Shaikh et al., 2019). A high-quality leader-follower relationship may produce follower behaviors that enhance organizational performance, but low-quality leader-follower relationships may lower organizational performance (Breevaart et al., 2015). Organizational leaders need to develop the appropriate skills to state-planned strategies on how to inspire followers to enhance organizational performance (Christensen et al., 2017). The skills and competency of the leaders enable the followers to be more productive (Men and Stacks, 2013). Leaders that are understanding; dependable, honest, open, just, and concerned about the welfare of the followers tend to have a high-quality leader-follower relationship (Engelbrecht et al., 2017).

Poor-quality leader-follower relationships reduce organizational performance (Quade et al., 2020:1159). About 79% of U.S. leaders report that discontent followers can weaken productivity while 86% agreed that followers with meaningful relationships increase performance (HBR Analytical Services, 2020:1). The general business problem was that a poor-quality leader follower relationship has a negative influence on

*Corresponding author. E-mail: drtjschaefer@gmail.com.

organizational performance. The specific business problem was that some leaders in oil-servicing organizations lack strategies to strengthen a high-quality leader-follower relationship to improve organizational performance.

The leader-follower relationship is a cornerstone of organizational performance and positive workforce outcomes (Rothmann et al., 2002; Morrison and Cooper-Thomas, 2015). The literature suggests that organizations with high-quality leader-follower relationships tend to implement strategies and attain organizational goals and objectives more effectively than competitors whilst poor-quality leader-follower relationships have the opposite effect (Quade et al., 2020; Parry, 1998; Burns, 1978). About 79% of U.S. leaders report that discontent followers can weaken productivity while 86% agreed that followers with meaningful relationships increase performance (HBR Analytical Services, 2020).

The Leader-Member Exchange (LMX) theory was the conceptual framework for this study. The theory was developed by Dansereau et al. (1975) for understanding and improving the relationships between leaders and followers in this context of organizational efficiency (Patnaik and Dubey, 2019; Saleh et al., 2015). The LMX theory has three underpinnings: (1) leadership characteristics; (2) follower characteristics; and (3) interpersonal relationships, which influence the follower's competence and thereby organizational performance (Dulebohn et al., 2012; Gerstner and Day, 1997; Graen and Uhl-Bien, 1995).

Research on LMX shows that organizational performance in service industries tend to be more susceptible to the leader-follower dynamic (Northouse, 2021; Uhl-Bien, 2006).The oil and gas field servicing industry applies traditional service activities in the uniquely volatile market of oil and gas. Thereby, highlighting the importance of effective organizational processes (that is, to include the leader-follower dynamic) on organizational performance. However, some leaders in oil-servicing organizations lack strategies to strengthen a high-quality leader-follower relationship to improve organizational performance. In this investigation, the LMX theory is used as the foundation of the leader-follower dynamic on attaining organizational goals.

This investigation used a qualitative method. Case study was applied as the research design to explore the strategies, views, and experiences that leaders in oil-servicing organizations used to achieve high-quality leader-follower relationships and improve organizational performance. The targeted population was comprised of 14 organizational leaders from an oil servicing company located in Port Harcourt, Nigeria.

Research question

The following research question was developed to guide the inquiry

1) What strategies do leaders in oil servicing organizations use to develop and strengthen the leader-follower relationship for improving organizational performance?

Assumptions, limitations, and delimitations

This investigation assumed interviews is the most effective, comprehensive, and accurate data collection method for the research problem. The first assumption for this study was that using interviewing as an approach for data collection is the most appropriate means to get significant data to answer the research question. The second assumption was that the research participants will respond to the interview questions honestly and provide information reflecting their experiences about strategies organizational managers use to strengthen leader-follower relationship that influences organizational performance.

Thirdly, participants were assumed to understand the interview questions and convey their experiences effectively. Finally, the 14 participants in this qualitative single case study were experienced and knowledgeable about the topic and highlighted the value and implication of strengthening leader-follower relationships for increased organizational performance. This study was limited to a single group and the small sample size confined to managers of an oil servicing company in the southern part of Nigeria. The scope of the study was also limited to the views, opinions, and thoughts of the managers in the noted Nigerian oil servicing company, which may restrict the findings of the study.

Significance of the study

The prevailing leadership literature recommends the constant implementation of strategies that will enable the followers to be engaged towards improved performance as means of achieving company goals (Keeys and Huemann, 2017).

This investigation contributes to literature by showing practical and successful applications of high-quality leader-follower relationships resulting in improved organizational performance. In addition, current and future leaders from various work environments (that is, private, public, non-profit, and government entities) may benefit from the study findings.

This study may also assist managers in understanding that to strengthen the leader-follower relationship and achieve improved business performance, employees need to be fully invested in organizational goals by giving them room to contribute and recognize their efforts. The results of this study may allow leaders and followers to be aware and conscious of their social responsibilities and understand that trust, motivation, and appreciation help build a high-quality leader-follower relationship towards improved organizational performance. This investigation may also provide business leaders with innovative methods towards higher job satisfaction, access to relevant resources, and organizational efficiencies resulting in improved performance and increased customer satisfaction.

REVIEW OF THE LITERATURE

This literature review examines the works on the leader-follower relationship along with studies on how the leader-follower relationship impacts organizational performance. The conceptual framework was the leader-member exchange (LMX) theory developed from the works of Dansereau et al. (1975).

Leader-member exchange theory

The Leader-Member Exchange (LMX) theory has been used by various researchers as a framework to understand the quality of leader-follower relationships (Graen and Uhl-Bien, 1995; Saleh et al., 2015).The LMX theory is a dyadic relationship that is based on the leader and the follower (Graen and Uhl-Bien, 1995; Wang et al., 2016). Dansereau et al. (1975) developed this theory, which reflects the variation in the quality of the relationship between leaders and their followers. The LMX theory is used by leaders to show that leaders develop different relationships depending on their followers, some being stronger, more passionate, and more considerate (Bauer and Erdogan, 2016; Wang et al., 2016) and represents a guide for leaders who want to establish and maintain a relationship with the dedicated and trustworthy followers (Graen and Uhl-Bien, 1995).

LMX had evolved through four stages: Vertical dyad linkage, leader-member exchange, leadership making, and team making (Graen and Uhl-Bien, 1995). The leadership pattern develops from the involvement of relationships and the reciprocated needs built as the followers accomplish their designated roles and tasks(Qi et al., 2019).According to Dulebohn et al. (2012), the three foundations that the LMX is established on are leader characteristics, follower characteristics, and interpersonal relationships. Dulebohn et al. (2012) explained that the leader takes the leading role in establishing an LMX relationship and the relationship might be affected by supposed likeness, integration, self-promotion, assertiveness, and leader trust. While the leaders assess the follower's using factors like agreeableness, competence, conscientiousness, locus of control, neuroticism, extraversion, openness, and positive, and negative affectivity (Clarke, 2016; Dulebohn et al., 2012; Inanc, 2018) the leaders are evaluated based on contingent reward behavior, transformational leadership, supervisor's expectation of followers, agreeableness, and extraversion (Bedi et al., 2016; Dulebohn et al., 2012).

LMX theory when adopted in high-quality relationships among leaders and followers most likely leads to a positive impact on the goals and objectives of an organization when compared to low-quality relationships (Graen and Uhl-Bien, 1995) and establishes an encouraging atmosphere to access and share ideas (Weijden et al., 2015). Martin et al. (2018) maintained that the key concept of the LMX theory is that leaders differentiate between quality relationships with their followers. Researchers discovered that high-quality LMX is established when leaders value and support followers in the workplace (Graen and Uhl-Bien, 1995; Ross et al., 2017). Similarly, Audenaert et al. (2017) maintained that leaders that exhibit high-quality LMX positively influence follower performance.

Kim and Koo (2017) and Nguyen (2020) revealed that high-quality LMX strengthens followers and improves organizational performance in reaction to the leader's commitments. LMX is a means to encourage the follower to accomplish exceptional performance (Hooi, 2016) and overcome complexity (Nguyen, 2020). LMX increases employee job satisfaction and performance results (Siddique et al., 2020) which are determining factors of increased follower performance (Widodoa and Wiardib, 2019). LMX allows the followers to mold their attitude and perception to work and is intermediated by job satisfaction while influencing follower performance (Nguyen, 2020; Supriyanto et al., 2021).

LMX positively influences employees' job satisfaction, commitment, role performance, and employee behavior (Liang et al., 2018; Supriyanto et al., 2020; Widodoa and Wiardib, 2019) and reinforces employee engagement (He et al., 2021). When leaders promote high-quality LMX, they tend to view issues from multiple perspectives before reconciling contradictions (Han and Bai, 2020). High-quality LMX is linked with employee performance (Reb et al., 2019). Min-Seong and Dong-Woo (2017) established how the quality of LMX aids organizations to attain organizational goals through employee innovative behavior and job performance. Min-Seong and Dong-Woo discovered that LMX influences employee job engagement and innovative behavior but not on job performance.

In contrast, Ruzgar (2018) discovered that leaders and followers who are involved in LMX advance in innovation and put more effort to be more productive and improve organizational performance. Hussain and Shahzad (2018) concentrated on the LMX and social identity theories to evaluate the role of the supervisor's organizational embodiment and organizational identification on LMX and job performance relationship. In their research, Hussain and Shahzad confirmed that the combined effect of LMX theories on job performance through organizational identification leads to improved organizational performance. Kakkar (2019) proposed that trust, reciprocity, and clarity are responsible for employee resilience which positively relates to LMX. Teams with lower LMX interactive exchanges outcomes promote higher team performance and social cohesion which in turn fosters an interconnective and productive working environment (Manata, 2020).

Leader-follower relationship

The leader-follower relationship is important for any organization to be successful (Salas-Vallina, 2020). Medler-Liraz and Kark (2011) explored the emotional role the consequences of employees' hostility on customers' emotions and on employees' leaders play in reducing antagonism of employees and ability to perform their role as service providers pleasingly. Medler-Liraz and Kark (2011) used the leader-member exchange theory (LMX) as the framework for the study. The researchers found that the quality of LMX is related to employee hostility, employee hostility influences employee performance, and customer hostility at the end of phone interactions, a high-quality LMX relationship that can decrease employee hostility and impact customer satisfaction and result in significant gains in organizational profit, and that employee performance partly mediated the relationship between employee hostility and customer hostility. Medler-Liraz and Kark concluded that if leaders reorganize the work environment in such a way that the leaders and employees interact in order that the employees' emotions are influenced to reduce employee hostility towards customers and that the leaders are responsible for the performances and emotions of the employees as well as the customers.

In a similar study carried out by Muhammad and Muhammad (2017), using the construct of the leader-member exchange and extra-role behaviors as the framework that guided the study, the researchers investigated the leader-member relationship and its positive influence on employees' motivation towards organizational citizenship behavior.

Muhammad and Muhammad deducted that under guidelines and directions, the employees' extra-role behaviors are positively balanced with their relationships with the leader are inspired to imitate the leaders' behavior enabling the employees to understand the right way to behave at work and that leader's communication style and individual concern towards subordinates' personal, social and work life plays a very significant role in shaping the employee behaviors.

Walthall and Dent (2016) completed a quantitative study on the influence of leader-follower dyadic relationship quality (DRQ) on follower task and contextual performance to assess the role of determining if other variables influenced this relationship. The researchers reviewed quantitative studies that used the Vertical Dyad Linkage and the Leader-Member theories and discovered that the leader-follower relationship relates to task performance which is strengthened by work structure, team dynamics, and frequent communication by leaders, while the relationship within the contextual performance relationship was reinforced by organizational and cultural attributes. In another study, Norman et al. (2019) used the qualitative method to examine the trust relationship between leaders and followers. The researchers explored the study inductively using the open-ended survey approach to analyze the views of followers in working together with their leaders. Norman et al. established that followers' perceptions of their leaders' theoretical and practical skills, leader-follower personal characteristics, depth of relationship, and time are the outstanding factors that influence the follower's trust in their leaders. Norman et al. maintained that leaders communicating positively to follower development will enhance trust from the follower.

Regts et al. (2019) examined the influence of leader-member exchange on follower job performance reflecting the larger social networks in which followers are embedded using the social exchange theory and the leader-member exchange (LMX) theory as the framework for the investigation. The researchers proved that the level and existence of the positive effect of establishing a high-quality LMX relationship on follower job performance depends on the social relationship between the followers at work, the type of social relationships, and the characteristic of these relationships.

Regts et al. (2019) suggested that leaders of the organization must be mindful and appreciate that the performance behavior of followers is not only affected by the quality of the leader-follower relationship but is also influenced by the general social perspective surrounding it. Therefore, leaders must consider the situation and conditions of their followers when developing high-quality leader-member exchange relationships and for the followers to build a good relationship with their leader while considering the value of their relationship with team members (Regts et al., 2019).

In a related study, Kuvaas and Buch (2019) investigated how leader self-efficacy and leader role ambiguity are related to follower leader-member exchange (LMX) and if the relationship between follower LMX and turnover intention will be mediated by need satisfaction. Using the LMX theory as the theoretical framework of the study, Kuvaas and Buch discovered that leader role ambiguity was positively related to an economic LMX relationship and negatively related to a social LMX relationship. The links between social and economic LMX relationships and turnover intention were moderated by the satisfaction of the needs for autonomy and relatedness. The researchers argued that if organizations provide role clarification ideas to leaders and take steps to reduce leader role ambiguity through providing personal recognition, persuasion, job autonomy, intrinsic job satisfaction, and other factors found to be negatively affecting the leader role, this will reduce leader engagement in inappropriate work behaviors.

Drawing on the self-determination theory, Xie et al. (2019) investigated the inconsistency of the LMX relationship on employee creative performance as related to attitude and emotional processes. The researchers revealed that high LMX increased the positive moods of subordinates, improved creative performance, and stimulated intrinsic motivation for improvement. Xie et al. predicted that organizations that want to boost creativity could begin by training managers to demonstrate high LMX by strengthening their relationships with employees. Loignon et al. (2019) investigated the effects of shared perceptions of relationship satisfaction and investment in the LMX relationship, from both the leader and follower's perspectives in predicting dyadic LMX disagreement. Loignon et al. (2019) found that dyadic LMX disagreement is linked to the differences in how leaders and followers perceived the importance of satisfaction and investments in their relationship. For the employees, there is a need for satisfaction and investment in LMX to get a high-quality LMX and when both the employer and employee have low dyadic LMX disagreement; both parties are particularly dissatisfied and not devoted to the relationship.

Mackey et al. (2020) in a quantitative study extended the purpose of ego depletion and LMX theories to investigate why abusive supervision is indirectly associated with the supervisor-directed destructive voice to provide novel insight that significantly informs professionals' attempts to promote principled workplace environments. The researchers discovered that higher LMX discrimination circumstances toughen the relationship between abusive supervision and subordinates' relational ego depletion, but that relational ego depletion levels remained relatively consistent across levels of abusive supervision for lower LMX discrimination circumstances. Mackey et al. (2020) opined that leaders that are aware that instances of critical inner voice may be suggestive that poor LMX relationships may reduce the effect of the inner voice by treating all followers equally.

The influence of leader-follower relationship on organization performance

Some actions influence the established norms and expectations in the leader-follower relationship when building a strong and quality relationship between leaders and followers. These actions tend to encourage the trust established by individuals causing performance improvement (Jawahar and Schreurs, 2018). Jawahar and Schreurs (2018) in their quantitative study used the theoretical approach to explain the relationship between LMX quality and counterproductive performance, and the conditions under which this relationship is pronounced. The researchers argued that high-quality LMX relationships will strengthen professional self-efficacy lowering the probability of counterproductive performance, whereas low-quality LMX relationships will undermine professional self-efficacy and the resulting feelings of dissatisfaction will support counterproductive performance. Collecting data from a sample of high-tech professionals to test the hypotheses Jawahar and Schreurs found out that work-related self-efficacy carried the effect of LMX quality on counterproductive performance, but only for workers who have longer supervisor-subordinate relationship tenure.

Lapointe et al. (2020) in qualitative research evaluated the impact of a self-related attribute in LMX relationships and how they are related to work outcomes. The research was based on the social exchange theory. The researchers suggested that LMX is based on a social exchange mechanism and expects improved work performance through increased organizational commitment. The researchers found out that the quality of the relationship between employees and supervisors strengthens the relationship between LMXSC (LMX social comparison) and commitment and is a driving force for work outcomes. Again, the relational self-concept contributes to shaping individuals' attitudes toward the organization in response to LMXSC, showing that employee performance may be more influenced by contextual factors than job attitudes.

Siddique et al. (2020) used the mixed-method statistical approach to test the hypothesis for linking authoritarian leadership to employee organizational embeddedness, LMX, and performance in a high-power distance culture: a mediation-moderated analysis. Siddique et al. (2020) discovered that authoritarian leadership exercises a negative impact on subordinates' job satisfaction and performance through poor quality LMX and weak employee the quality of being firmly and deeply ingrained in the organization. The researchers concluded that a good work environment cultivates high-quality LMX relationships and employee firmness to the organization which prevents the impact of the negative effect of authoritarian leadership on subordinates' job satisfaction and performance.

Based on the social exchange theory, Shen (2019) investigated cognitive leader-member exchange differences between supervisors and subordinates. Shen used the quantitative method to explore the influence of organizational identification on organizational citizenship behavior (OCB) directed toward organizations and OCB directed toward individuals, the moderating effects of turnover intention, and the differences in the moderating effects of supervisors' ratings of leader-member exchange quality and subordinates' ratings of LMX quality in the process. In the study, the researcher revealed that the leader relationship with the subordinates had no significant effect on organizational identification and organizational citizenship behavior relationship, but the subordinate LMX strengthens the LMX relationship positively. Shen concluded that organizations that improve the way subordinates identify with the organizational strategies motivate them to perform more action behaviors toward the organization and fellow employees while subordinates' behavior and actions can be influenced by the quality of the LMX leading to being more productivity.

In another quantitative investigation, Anand et al. (2018) represented characteristic i-deals as distinguishing resources that form leader-member exchange (LMX) relationships in workgroups. Using the data from the sample of software engineers and their managers from India, the researchers explored LMX as the connections in ideals-outcome relationships within the context of a workgroup. Thus, they extend LMX theory to the context of a new employment relationship where employees increasingly demand person-specific work arrangements. The researchers used the cross-level moderated mediation analyses on multi-source data obtained from the respondents. The finding of the research is that LMX acts as an intermediary between employees' i-deals and their effects on job performance and citizenship behaviors.

Rashid et al. (2018) applied the quantitative methodology to establish the impact of leader and member exchange (LMX) on organizational commitment at the individual level. Social exchange theory and leader-member exchange were used as the conceptual framework for the study. The researchers collected the data used for the research from the faculty members working in higher educational institutes in two cities in Pakistan. Rashid et al. used the four-factor model of the study (LMX, affective commitment, normative commitment, and employee voice behavior) in the researchers found that high-quality LMX leads to the improved affective and normative commitment of employees, have a positive influence on the affective and normative commitment of employees and that LMX predicts an individual's affective and normative commitment. The researchers concluded that for an effective running of an organization and improved performance, the authorities should encourage positive supervisor-subordinate relationships and managers should pay more attention to the quality of the LMX.

Manata (2020) explored the extent to which task and social cohesion mediate the effects of LMX differentiation on team performance using a quantitative method. The result of the study revealed that teams with lower LMX differentiation promote higher team performance and social cohesion. Further, supervisors who develop more reasonable and impartial relationships across subordinates are better able to promote task coordination and unity, which in turn fosters a cohesive and productive working environment. Manata (2020) in this study indicated that a leader, who engages in different types of exchange patterns with the employee, forms different quality exchange relationships to stimulate higher team performance.

The LMX concept which is a two-way process is based on the right to equality and mutual respect between the leader and follower, the leader-member, superior-subordinate, and leader-follower are used reciprocally without making any difference (Uhl-Bien et al., 2020). However, some leaders in oil-servicing organizations lack strategies to strengthen a high-quality leader-follower relationship to improve organizational performance. To explore the strategies for strengthening leader-follower relationships for improving organizational performance, a qualitative case study asking what strategies do leaders in oil servicing organizations use to develop and sustain high-quality leader-follower relationships for improving organizational performance? This study is the first attempt to explore effective leadership strategies that influence leader-member relationships in a Nigerian oil servicing company resulting in improved organizational performance.

METHOD

The qualitative single-case study design was used in this investigation since the research problem consisted of exploring a phenomenon that was surrounded by real-life issues and examining the relationship between the involvement and outcome of an organization within the context of a theory (that is, the LMX theory). The researchers interviewed 14 organizational leaders from an oil servicing company who have successfully implemented strategies that have strengthened high-quality leader-follower relationships that improved performance within their organization.

The criteria used for selection of the participants were (a) the leaders must have had at least five years of management experience, (b) the leader's current position must have had the potential to yield insight into strategies that strengthened leader-follower relationships (c) the leader had to be at least thirty years of age, and (d) the leader had to be a strategic decision-maker by virtue of their position. The purposive sampling technique was used in this investigation since participants were targeted based on their features related to the scope of the study and not randomly selected. Participants were selected based on their company's operation in the oil-servicing industry in Port Harcourt city Nigeria via letters of invitation to participate in the study. Data saturation was reached by watching out for the appearance and lessening of new themes and codes from the selected participants. Thematic saturation, member checking, and semi-structured interviews were used to address the research question. This research was conducted under Walden University IRB no. 11-24-21-0305831.

FINDINGS

Poor leader-follower relationships reduce organizational performance. Using a qualitative single case study approach, the researchers examined strategies leaders in oil servicing organizations use to develop and strengthen the leader-follower relationship. The following codes were used to identify each participant (001, 002, 003, ……. 014) and the documents (D1 – website, D2 – leadership training records, D3 – leadership policy records, D4 – financial yearbook, and D5 - historical and operational documents). Five themes emerged through thematic analysis of the data: (a) leadership styles (b) motivation, (c), mentoring and coaching (d) communication method, and (e) follower engagement (Table 2).

These themes are identified as the strategies to strengthen a high-quality leader-follower relationship to improve organizational performance.

Table 1 represents the demographic characteristics of the participant. 85.71% of the participants were males and 35.71 % were between the ages of 35 and 44 while 14.29% fall between the ages of 55 and 64. 50% of the participants have been in the managerial role for 10 years and above and 7.14% have been in the role for 0 to 5 years.

A list of keywords and phrases was generated from the participants' responses, notes, and company documents. Table 3 represents the percentages of the keywords and phrases that made up a theme and Table 2 shows the frequency of each keyword or phrase as used by all the participants. The phrases leadership by example, team building, management by objective, review performances, training, clear and honest communication, open-door policy, and redundancy occurred most frequently and was used by all 14 participants. While mentor-mentee and coaching, building trust, identifying strengths and weaknesses, don't blanket all issues, difficult human nature, and social-cultural differences were used more frequently by 12 participants, motivation, feedback, conducive work environment, protect follower interest, support and encouragement, and constructive criticism were used more frequently by nine participants and used less frequently by the other participants.

Other keywords and phrases included decision making, self-control, face-to-face, verbal warning, and close door talk; admit mistakes, empathy, follow-up, work pressure, team purpose, and giving room for corrections. Each keyword and phrase stress leaders, followers, communication, or work environment.

Theme 1: Leadership styles

Leadership style was the first theme that emerged from the data analysis. The theme was made up of 29% of the keywords and phrases used by the participants. Although all participants commented on the importance of leadership style, participants 002, 009, 011, and 013 made captivating points on the importance of developing and strengthening high-quality leader-follower relationships. Participant 002 shared:

"One thing is to first try not to be harsh, we make our team environment a fish environment where we can have fun while working, and sometimes people have their problems so I put it into considerations and allow a conducive environment that can help us work well. It is not always the stick way but sometimes we apply the carrot that motivations be used. We do not forget to manage by the organizational objective bringing together the goals and priorities of the organization through which leaders influence the followers to increase outputs". Participant 009 stated, "the aim of everything that we do in our organization is to try to always improve on performance and ensure that while we are improving on performance, we ensure that the personnel is satisfied through leader directions and control".

For participant 011, "to be an effective leader with a good leader-follower relationship, managers need to earn and keep their direct reports' trust through encouragement and building confidence in them. I try to make them understand that in every challenge there is an opportunity. I let them know that there is going to be pressure and that they will learn on the job. I try my best to give incentives, you might not achieve it all but there will be a show of being the best in speed, safety, and other things. I give out jobs within the capability and competency of the individual, and above all, I encourage you to succeed". Similarly, participant 012 remarked "I walk the talk. I try to lead by example. Communicating and engaging with the team is essential to improving follower attitude knowing fully well that leadership is a process in which an individual influences the behavior and attitudes of other people. Leading by example helps other people see what lies ahead and act swiftly to counter any challenges along the way. If a group is led by a person with poor leadership skills, the group will experience frequent conflicts as each person wants to do things their way thereby lowering the behavioral attitude of the followers. Again, let them know that no one is perfect by admitting to mistakes when it occurs".

Participant 013 drew attention to the supposed leadership style used to improve the leader-follower relationship,

"We tend to use the set objectives to delegate duties strategically, we allow the employees to feel free to contribute to the decision-making process not letting anyone's contribution look rejected, listen deeply to their contribution and corrections and giving them clear and specific objectives".

Participant 014 shared a different view stating

"My approach is basically to strengthen the strengths so that we can get more benefits from our strengths. An example is given when somebody is very good at facilitating things and is not good at equipment use but maybe they need the same person for matching maintenance. So, you can either send the person on

Table 1. Demographic characteristics of the participants.

Demographic	Participants (n = 14)	Survey sample (%)
Gender		
Male	12	18.71
Female	2	14.29
Prefer not to answer	0	0
Age		
35 – 44	5	35.71
45 – 54	4	28.57
55 – 64	2	14.29
65 and above	0	0
Prefer not to answer	3	21.43
Experience		
0-5 years	1	7.14
6-10 years	6	42.86
10 years and above	7	50.00

Source Authors

training to strengthen the strength or develop the weak part. That's where I get that way. That's the part that's changed some parts of my approach to it. So, I strengthen the strengths and maximize the benefits. We won't ignore the weaknesses, but we spend more time strengthening the strength of this individual". While participant 005 says that "with the organization, we find ourselves and the system that we operate I try to be easy on myself using all involved systemin this all involved system is when we have an objective, we let everybody know the objectives and it turns to be a personal object. When every objective is meant to be understood, there is every opportunity for everybody to be committed to his or her job. the first thing is all involved, we discuss it, is it achievable, is it something, if there is going to be a hindrance, we speak it out this gives us answers on the best way to achieve it".

A review of D3 shows that management by objective and leading by example are accepted leadership styles in the organization. D1 highlights the dangers of imitating leadership styles. D5 stated that leaders have an outstanding influence on organizational performance through the special skills accorded through training. These skills help leaders influence followers towards attaining the organizational vision, objectives, and desired performance.

Theme 2: Motivation

Motivation is the second emerging theme comprising 22% of the keywords and phrases. All the participants recognized the benefit of leading by example, team building, and an open-door policy as motivational factors that develop and strengthen high-quality leader-follower relationships. Participants 001, 004, 007, 010, 011, and 013 viewed motivation as a critical factor that can influence the follower to be productive whilst simultaneously exhibiting work satisfaction.

Motivation allows followers to better understand their responsibilities and tasks. Participant 001 remarked "Do you see; the idea of always pointing out and giving clues and words of encouragement, the small words with good incentives and good judgment on the part of a leader goes a long way to motivate the follower. Demonstrate interest in every individual, this shows them care inspiring them into action. Another thing I do to motivate them is to allow everyone to openly communicate their vision and objectives and this allows everyone to work towards helping each other achieve the objectives. If a follower sets an objective that is not smart, we put heads together to get achievable objectives. We work together to push ourselves. If they succeed, I succeed too". Participant 004 stated "to improve productivity is managing by objective and managing your time well. Make good use of human resources and focus on on-the-job training and personal growth. Improve workplace conditions, offer support and set realistic goals, include and practice positive reinforcement and ensure employees feel happy by positive motivation".

Participant 007 commented

"Sometimes you send the followers on training,

Table 2. Keyword Frequency: Top 31 Keywords and Phrases.

Keyword/Phrase	Frequency
Leadership by example	267
Team building	252
Management by objective	243
Review performances	220
Training	198
Clear and honest communication	180
Open door policy	174
Redundancy	174
Mentor-mentee and coaching	123
Building trust	120
Identifying strengths and weaknesses	116
Don’t blanket all issues	109
Difficult human nature	103
Social-cultural differences	92
Motivation	89
Feedback	87
Conducive work environment	87
Protect follower interest	81
Support and encouragement	80
Constructive criticism	78
Decision making	65
Self-control	64
Face-to-face	52
Verbal warning	52
Close door talk	52
Admit mistakes	47
Empathy	46
Follow-up	41
Work pressure	38
Team purpose	37
Give room for corrections	32

Source Authors

Table 3. Summary of Themes for Strategies for Strengthening Leader-Follower Relationships for Improving Organizational Performance.

Theme	%
Leadership style	29
Motivation	22
Mentoring and coaching	19
Communication method	16
Follower engagement	13

Source Authors

sometimes just allowing them to showcase their strengths so that everybody appreciates it. It's more like what you call positive reinforcement. Everybody likes what you are doing. They appreciate it, so just to develop means to positively reinforce the strengths, one needs is also leader recognition, recognition by management, and recognition by team members. So, the strategy is using all motivational factors to reinforce positive attitudes for positive trends”.

Participant 011 noted

“I have clarity on what is expected of them constantly engaging with them to build trust between myself and them getting to know their families, getting to know how they are doing, giving them constant updates about how they are developing the company. If any gaps need to be closed, I try to see how I can help them in getting those gaps covered. It might be through training. It might be true mentorship. It might even be true ensuring that they go for the right jobs to give them what they need to build their competence, gain experience and that seems to have them be motivated to want to do better. So that's how I do it. I bet other managers do it in different ways".

Participant 013 remarked

"Recognizing exceptional individuals builds trust between you and the followers and helps improve their ability to work and give their all because it stands as an act of motivation. Creating development opportunities for the followers, booking them for different types of training and establishing clear objectives and goals of the days' plan and measure success at the end of each task is a motivation strategy I use".

Theme 3: Mentoring and coaching

Mentoring and coaching are two other emerging themes having 19% of the keywords and phrases. Participant 002 reported

"Coaching and mentoring programs are used to improve staff to learn new skills or boost the skills they already have. Performance coaching allows the follower to do the task by themself with little guidance from the leader not taking the work and doing it, my policy is to allow them to do the task and bring feedback to me. I get to know the follower is coached when they can do the task so well and complete it without help, I don't at some point collect the task to complete or allocate to another but I follow up and guide you to completion. So, you do your work, while I can help you to show you how to do it, and where to get information. This helps to build the follower's confidence and competency and encourages peer-to-peer learning".

In support of participants 002, 003, and 006, participant 014 confirmed that effective mentoring and coaching builds confidence allowing followers to build problem-solving skills.

Participant 005 remarked

"The organization has set up mentor-mentee and coaching programs so the followers can give progress feedback to their mentors while the mentor inspires and supports the follower to provide significant results. When coaches and mentors give positive feedback, the followers feel they are valued by the organization and tend to impact positively to improve productivity".

Participants 007, 010, and 012 concluded that the mentoring and coaching programs allow followers to build upon strengths and mitigate weaknesses. Participants 002 and 012 agreed that leaders have different coaching and mentoring styles resulting in differences on follower success. They also agreed that effective mentoring and coaching helps establish strong leader-follower relationships and identify potential problems.

D2, D3, and D5 covered the organizational mentor-mentee program, which enables obtaining an external team mentor and an internal team coach. This program aligns with the organizational culture of building trust, relationships, innovation, career growth, teamwork, guidance, and skillsets via mentoring and coaching. It is a self-development pattern for the mentor and boosts the organizational skill development program.

Theme 4: Communication method

Communication method emerged as the fourth theme and made up 16% of the keywords and phrases used by the participants. All participants agreed that the method of communication is important, with the atmosphere needing to be conducive, so information is understood. D2 and D3 reveal that organizational communication methods consist of verbal, non-verbal, and written. Email is the most common communication system with phone calls and physical meetings also being regularly used. Participants 007 and 009 noted that effective leaders are good listeners and empathetic to follower's viewpoints. Participant 011 noted

"First is we try not to be antagonistic, delivering bad news is tough. It's even harder when you do not agree with the message or decision you are communicating. The different categories is whether the news is bad or good you will have to be real, do not say it when the person is under pressure, many people have the impulse to try to spin bad news into a positive, get to the point, be clear, and allow your follower forward-looking assurances. With me, clarity is just what communication needs."

Participant 005 responded that

"Every case is unique whatever is needed to be communicated must be communicated in honesty".

Participants 001, 012, 013, and 014 mentioned using appropriate words and tone to communicate removes misunderstanding. They opined leaders should communicate goals, objectives, and expectations clearly and allow for feedback to develop a productive follower. Participant 001 said "Only followers that effectively complete their tasks can be productive and individual productivity creates room for collective improvement for the organization only clear communication will lead to effective task completion".

Participant 007 added,

"Constructive feedback and criticism is a strong communication method, arguing that praise can be done publicly while criticism should be done privately behind a closed door".

Theme 5: Follower engagement

The last emerging theme was follower engagement, which made up 13% of the keywords and phrases. All participants reported that engaging followers have helped the organization build trust, culture, communication, and leadership, enabling improved organizational performance. Participant 008 commented
"My company values followers that show determination and self-confidence and this gives me insight on how to get my team to work accordingly by motivating them to be determined to deliver every task successfully and on time. I allow my followers to balance their work-life and family life this makes them concentrate at work". In his opinion. Participant 005 added "treating followers justly and fair positively affect their confidence at work. I try building follower trust through team-building activities, and it helps my team succeed. I motivate my followers individually and collectively and it has been a good engagement strategy for me."

Participant 001 noted

"Paying attention to your followers and their request goes a long way to keep them focused, I practice the open-door policy which allows everyone to come and lay their complaint or concern which I look into or escalate to my boss. This strategy increases follower trust and makes them know they are valued."

Participant 009 had this to say,

"I work to understand my followers' strengths and weaknesses this helps me allocate a task to the right person, it increases their trust knowing fully well I have their interest at heart. I also do recognition which encourages them to be loyal and satisfied with their job. Motivation makes them engaged."

Participant 011 reported

"I make sure my followers are booked for training on time, I believe they will be more engaged when they are motivated through development. The organization makes a plan for several pieces of training a follower should take to develop their skills and competency because competency counts and motivates the individual to put their best".

To support this Participant 014 noted that

"One way my organization motivates and engages followers is through approved training and courses. I also allow the followers to air their views, I will rather say my followers have a voice and we constructively exchange information in the team."

D2 and D3 detail mechanisms for leadership recognition, rewards, feedback, teamwork, quarterly performance appraisal, and training, with the aim of improving follower skillsets. D3 notes these mechanisms create value, build trust, and motivates followers. Participants agreed that every leader has a unique style that works for them. A finding that aligns with existing literature on effective business leadership

Conclusions

The results of this study suggest that a leader who has confidence in their ability to carry out necessary leadership behaviors, such as leadership by example, team building, management by objective, review performances, training, clear and honest communication, open-door policy, and motivating others, may likely be successful in strengthening high-quality leader-follower relationships resulting in improved organizational performance. This study's findings align with current literature and the leader-member exchange theory (Ali and Anwar, 2021; Garvey et al., 2021; Viera, 2021; Hirschi and Valero, 2017; Woo, 2017; Walthall and Dent, 2016; Osabiya, 2015). The findings revealed that organizational leaders employ the identified themes as strategies to strengthen leader-follower relationships with all participants agreeing that every leader has a unique leadership style and employ dynamic strategies.

Organizational leaders who can include these strategies in varying leadership situations can strengthen a high-quality leader-follower relationship that can improve organizational performance. Likewise, organizational leaders who can adapt these strategies will remain relevant in their practice. Businesses evolve and expand in the demand to strengthen leader-follower relationships for improving organizational productivity (Sturm et al., 2016).

There is a link between the conceptual framework, the literature review, and the findings of this study. The findings of the study show that understanding the leader-follower relationship allows organizational leaders the opportunity to exploit the strength of their followers to improve organizational performance. The link within the conceptual framework is that the leader-follower relationship focuses on the relationship between the leaders and followers of an organization and is connected to improving organizational performance. Graen and Uhl-Bien (1995) opined that the LMX theory is associated with measuring the leader-follower relationship across the organization to determine the influence of the relationships in promoting organizational performance.

Also, the review of the literature recommends that leaders must be determined to accomplish the organizational goals through constant implementation of strategies that will enable the followers to be engaged towards improved performance (Keeys and Huemann, 2017). A high-quality leader-follower relationship is characterized by a true alliance between the leaders and the followers by the collaboration that helps organizational leaders to achieve organizational objectives by linking job performance to increase the value of the followers to improve organizational performance. To keep dedicated and loyal followers, organizational leaders must reconsider the strategies they use to successfully engage and motivate trusted followers (Lapointe et al., 2020). Leaders with good communication skills boost follower confidence because they feel they are appreciated (Siddique et al., 2020). Leader strategy includes the skills and steps the leader uses to influence the followers collectively and individually to improve desired performance.

The result of this study suggests a leader who has confidence in or her ability to carry out necessary leadership behaviors, such as leadership by example, team building, management by objective, review performances, training, clear and honest communication, open-door policy, and motivating others may likely be successful in strengthening high-quality the leader-follower relationship for improved organizational performance. The investigation's results recommend that leaders need to improve the strategies that strengthen leader-follower relationships by modifying strategies to suit everyone, encouraging organizational performance, and expanding individual career opportunities. Leaders must also understand the strength, weaknesses, and behavioral patterns of followers to increase influence on behavioral patterns, facilitating organizational change through mutual alliance resulting in improved organizational performance. These findings are in support of the studies conducted by Lapointe et al. (2020) and Siddique et al. (2020).

RECOMMENDATIONS

It is recommended that organizational leaders should develop a high-quality leader-follower relationship with their followers. Leaders must also adapt and recognize the unique leadership style that works for them. Further organizational leaders need to create a conducive work environment that will promote workplace safety, growth, and goal achievement encouraging followers to participate actively in work activities. The themes revealed in this study suggest that organizational leaders endeavor to understand the strength, weaknesses, and behavioral patterns of the followers aiding them in adopting the best leadership style to influence followers. Applying these recommendations should contribute to leader experience, leadership skills, and leadership style that will improve leadership knowledge.

All participants agreed that every leader has an exceptional leadership style and strategies that strengthen leader-follower relationships and that leadership strategy are dynamic. The leaders need to improve the strategies that strengthen leader-follower relationships by simply modifying strategies to suit everyone, encouraging organizational performance, and expanding individual career opportunities. The call for action is for organizational leaders to understand the strength, weaknesses, and behavioral patterns of the followers to adopt the best behavioral patterns that the leader can use to influence the followers to improve organizational performance. This allows the organizational leaders to positively influence social change within the social sector through the mutual alliance to enhance the organization and communities. Finally, with strengthened leader-follower relationships, the organizational performance will improve and sustain the economy of the communities.

CONFLICT OF INTERESTS

The authors have not declared any conflict of interests.

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APPENDIX

Interview questions

The below nine interview questions were developed to obtain detailed answers to the research problem,

1. What strategies do you use to develop and strengthen high-quality leader-follower relationships to improve organizational performance?
2. What were the major challenges you encountered while implementing the strategies to strengthen a high-quality leader-follower relationship within your organization?
3. How did you address the key challenges to implementing the strategies to develop and strengthen high-quality leader-follower relationships in your organization?
4. What strategies do you as a leader use to assist your followers to develop and improve follower attitudes to work that will strengthen or lower the quality leader-follower relationships?
5. What strategies do you use to communicate good or bad news to your followers?
6. What strategies do you use to encourage and enable followers to increase productivity for improved organizational performance?
7. What strategies do you use to identify a follower with a personal problem that reduces individual productivity?
8. What strategies do you use to improve your direct reports' performance?
9. What additional information would you want to share concerning the strategies that you use to develop and strengthen a high-quality leader-follower relationship for improving organizational performance?

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Professional qualification and its impact on procurement performance: The case of Mzinga Holding Company Limited, Morogoro, Tanzania

Pascalia Mahonda[1*], Lazaro Athanas Mwonge[2] and Alexis Naho[2]

[1]Department of Business Studies, Faculty of Commerce, Jordan University College (JUCo), P. O. Box 1878 Morogoro, Tanzania.
[2]Department of Economics, Mathematics and Statistics, Jordan University College (JUCo), P. O. Box 1878 Morogoro, Tanzania.

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Professionalism in public procurement allows for the functionality, transparency and significant savings in public expenditure. Professionalism depends on the staffing, knowledge, skills and capabilities of human resources and system controls that influence human behaviour. This study used descriptive research design. Data were collected from 48 respondents that were purposively selected from different departments of Mzinga Holding Company Limited (MHCL), Morogoro, Tanzania. Both primary and secondary data were collected using interviews and structured questionnaires. Data were analyzed using descriptive statistics. The study found that strategic procurement professionalism significantly affects procurement performance at MHCL, which has made its procurement function to be more professional by organizing trainings and seminars for its employees, determining competence of procurement staff and adhering to professional codes of conduct and PPA of professionals. The study results showed that MHCL buys the right amount of quality materials from the right source at a minimum cost when they are needed. Therefore, it is recommended that the management of MHCL should allow the Tender's Board and User Department to attend training, workshops and seminars in order to be familiar with the decisions they make.

Key words: Professional qualification, procurement performance, training, professionalism.

INTRODUCTION

Public procurement is the purchase of commodities and contracting of construction works and services. Such acquisitions are affected by the resources of state budgets, local authority budgets, state foundation funds, domestic loans or foreign loans guaranteed by the state, foreign aid as well as revenue received from the economic activities of the state. Public procurement thus means a procuring entity procuring goods and services, using

*Corresponding author. E-mail: pascalia2020mahonda@gmail.com.

public funds (Matunga et al., 2013). Procurement function in public entities in Tanzania has been carried out and well documented; but it is poor and inefficient in most public entities (Marendi, 2015; Kechibi, 2012). Gesuka and Namusonge (2013) found that lack of professional knowledge on procurement rules, regulations and ethics among procurement entities were the factors affecting compliance of public procurement.

Lysons and Farrington (2010) highlighted that the development of professionalism in procurement is promoted by the establishment of professional institutions, development of undergraduate and postgraduate courses with purchasing content, published code of ethics, publication of text books and specialist journal related to purchasing and researches into procurement and supplies management and related fields. In Tanzania's public sector, such efforts have been taken into account to ensure the development of the procurement profession. However, the level of professionalism in procurement proceeding is questionable, despite the formation of several professional boards such as the National Board of Material Management (NBMM) in 1979, Procurement and Supplies Professionals and Technicians Board (PSPTB, 2010) in 2007, where procurement practitioners are now registered as professionals in various categories, Public Procurement Act 2001 which was amended in 2004, 2011, and the current Public Procurement Act 2013 which is currently operational. Despite the increasing number of various training institutions that have been adopted to teach procurement related courses in recent years, corruption, bribery and non-compliance with the procurement act are still the challenges facing public procurement proceedings. On numerous occasions, government officials reportedly influence tender decisions to favor their personal interest instead of that of the public.

Thinkers in almost all disciplines have recently focused on the term, professionalism. It has always been argued that professionalism is assumed to be desirable and valuable in its own right (Steiner, 2001). Professionalism in public procurement allows for the functionality, transparency and significant saving in public expenditure. Professionalism depends on the staffing, knowledge, skills and capabilities of human resources and system controls that influence human behaviour (OECD, 2007). According to Lysons and Farrington (2010), procurement as a profession, is a skill and competence based on theoretical knowledge, prolonged training and education, tests and examinations and adherence to professional code of ethics.

Moreover, spending a substantial amount of public financial resources, a number of reforms, inefficient and ineffective public procurement have been issues of great concern. In many countries in the world, public procurement is faced by a number of problems including lack of standardization and proper documentation, lack of professional skills in procurement and malpractices (Ndolo and Njagi, 2014). There is a little focus on quantifying performance; the actual returns to having applied process aimed at achieving quality procurement (Mady et al., 2014; Ogachi, 2014). Therefore, our study aimed at assessing the influence of procurement professionalism in procurement performance at Mzinga Holding Company Limited, Morogoro.

THEORETICAL AND ANALYTICAL FRAMEWORK

Resource based view theory proponents argue that valuable, rare, inimitable, and non-substitutable resources can be a source of superior performance and may help firms achieve sustained competitive advantage. The resource-based view theory of a firm is thus a suitable approach to understanding competitive dynamics; a firm's resources which are intangible and tangible assets are linked to it in a semi-permanent way, including the technological, human and physical assets. Having resources only is not sufficient. Thus resource-based view theory adds a group of capability which results from complicated pattern of interaction and coordination between resources (Karia and Wong, 2013). The manner in which firms need, develop, maintain, bundle and apply them leads to competitive advantage and superior performance over time. A firm is able to create long-lasting competitive capabilities and thus generates a competitive advantage by exploiting its non-imitable resources (Chen and Paulraj, 2011).

The resource-based theory is therefore relevant and useful in our study due to the fact that, procurement activities are conducted by persons and they can use difference assets in performing their task (Bohnenkamp, 2013). The procurement persons must have procurement profession which is valuable, rare, imitable and non-substitutable resources, for their firms to achieve sustained competitive advantages. As this theory argues that having resource only is not sufficient; thus, it adds a group of capability. From this theory, in order for the procurement professional to perform effectively, there is a need for him or her to receive training on procurement ethics, the use of ICT infrastructure, adoption of technological changes, awareness of procurement reform and to be capable in it.

RESEARCH METHODS AND METHODOLOGY

Description of the study area

The study was conducted in Morogoro municipality. It is the regional capital of Morogoro region, Tanzania. The coordinates of Morogoro Municipality are 06˚49'20S 037˚39'55E. The Municipality is bordered to the east and south by the Morogoro Rural District and to the north and west by Mvomero District. It has a population of 315,866 people, of which males are 151,700 and females are 164,166 (Tanzania, 2012). Therefore, the study was conducted to assess the impact of professional qualification on procurement performance in public entities in Tanzania, specifically at Mzinga Holding Company Limited Morogoro.

Table 1. Gender distribution of the respondents.

Gender	Frequency	Percent	Valid Percent	Cumulative percent
Male	20	41.7	41.7	41.7
Female	28	58.3	58.3	100.0
Total	48	100.0	100.0	

Source: Field Research, 2021.

Sample size and sampling technique

Both purposive and simple random sampling techniques were used to select 48 Mzinga Holding Company Limited employees. The sample size was derived from the Slovin's formula (1960) which allowed researchers to sample the population of 48 out of 93 employees with a desired degree of accuracy; that is, the degree of accuracy is 90%. A 90% confidence level implies that the researcher(s) expected 90% of the interval estimates to include the population parameter.

$$n = \frac{N}{1 + Ne^2}$$

Where;
n = Number of samples or sample size
N = Population size (N=93)
e= Error margin/ margin of error (10%=0.10)
n=93/(1+93 〖(0.1)〗^2)
n=93/(1+0.93)
n=93/1.93
n= 48.1865 respondents

Data Type and Collection

Primary data were collected using structured questionnaires and interview with key informants i.e., managers and heads of Departments (HoDs). Also, secondary data were collected through documentary reviews i.e., from the company's report, internet and journals.

Data analysis

Descriptive was used for data analysis. Statistical Package for Social Sciences (SPSS Version 20) was utilized as the main descriptive statistical tool to analyze the data and determine the extent of relationships between the independent and dependent variables. Analyzed Data are presented using frequency tables and figures.

RESULTS AND DISCUSSION

Demographic information of the respondents

Gender of the respondents

The researchers sought to establish the gender distributions to know the involvement of both male and female in procurement activities. Since gender is a cross-cutting issue, the researchers considered it to be an important variable in order to obtain the information from both males and females regarding the influence of procurement professionalism on procurement performance. The study results are summarized in Table1.

The study findings from Table 1 shows that majority, about 28 of the respondents (58.3%) were females while 20 of the respondents (41.7%) were males. This study result implies that females participate more in procurement activities than their male counter parts. Their involvement in procurement activities has been influenced by increasing trend of women's empowerment in public organizations. Nowadays, the government has made deliberate effort of increasing the number of females in various positions in government sector. Therefore, the inclusion of both male and female in this study was to obtain the relevant information on procurement professionalism gender wise; that is, to obtain the opinion of both males and females without bias. The same information is presented in Figure 1.

Age of respondents

The study sought to establish the distribution of the respondents' age as it is a crucial factor in research. Matured people normally present diverse opinions than young ones due to the experience they accumulate during their carrier. The study results are shown in Table 2. The findings in Table 2 show that, 10.4% of the respondent were between 20-29 years, 52.1% were aged between 30-39 years, 20.8% were between 40-49 years and 16.7% were aged 50 and above. This study implied that, the majority of the respondents were 30 years and above. Apart from maturity, this age group in professionalism is assumed to have accumulated experience in procurement field and can ensure that procurement performance is achieved in their organization. This information is presented in Figure 2.

Education level of respondents

The researchers sought to know the education levels of the respondents from the study area. The education level of the respondents is considered to be an important variable because academic education is very important

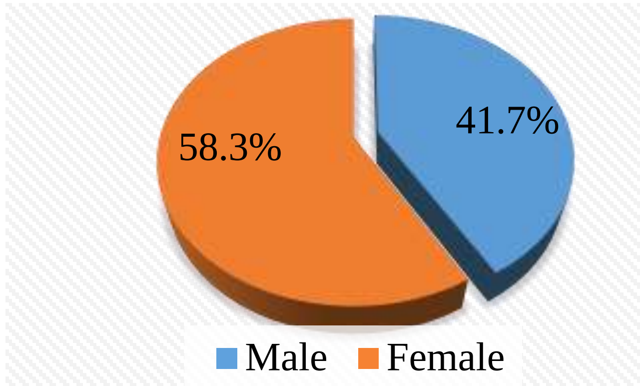

Figure 1 Gender Distribution of Respondents
Source: Field Research, 2021

Table 2. Age of the respondents (n=48).

Category (years)	Frequency	Percent	Valid percent	Cumulative percent
20-29	5	10.4	10.4	10.4
30-39	25	52.1	52.1	62.5
40-49	10	20.8	20.8	83.3
≥50	8	16.7	16.7	100.0
Total	48	100.0	100.0	

Source: Field Research, 2021.

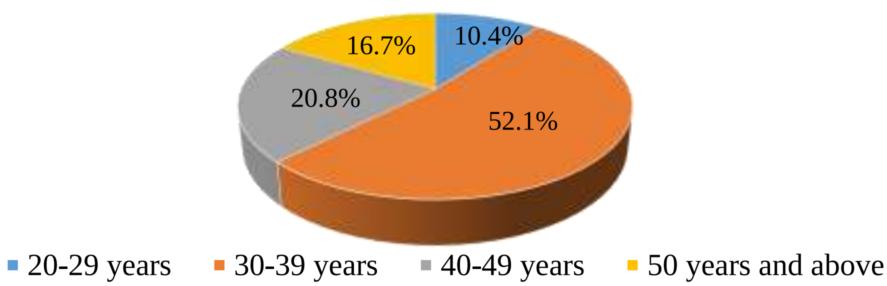

Figure 2 Age of the Respondents
Source: Field Research, 2021

to all personnel involved in procurement activities. For the same reasons, this study intends to establish various levels of education among the staff of Mzinga Holding Company Limited and their key suppliers. The study results are shown in Table 3. The findings in Table 3 show that 12.5% of the respondents had certificate level, 20 respondents (41.7%) were diploma holders, while 15 respondents (31.3%) were bachelor's degree holders, 14.6% were Master's degree holders. From the finding above, most of the employees are diploma holders. This is due to the policies of the organization on the task of performing the duties. This is presented in Figure 3. The study results revealed that, all employees at MHCL have college and university background. This indicates that they are well educated enough to understand the questions regarding professional qualifications and its impact on procurement performance and thus have given credible results.

Professional qualifications

The study sought to know the professional qualification distribution among MHCL employees. Establishment and

Table 3. Education level of respondents (n=48).

Education category	Frequency	Percent	Valid percent	Cumulative Percent
Certificate	6	12.5	12.5	12.5
Diploma	20	41.7	41.7	54.2
Degree	15	31.3	31.3	85.4
Master Degree	7	14.6	14.6	100.0
Total	48	100.0	100.0	

Source: Field research, 2021.

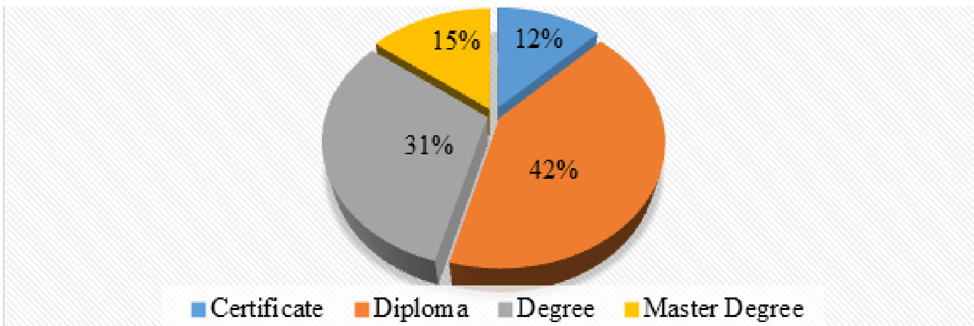

Figure 3. Education level of the respondent (n=48).
Source: Field research, 2021.

Table 4. Level of professional qualification.

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	46	95.8	95.8	95.8
No	2	4.2	4.2	100.0
Total	48	100.0	100.0	

Source: Field research, 2021.

composition of the procurement management unit require that the procurement department be staffed to an appropriate level consisting of procurement and other technical specialists together with necessary supporting staff [sec.37 (1) and (2), PPA 2011]. The study aims to know if employees of Mzinga Holding Company Limited have the level of professional qualification required. The respondents were required to indicate whether they have qualifications or not. Table 4 presents the summary of the study results. About 46 out of 48 MHCL employees (95.8%) have different professional qualifications; that is, engineering, procurement and supplies, chemicals. It is only 2 respondents (4.2%) that had no professional qualifications. This is presented in Figure 4. The PMU in MHCL was staffed with qualified professionals as per [sec.37(1) and (2), PPA, 2011]'s command. The composition of the procurement management unit requires that the procurement department be staffed to an appropriate level consisting of procurement and other technical specialists together with necessary supporting and administrative staff.

Procurement professional experiences

The study sought to know the professional experience of the respondents in the field of procurement and supply management on the procurement performance. The experience in this case was measured in terms of the number of years MHCL employees worked in the field of procurement and supply management. Table 5 presents the study results. It was found that at MHCL, about 35 out of 48 (72.9%) of the employees had a professional experience of 11 years and above followed by 12 employees (25%) who had 5-10 years of professional experience; only one respondent (2.1%) had less than 5 years of experience. This is presented in Figure 5. Based on the study results in Figure 5, about 35 MHCL

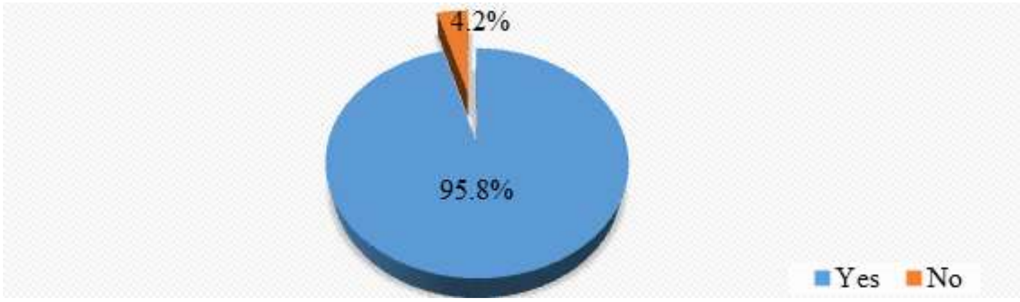

Figure 4. Level of professional qualification. Source: Field research, 2021.

Table 5. Procurement professional experiences.

Number of years	Frequency	Percent	Valid percent	Cumulative Percent
<5years	1	2.1	2.1	2.1
5-10	12	25.0	25.0	27.1
≥11	35	72.9	72.9	100.0
Total	48	100.0	100.0	

Source: Field Research, 2021.

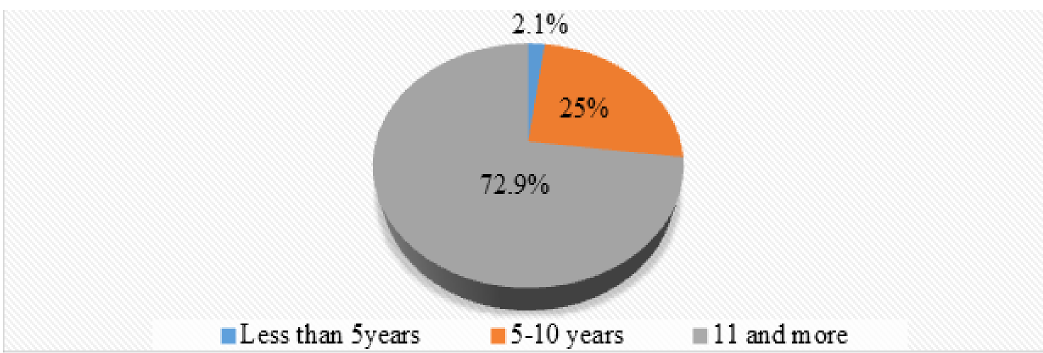

Figure 5. Procurement professional experiences. Source: Field research, 2021.

employees (72.9%) have professional experience of 11 years and above, implying that at MHCL there is satisfactory level of experience on procurement professionals. Furthermore, this study revealed that PMU in MHCL is headed by a person with Master's degree, professional qualification, experience in procurement function and is registered by procurement professional body as stipulated in PPA 2011[sec 37(3)].

Impact of professional qualifications on procurement performance

In assessing the influence of professionalism on procurement performance in public entities in Tanzania, specifically the study identified the impact of academic and professional qualification on procurement performance. It helps in attaining the right quantity and quality materials from the right suppliers at cheap cost and at the right time required for the production. Ringera et al. (2015) define procurement academic and professional qualification as continuous education and training of procurement professionals within the framework established by the Act. It should be encouraged in order to professionalize public procurement. The study sought to know to what extent academic and professional qualification affects procurement performance at MHCL. The respondents were required to answer by indicating the degree of improvements they know and/or perceive as follows: Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D) and Strongly Disagree (SD). The study results are

Table 6 Impact of Professional Qualification on Procurement Performance

Determinants of Procurement Ethics	SA		A		N		D		SD	
	N	%	N	%	N	%	N	%	N	%
Opportunities of providing seminars and professional training to employees	17	35.4	22	45.8	9	18.8	0	0	0	0
Officials involved in procurement activities in this entity are competent enough to perform their respective responsibilities	12	25.0	27	56.3	6	12.5	3	6.3	0	0
Registration with the appropriate professional body	13	27.1	28	58.3	6	12.5	1	2.1	0	0
Officials involved in the procurement process in this entity perform their duties independently	5	10.4	20	41.7	19	39.6	4	8.3	0	0
Records and documents related to procurement and contract management are safe in the procurement department	6	12.5	24	50.0	16	33.3	2	4.2	0	0

Source: Field Research, 2021

presented in Table 6.

Seminars and professional training

The study sought to understand the level of value added to employees by creating opportunity to understand procurement knowledge via attending trainings, workshop and seminars. Ivambi (2016) elaborates that training is the process of acquiring specific skills to perform a job better and helps people to become qualified and proficient in doing some jobs. Usually, organizations facilitate employees' learning through training so that their modified behaviour contributes to the attainment of the organization's goals and objectives. As shown in Table 6, 35.4% of the respondents strongly agreed that MHCL provides opportunity for its employees to participate in procurement professional training, seminars and workshop and 45.8% of the respondents agreed that MHCL provides opportunity for its employees to participate in procurement professional training, seminars and workshop; 18.8% of the respondents were neutral. This implies that MHCL has employed much effort in Career Professionals Development (CPD) and hence advanced the understanding of procurement performance. This is presented in pie chart as shown in Figure 6. The study results concur with the findings of Ivambi (2016) who states that through training, employees acquire new skills to implement all their duties effectively. Procurement trainings such as sensitization workshops and forums for public procurements are necessary for employees to respond well to procurements decisions when discharging their day to day activities. Without proper training, procurement staffs will be out-dated in facing new challenges and practices such as technological changes and new legislative in the industry. In the past thirty years we have witnessed various changes and reforms in the industry. Proper trained staffs, apart from having enhanced efficiency in procurements related duties, can work under minimum supervision because they have appropriate skills needed to perform the duties and functions related to procurement obligations.

Competence of procurement staff

The study sought to know the competence of staff involved in procurement activities at MHCL; that is staff applying the knowledge and skills, and behaviour required to get things done effectively. Odero and Ayub (2017) acknowledged that competence means a person having sufficient knowledge and skills that enables him/her to act in diverse situations. In public procurement, professionalism relates to the educational levels, workforce qualifications and professional approach regarding how business activities are conducted. Also, Odero and Ayub posited that many procuring organizations lack competent staff which is critical to the management of good procurement process. To improve and contribute to the productivity of organizations, there is need for extensive external training of the human resource. Therefore, the establishment of procurement regulations, rule and procedures can help staff competence in procurement functions. The study found that about 27 of the respondents (56.3%) and 12 of them (25%) agreed that procurement officials from MHCL involved in procurement activities are competent enough to perform their respective duties; while 6 respondents (12.5%) were neutral and 3 (6.3%) disagreed with the statement. This is presented in Figure 7. Therefore, as more than 81% of the respondents agreed that the MHCL staffs involved in procurement activities are competent enough to perform their respective duties, it means that

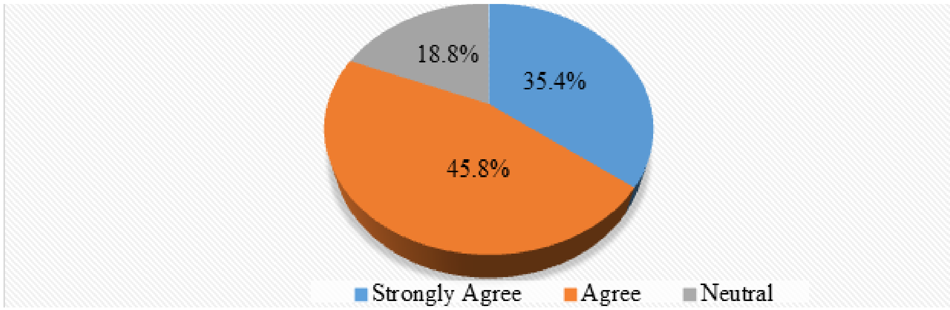

Figure 6. Opportunity in procurement trainings, seminars and workshop.
Source: Field research, 2021.

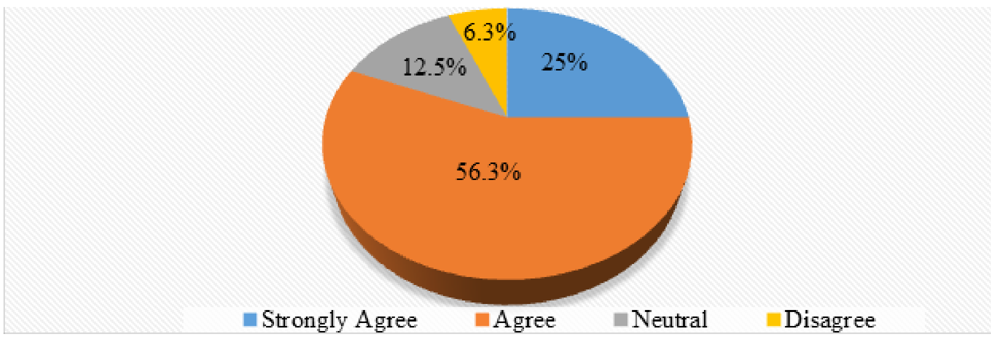

Figure 7. Staff competence in procurement activities. Source: Field research, 2021.

they are familiar with the regulations, rules and procedures guiding the procurement process and decisions.

Registration with professional bodies

Registration with the appropriate professional bodies is an important issue to consider in any professional cadre. The bodies provide ethical guidelines governing a particular professional. Therefore, the study sought to know whether MHCL considers this or not as stipulated in PSPTB Act, 2007, [sec 46(1)-(2)]. The study findings in Table 6 show that 27.1% of the respondents strongly agreed that employees and suppliers are asked to register at particular professional bodies; 58.3% agreed too; while 12.5% were neutral and 2.1% disagreed with the statement. This is presented in in Figure 8. Therefore, as more than 85% of the respondent agreed, the study result implies that MHCL considers professional registration as per PSPTB Act 2007, sec 46 (1), which commands that no person shall employ or continue to employ in procurement or supplies activities a person who is not registered as a procurement and supplies professional and technician. In MHCL most of the officials employed to conduct procurement and supplies function are registered in different categories with their respective bodies (PSPTB).

Independence of function and power

To ensure independence of function and power in procurement activities, PPA, 2011 sec 41 commands that"the accounting officer, the tender board, the procurement management unit, the user department and the evaluation committee shall act independently in relation to their respective functions and power. This provision of law gives the parties the freedom and power to make their buying decisions without any external pressure. The study sought to know whether such independence exists in MHCL. The respondents were asked to indicate the extent to which they agree or disagree with the statement relating to independence of the officials involved in the procurement activities in MHCL. The findings in Table 6 show that, 10.4% of the respondents strongly agreed that there is independence of the officials' involvement in the procurement activities in MHCL. 41.7% agreed, 39.6% were neutral and 8.3% disagreed with the statement. The same information is presented in Figure 9. Therefore, the study reveals that more than 51.7% of the respondents said the officials involved in the procurement activities in MHCL perform their duties independently. This result is in line with PPA

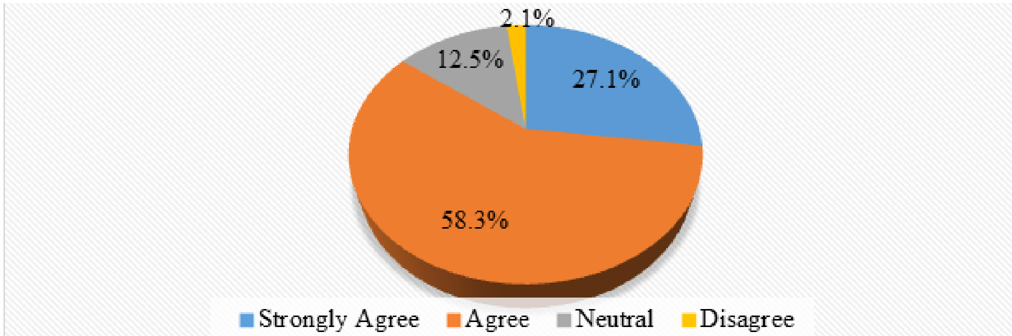

Figure 8. Registration with appropriate body. Source: Field research, 2021.

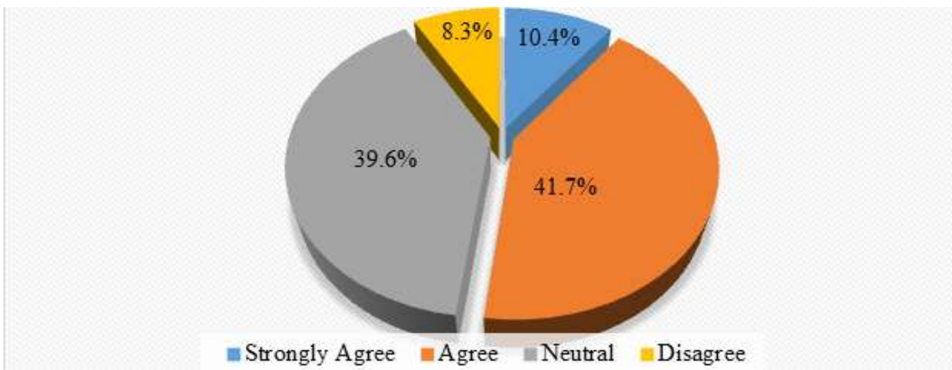

Figure 9. Responses on independence of function and power. Source: Field research, 2021.

2011, Sec 41, that every party (AO, TB, PMU, EC and User department) has to work independently when performing his/her duties.

Safekeeping of records and documents

The PPA (2011) Sec 61 (1) requires all procuring entities to maintain a record of their procurement proceedings, including decisions taken and the reasons for it. Such record should be kept for a period of not less than five years from the date the contract is completed and be made available to the minister and the controller and auditor general when required. The study sought to know whether or not there safekeeping of records and documents relating to procurement process and decisions in MHCL. The study results in Table 6 show that 12.5% of the respondents strongly agreed with safekeeping of records and documents and 50% agreed. 33.3% of the respondents were neutral and 4.2% of the respondents disagreed with the statement. The same information is presented in Figure 10. Therefore, from the findings, more than 62.5% of the respondents agreed that procurement records and document are safely kept in procurement department as required by PPA and its PPR. However, the study result is contrary to the report of the Controller and Auditor General (CAG) of local government authorities on financial statement ended 30th June, 2017; there was no safekeeping of documents and records due to some procurement documents were missing.

Area for future research

This study focused only on the procurement professionalism. This certainly limited the scope of the study from investigating other factors that influence performance of the procurement departments in public entities. It is therefore suggested that further studies be conducted in the public sector so as to establish other factors that influence the performance of the procurement function in public entities.

CONCLUSION AND RECOMMENDATIONS

The study revealed that effective procurement system requires that the procuring entity is staffed with procurement professionals that are trained and

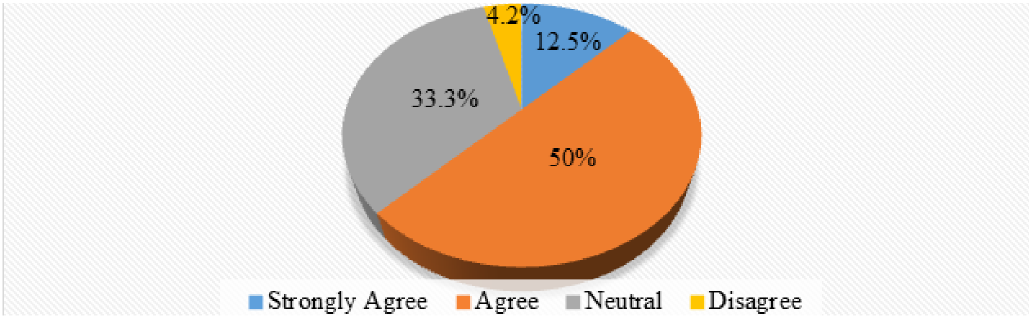

Figure 10. Safekeeping of records and documents. Source: Field research, 2021.

recognized by the respective procurement professional bodies. Moreover, the study result revealed that MHCL staffs have been registered with the body (PSPTB) as qualified and competent staff for conducting procurement function. However, the study the revealed that MHCL has provided opportunity for its employees to participate in procurement professional seminars, workshop and trainings; also most of MHCL procurement staff are experienced in the field of procurement and supplies. Therefore, it is recommended that the management of MHCL has to allow the Tender Board and User Department to attend training and seminars.

CONFLICT OF INTERESTS

The authors have not declared any conflict of interest.

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Challenges and opportunities for export trade facilitation practices in Ethiopia

Ousman Mohammed Yimam

Ondokuz Mayis University Faculty of Economics and Administrative Science, Department of Management,Samsun, Turkey.

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This study used quantitative and qualitative methods to examine how Ethiopia facilitates its exports. In this study, descriptive methods and primary data collection were employed. A combination of random and non-random sample methods was applied, including proportional and simple random sampling techniques. Closed-ended questionnaires and semi-structured interviews were used. Data from questionnaires were evaluated descriptively, whereas data from interviews were studied qualitatively (content-based). According to the study, Ethiopia's trade facilitation practice has a strong governance structure and cheap export-related document processing costs. Export-related information and publications are scarce. The paper-based processes are time-consuming. Lack of coordination between the business sector and trade-facilitating government entities makes export-related paperwork processing and collection complicated and time-consuming, slowing export clearance. Export rules and procedures are dynamic, intricate, and challenging to understand, making them tough to apply. Furthermore, they fail to capitalize on the country's vast potential due to a lack of knowledge, practical experience, adequate follow-up, and rent-seeking. To do this, the researcher suggests two main ways to solve the problems listed above: 1) creating an export facilitation agency and 2) creating a single-window system.

Key words: Trade facilitation, trade facilitation indicators, export.

INTRODUCTION

Trade facilitation plays a significant role in minimizing trade related costs and saving international trade processing times. Li and Wilson (2009), argues that the main aim of trade facilitation is to minimize an importing and exporting costs and time which will create an indivisible opportunity to those nations who makes their export-import platforms easy and simple in their customs, transport, clearing process, and other related authorities. Trade facilitation has a constructive effect on export effectiveness and diversification (Alberto and Wilson, 2012). According to Peng (2009), the export competitiveness are hindered due to the delays caused by lack of effective trade simplification practices and also he argues that effectively facilitated export practices has

E-mail: ousmanbasha@gmail.com.

a significant role in lowering exporting time and cost and it will also let exporters deliver their commodity at a stipulated period of time with reasonable price. Ben (2009) found that, there is up to 4% improvement in export diversification and 5% increase in foreign market location as export destination when there is a 10% enhancement in trade facilitation practices. Beverelli et al. (2015), found that, successful trade facilitation practices would raise most of sub-Saharan African nations' export to 15.7% in the number of items exported by a given location and raise up to 27.9% in the number of locations (destinations) by a given item and about 12% in the number of items exported for a single location and 21.7% in the number of export destination for Latin Americans. According to Hahu Daily News (2015) and John (2015), Ethiopia targets to increase its exports revenue to 12 billion USD during the second growth and transformation plan period which is four times than what was achieved in the first GTP. In addition, the government targets to boost export by 29% in each year of coming growth and transformation plan. It is also stipulated to collect USD 16 billion in export revenue by the coming five years.

To this end, the government will reform some activities and export strategies and it has recognized the huge importance of trade facilitation to bring about success to the predetermined goals. Reduction in unnecessary delays in export and costs attracts improves the volume and value of export. As discussed by IFC (2012), emerging nations (a place where it takes three or more times to clear export than developed countries) highly benefit from effective trade facilitation measures than developed countries. Therefore, the researcher has described the nature of the current trade facilitation practices regarding to export and try to investigate the challenges and opportunities that the exporters are facing with this current trade facilitation practices.

The UN/CEFACT (2004), found that, companies that engage in exporting are facing problem of preparing and reporting multiple documents to different authorities and offices to claim their document and the involvement of multiple officials; and agencies in the document processing and submission process becomes the other bottleneck for both the exporting community and the country as well. In addition to documentary challenges, the issue of delays in export facilitation has accounted as the other critical challenge by different researches. Uzzaman and Yusuf (2011) projected that trade facilitation measures will increase the export goods by 0.8% of its manufacturing cost if there is a single day delay in processing, clearing, or transporting an export item. On another research, Sandford and Timbley (2010) estimated that each percent of savings in export processing costs can minimize the world export transaction costs by $43 billion a year. Similarly, Hoekman and Nicita (2010) calculated that there is a 5% increment in export value and volume, when there is a 10% saving or reduction in inbound (domestic) export clearance proceeding costs and times.

A procedural, administrative and bureaucratic problem has also been considered under the export facilitation related problems by different scholars. In this case, McLinden et al. (2011), found that a two third (2/3) of delays in export or trading activities happened due to other government institutions bureaucratic and managerial problems while the remaining one third (1/3) of delays happened due to customs authorities failures. Additionally, Tsegaye and Endris (2012), concludes that the number of different regulatory procedures and managements such as income collections, community wellbeing and safety, customer safety, trade policy issues, inspections and others can extremely restrict the timely and effectively movement of export products.

Similarly, different research findings, now arguing that similar trade facilitation problems re existing in the case of Ethiopia. The World Bank (2014) approved that the multiple document requirements for exporting by different regulatory bodies such as customs authorities, health and technical control institutions, financial control companies and insurance providing sectors are affecting the timely movement of Ethiopian export. Again, the research findings of JICA (2013), also found that there is a problem of regulatory coherences, volatility of regulations, lack of information and awareness, bureaucratic bottlenecks, problem of working in a coordinated ways, inefficient implementation of incentive schemes and lack of follow up are affecting the current Ethiopian export. Furthermore, the report outlined by Herald (2015) stated that nowadays, all business communities and related stakeholders are complaining a lot about the time and cost they are wasting with no or insufficient reasons to clear their export items, which are due to bureaucratic inefficiencies existing in different government institutions and the multiple documentary requirements by different officials which again force them to knock multiple offices for a single export.

As far as this research is concerned, the researcher is unable to find any research that has addressed the opportunities and challenges of export in light with trade facilitation practices in holistic approach. Most researches conducted in Ethiopian context that the researcher has read, focused only on the challenges of procedures complexity in some selected agencies/institutions such as ERCA, Transit institutions, or others and most research recommendations focused on minimizing and making procedures as clear and short as possible. For example, the research conducted by Tilahun (2014) discusses the role of trade facilitation from the world trade accession angle, which is about the role of WTO membership in facilitating trade; while Tsegaye and Endris (2012) focused on assessing the impact of border clearance procedures on the cost of doing business in Ethiopia, specifically on border clearance related procedures. In addition, the research conducted by JICA (2013), that collected data regarding to Ethiopian export promotion, has conducted on the basis of assessing the current export promotion structure in the country and the implementation level of export promotion incentives. Therefore, this study has tried to assess the nature of trade facilitation practices as well as challenge exporters are facing and opportunities those exporters are enjoying resulting from the current trade facilitation practices in Ethiopia specifically in Addis Ababa. This research study was adjusted (designed) to have critical response for the following specific questions focused on assessing the challenges and opportunities of Ethiopian export related to the current trade facilitation practices in Ethiopia.

(1) What kind of trade facilitation practices is implemented in Ethiopia regarding to export business?
(2) What are the challenges that export sector or exporters are facing in the current trade facilitation practices?
(3) What are the opportunities that exporters are enjoying in relation with the current trade facilitation practices?

LITERATURE REVIEW

Definition and scope of trade facilitation

The Asian Development Bank (2013) defines trade facilitation as a focus on the clear and effective application of export import related formalities and regulations. The United Nation conference on Trade and Development (2011) discussed trade facilitation as an involvement of political, economic, business, administrative, technical and technological as well as financial issues to create a clear and expected atmosphere in the cross-border trade transactions based on simple, standardized clearance requirements and activities, documentary desires, cargo and transit operations, and trade and transport arrangements. The World Trade Organization (2015), has defined trade facilitation as the simplification and organization of export and import procedures and processes, where trade processes are the activities, practices, and formalities involved in collecting, offering, sharing, and possessing information as well as additional information compulsory in the delivering an export items in foreign markets. Consistent with Moise et al. (2011), Trade facilitation refers to policies and measures aimed at easing trade costs through having strong capacity and efficiency in every level of cross border trade transaction.

In general, trade facilitation is about easing trade related activities by creating integrated working environment through the involvement of business communities, the government regulatory bodies, private facilitating institutions in the domestic and it is also goes beyond to the smooth trade relation with border compliances, external companies and stakeholders. To smooth these trade facilitation activities, simplification and harmonization of trade related documents, automation of transaction and trade processes is the critical element to be involved.

Trade facilitation indicators

The success of trade facilitation can be expressed using different measurement mechanisms by different institutions. According to the Asian development Bank (2013), trade facilitation practices will ranges from availability of trade facilitation related policies to the delivery of the product to its final destination. In this regard, trade facilitation will involve publication and administration of policies related to trade issues, streamlining of trade procedures, conformance and standard of products, involvement of hard infrastructure such as roads and railways, and soft infrastructure such as efficient administration, and goods in transit which is very important to ensure balance between providing fast customs clearance for legal goods and adequate protection from fraud. On the other hand, trade facilitation for UNCTAD (2006), covers measures regarding to formalities, procedures, documents, use of standards, electronic messages for trade transactions, physical movement of goods, legal frameworks, transport and communications infrastructures, modern information technology, and timely discussion as well as distribution of export import related data to all respective stakeholders (Andrew, 2007)

Hanouz et al. (2014) report on Enabling Trade Index, covers seven thematic pillars: domestic market access, foreign market admission, competence and clearness in transit government and administration, accessibility of transportation means and infrastructures, the availability and quality of transport services, the availability and application of information technologies.

Role of trade facilitation in enhancing export competitiveness

Through the simplification and harmonization of trade procedures and formalities, trade facilitation contributes to the reduction of trade transaction costs and thereby to the improvement of competitiveness. The time delays caused by the lack of trade facilitation also hamper export competitiveness. Delays in customs increase warehouse and storage costs, among others. Such delays can also affect the quality of goods and/or lead to the cancellation of orders and claims of damage compensation. Through the implementation of trade facilitation measures, the time needed to complete administrative procedures, such as preparing, submitting and processing trade documents, would be significantly reduced. In short, trade facilitation has a positive and multifaceted impact on export competitiveness (Hausman et al., 2013; Zaki, 2014). Facilitated trading environment contributes to the reduction of the cost and time of trade transactions, thereby enabling exporters to provide goods at a competitive price and in a timely manner (Peng, 2009).

The ability of countries in exporting of items within stipulated time as well as reasonable charges becomes a key determinant of their participation in the global economy; while smooth delivery of export items enhances international trade capability and efficiency. The concept of trade facilitation focuses on confirming all facilitating institutions requirements, processes and procedures are attractive and applicable to cross border movement of goods and services (Debapriya and Syed, 2006).Trade facilitation concept also ranges in improving the economic development of nations and their companies by reducing avoidable bureaucracies and formalities, to harmonize logistical and administrative systems while similarly make sure and powering nations to defend itself against illegal and unwanted trade practices (Marcus, 2003).

Trade facilitation practices in Ethiopia

There is common problem that probably existed in Ethiopia in her international trading activities. The report of World Bank on its trading across borders ranking puts the country at 166th in the world. According to the report, most African countries, especially sub-Saharan have the longest time to clear the clearance processes in the customs and other institutions to have export clearance which make the region to have longest delays in export clearance. It takes 12 days in the region to clear export which is longer as compared to the Latin American countries that takes seven days to clear. Export clearance in Ethiopia is the longest in Africa which takes about thirty days for customs to clear goods. This has contributed to the country’s current 132nd out of 189 nations in the World Bank doing business index (Tilahun, 2014).

The World Bank reported the current lead-time to export is 43 days which categorized the country with the longest lead-time to export. The number of documents required to clear export in Ethiopia has increased to eight by 2014. All documents required per shipment to export goods recorded. Government ministries, customs authorities, port and transit agencies, technical and sanitary control authorities and banks requirements should be taken into account (World Bank, 2014). Traders, export and import agencies as well as investors and others often voice their complaints regarding the time and money they are wasting unnecessarily to claim their export and import and importing goods, machinery or any items due to the frustrating administrative hurdles around Ethiopian Revenue and Customs Authority (ERCA) as well as other related governmental and private organizations. Now days, in Ethiopia, in order to get clearance for importing and exporting any given item, both exporters and importers are expected to bash (knock) the gates of different authorities and institutions. He/she needs to bring legal trade documents from Commercial Bank of Ethiopia, Ethiopian Shipping and Logistics, Customs port and transit and the like. In this aspect, wasting time due to administrative inefficiencies, exporters and importers are obligatory to pay extra fees as it takes them several days or months for getting the required services (Herald, 2015).

Export processing related time and costs in Ethiopia

According to World Bank (2016), report, the export processing related costs in terms of money and time including transportation costs are summarized in Table 1.

Export documentation in Ethiopia

The required documents for export clearance that comes from importing country can be effective through the effective implementation of the customs and other institutions. Some would use the documents for the purpose of proving that the products are originally delivered from their home (exporter’s place) and use it for the purpose of claiming some preferential duty rates. The documents often become more significant even as compared to the exporting item because they are the full and complete description of the exporting product and it will be difficult to clear the products at customs without having full paperwork justifications.

Due to documentary incompleteness, export items will be stuck at the customs store which might make the exporter to storing charges. Most of all, export documentation must be accurate and contain the correct information (Addis Ababa Chamber of Commerce and Sectoral Association, 2016).

Export promotion structure in Ethiopia

Based on JICA (2013) report, export promotion has considered an engine of broad based growth in Ethiopia.
Accordingly the Ethiopian government has been taking measures to promote the export sector by introducing comprehensive financial and fiscal incentive schemes as well as institutional reforms. In this reform, both the government and private sectors are involved as discussed.

Table 1. Export Processing time and cost requirement in Ethiopia.

Indicator	Ethiopia	Sub-Saharan	High income
Time to export: Border compliance (hours)	57	108	15
Cost to export: Border compliance (USD)	144	542	160
Time to export: Documentary compliance (hours)	126	97	5
Cost to export: Documentary compliance (USD)	175	246	36

Source: World Bank, 2016

National export coordination committee (NECC)

The national export coordination committee (NECC) was established in 2010 with the responsibility of giving guidance and direction on the export sector, fostering coordination amongst ministries, agencies, and institutions that support export, and giving assignment to its subcommittees to investigate policy related bottlenecks. This committee has four sub committees such as customs and logistic coordination subcommittee (CLCS), finance coordination subcommittee (FCS), infrastructure development coordination subcommittee (IDCS), as well as production and marketing coordination subcommittee (PMCS).

National productive sector competitiveness support council (NPSCSC)

NPSCSC is established to facilitate and coordinate policy provision to the productive sector and to make the productive sector to be competitive in the international market in terms of productivity, quality and price.

National Economic and Business Diplomacy Coordination Committee (NEBDCC)

NEBDCC is responsible to make foreign policy of the country oriented towards economic and business diplomacy for fostering infrastructure development, accelerating technology transfer, exploring and diversifying of export markets, and enhancing FDI flow of the country. Under this structure, the foreign trade promotion and facilitation subcommittee has gathered market intelligence, support major export items, and promote export products in the host market and related activities.

Ministry of industry

Most of industry related activities are found under the control of ministry of industry. Textile industry development institute (TIDI) for textile business, leather industry development institute (LIDI) for leather and leather products, metal industry development institute (MIDI), food, beverage, and pharmaceutical industry development institute (FBPI), chemical and construction inputs development institute (CCIDI), and meat and dairy industry development institute (MDI) are some of subcommittees involved under the control of ministry of industry in the export promotion structure of the country.

Ministry of agriculture

Plant and health regulatory directorate is responsible for providing Phytosanitary certificate, competence of certification, export authorization and related documents. Animal health regulatory directorate have the same activity with plant regulatory directory in relation with animal export, coffee liquoring unit which directly works on coffee and supports quality of coffee export, and Ethiopian horticultural development agency (EHDA) who is responsible to assist the development of horticultural related export items in the country. These are some of the subcommittees involved in the ministry of agriculture in the export promotion structure of the country.

Ministry of trade

Under ministry of trade, there are five major directorates who are responsible for the development of export in the country. These are: (1) Export/Import quality inspection directorate is responsible to provide a visual approval for quality to all export products handled by the ministry of trade except for coffee and meat export which are inspected under ministry of agriculture. (2) Export promotion unit has the responsibility to promote exports, create market linkages and gather market intelligence information in coordination with ministry of foreign affairs. (3) Ethiopian commodity exchange (ECX) and its authority is responsible for supporting exchange of agricultural commodities. (4) Coffee marketing directorate is responsible for smoothing the supply value chain of coffee in coordination with ministry of agriculture and providing logistics support to make sure that the product is delivered timely both to international market. (5) Trade relation and Negotiation is responsible to create bilateral trade agreements and negotiations with the rest of the world.

Ethiopian revenue and customs authority (ERCA)

This is an organization responsible to collect revenue from customs duties and main taxes, regulates cross border trade, protect the society from adverse effect of smuggling, and determine tax on imports and exports.

CHALLENGES OF EXPORT IN LIGHT OF TRADE FACILITATION PRACTICES

Time related challenges

The issue of delays in facilitating international trade transactions has been assessed by different researches. Uzzaman and Yusuf (2011) estimated that each day of delay in shipping time, costs 0.8% of the cost of manufactured goods. Excessive documentation, physical inspection, and sometimes multiple inspections having different middlemen (agencies) involved will create long time and higher cost in customs clearance processes (Djankov et al., 2010).. In addition, Persson (2012) confirmed that there is always an increment in the time requirement to accomplish a cross border trade if the facilitation practices and procedure become complex and incompetent.

Document related challenges

In most countries, companies involved in export import transaction should permanently submit large volumes of data and export related evidences (documents) for regulatory institutions (authorities) to comply with import, export and transit-related regulatory compliances. The big issue here is that, it needs to involve several different agencies to submit the required documents (Arvis et al., 2013). Each agency and institution have its own criterion, procedure and way of processing documents in which most documents processed and submitted in paper based forms. These requirements, together with the associated submission charges, create a problem for legal institutions and to the business community and can also be a major barrier for effective improvement of international trade transaction especially, in developing countries (UN/CEFACT, 2004).

Sometimes, export-import related regulations and documentary requirements become major impediments to trade. Even in some of the most trade-friendly nations of Middle East, it will involve 15 different parties to export single commodity such as rice, 24 documents, and about 700 data elements. No less than 22 days may be necessary for the exporter to dealing at different regulatory requirements as well as make transporting ready for export at the nearest seaport (Asian Development Bank, 2013).

Regulatory related challenges

In addition to direct export/import activities, a number of distinct regulatory procedures and governments affects cross border operations. These operations might be in the form of revenue gatherings, the issue of social wellbeing and safety, environment and health, and consumer protection issues. Clearance processes and procedures in customs offices, customs procedures, necessary documentary claims, technical examinations as well as safety matters could also seriously become a bottleneck that will affect the smoothly delivery of an export commodity in the international markets. Examples of bottlenecks and barriers are numerous which are creating large burdens for any trader and entail substantial economic and social costs to the national economy (Tsegaye and Endris, 2012).

Referring different research findings, Tilahun (2014) projected that ¾% of international trade delays occurred due to serious administrative difficulties, multiple customs and other authorities' dealings and processes, the complicated taxing mechanisms, vague clearance processes and examination procedures, as well as the problem of having political will to adopt specific trade facilitation measures. In support of Tilahun's discussion, Wilson (2007) approved the critical impact of managerial and directional measures and processes on international trade. He also admitted that, large customs and administrative procedures have found to be a serious burden in developing nations than developed ones.

Infrastructure related challenges

Most researches admitted that there is a serious concern on the infrastructural quality related problems for African countries. According to Amal (2012), the infrastructural problems are very serious especially in landlocked nations because they are forced to cost high due to two major reasons: because they have poor infrastructure which is hindering their export transaction and the same problems has existed in their neighbor countries so that they are forced to suffer two times with similar problems.

METHODOLOGY

The research addressed Addis Ababa as a specific location for this research. In addition, this study is descriptive, which describes the existing nature of the challenges and opportunities of export in light of the current trade facilitation practices of Ethiopia. The study employed both qualitative and quantitative data. The qualitative data includes those data that are primarily collected through semi-structured interview whereas quantitative data includes objective items through the close ended questionnaires. Regarding the data source, the study was used primary sources. According to Kothari (2004), primary data is collected directly from the target population by the researcher through distributing questionnaires and conducting interviews. Therefore, primary source of data were collected through closed ended questionnaires for selected exporters and semi-structured interviews for selected trade facilitating institutions and exporters associations.

Furthermore, eight selected trade facilitation indicators such as information availability, involvement of trade community, formalities (document, automation, and procedure), fees and charges, governance and impartiality, and internal cooperation as measuring tools of the status and nature of trade facilitation practices in Ethiopian context (Chen and Novy, 2009). Exporters, trade facilitating institutions, and exporters associations are the target populations or respondents of this research. Exporters were taken as respondents of the closed ended questionnaire while trade facilitating institutions and exporters associations were taken for the purpose of having interview with them which helps the researcher to triangulate exporters' response with that of their representatives and government (facilitating) institutions. Among the trade facilitating institutions, Ethiopian Revenue and Customs Authority, Ethiopian Chamber of Commerce and Sectoral Association, Ministry of Trade, and Ethiopian Horticulture Development were selected as interviewees from the government side while Ethiopian Women Exporters Association, Ethiopian Horticulture Producer Exporters Association, Ethiopian Coffee Exporters Association, *and Ethiopian* Pulses, Oilseeds and Spices Processors-*Exporters* Association were selected for the interview program form exporters associations side. All facilitating institutions as well as exporters associations were not involved in this study due to the researcher's incapability to address all of them within this stipulated time. Instead, the researcher has selected the above mentioned institutions and associations based of their weight of role and contribution in trade facilitation and of course export.

The number of sample respondents was selected based on the report of Ethiopian Exporters Institute (2015) in which currently, there are about 200 registered commodity exporters who engaged in exporting of products which have major contribution for Ethiopian export whose origin is in Addis Ababa, Ethiopia. In this case, the researcher selected exporters from different exporting sectors such as coffee, hide and skin, leather products, spices, pulses and oilseeds, fruits, vegetables, and flowers, textile, cereals, and cotton. To conduct the research both primary sources of data has been used. In collecting primary data, closed ended questionnaires and semi structured interviews were employed. These tools were employed to collect data about the current trade facilitation trends, export related challenges and opportunities of the current trade facilitation practices. These sources have been addressed from both the exporters' and government trade facilitating agencies/ institutions perspectives. The semi structured interviews were employed to collect data form selected respondents from both exporters and facilitators' perspectives which helps the researcher to deeply investigate the respondents' feelings and knowledge about the specific issues that are not specifically answered using questionnaires. As far as the questionnaire's validity and reliability is concerned, the researcher were employed the Cronbach's alpha after conducting a pilot survey at Debrezeit city on twenty randomly selected exporters found in the East Industry Zone. "*Cronbach's alpha is an extensive measure of internal consistency of a latent construct, which is considered to be represented through the set of particular variables*" (Tetyana, 2012).

Questionnaires were distributed to conveniently selected exporters. The questionnaires were distributed and collected with five data collectors. Among 132 questionnaires, 120 of them were distributed by the five data collectors and the rest 12 by the researcher himself. Therefore, the first collector was assigned to 30 coffee exporters, the second assigned to 20 exporters of hide and skin and leather products exporters, the third were assigned to distribute to 26 pulses and oil seeds and cereals exporters, the fourth collector were assigned to 22 exporters from spices and fruits, vegetables, and flower exporters, and finally the fifth collector were assigned to distribute for 22 exporters who engaged in textile, bee wax and honey, and cotton export sectors. The other 12 questionnaires from coffee sector were distributed by the researcher himself. In this regard, the researcher was responsible in coordinating the distribution of questionnaires by each data collectors and guide in the necessary places and have had serious follow-up each and every day until the data has collected effectively for 50 days. In between, the researcher himself had conducted interviews with six trade facilitating institutions/authorities and five exporters associations.

The concept of data processing involves the process of editing missing contents, coding of the collected data for further analysis, classification and tabulation of collected data that will be open for further analysis. Data analysis means the process computation certain measures along with searching for the extents of association happened within given data sets (Kothari, 2004). In this case, after the data was collected from primary source it was checked and in-house editing was undertaken to detect errors that had been committed by the respondents. Then, the edited data were coded and manually entered in to statistical package for social science (SPSS) version 21 computer software.

Both the quantitative and qualitative data analysis methods have employed. The quantitative data analysis methods have been used to describe and assess the challenges and opportunities of export in relation with trade facilitation practices in Ethiopian context especially in Addis Ababa (ACAPS, 2012). In doing so, the frequency distribution table, percentage and mean were employed to analyze the overall responses of respondents. Since the nature of the research has qualitative behavior too, the researcher has used interview data to support the findings from questionnaires. In this case, the researcher has collected the data, group similar ideas (responses rotate in same point or issue) and code the data that will make an interpretation very contended. At the end, the researcher have interpreted the results using his own ways of explanation and linked the results with results of questionnaires.

DATA ANALYSIS

Reliability test result

The Cronbach's coefficient alpha was calculated for each field of the questionnaire. Table 2 shows the values of Cronbach's Alpha for each field of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's Alpha ranged from 0.793 and0.864. This range is considered high as the result ensures the reliability of each field of the questionnaire. The total Cronbach's Alpha equals result is 0.875 for the entire questionnaire which indicates very good reliability of the entire questionnaire. Therefore, based on the test, the results for the items are reliable and acceptable.

Information availability

The concept of information availability as trade facilitation indicator (TFI) is about availability and publication of required formalities in

Table 2. Reliability Test.

S/N	Field	Number of Items	Cronbach's Alpha Result
1	Nature of Trade Facilitation in Ethiopia	13	0.859
2	Challenges of export of trade facilitation	14	0.793
3	Opportunities of export of trade facilitation	8	0.864
Total		**35**	**0.875**

Source: Author

Table 3. Information Availability.

Variable	Mean	Valid percent of Responses (%)				
		STDA	DA	N	AG	DSA
Customs and all institutions have published their own specific procedures	2.0833	30	50	5	11.7	3.3
There is clear communication of Policies and objectives publicly available that will guide how the trade community involve in trade related activities	2.0750	34.2	45	4.2	12.5	4.2
There is sufficient information regarding to your export processing and clearance	1.7750	43.3	45.8	4.2	3.3	3.3
Total	**1.978**					

Source: Author

every institution in either in published paper form or web based system. In this regard the trade related procedures should be published, documented and availed to the public so that the business community can easily access the necessary information that have importance for their business success. To this end, three critical questions have been forwarded to the respondents (exporters) and their response as discussed in Table 3.

According to the above table, there is lack of availability of published materials concerning with trade facilitation and export clearance processes in the country, lack of clear communication of policy and practices in between the government and the business community which might ease the export process, and lack of having sufficient information regarding to how to process and clear an export. In general, it shows that there is a big information and communication gap between the facilitating bodies and trade community.

Trade Formalities: (Documents, automation, and procedures)

Trade formalities are the ways that trade related activities will become very simple while processing. Trade formalities in a good trade facilitation practice involve three basic pillars. These are simplification of trade documents which is about harmonization in accordance with international standards and acceptance of copies, electronic exchange of data and automation of export procedures, and streamlining of export controls and single submission points for all required documentation. Based on the above justifications of trade related formalities, the following five questions have forwarded to exporters and their answer is discussed in Table 4.

The total mean score is 1.8997 which shows that almost majority of the respondents are not agreed with (1) the simplicity, harmonization, consistency of export related documents (2) the use of electronic and automation systems to process data, export clearance practices, and share information, and (3) the streamlines and organization export related regulations and processes (procedures) and the opportunity of submitting export documents in one single point of submission.

Involvement of trade community

The success of trade facilitation will leave on the paper unless it considers the interest of the business community and involve them in the decision making process. The concept of involvement of trade community in trade facilitation practices is about considering the interest of the traders while developing procedures and trying to consult them as necessary. The following table will discuss the nature of Ethiopian trade facilitation practice in considering business community involvement.

Depending on the above Table 5, the response of exporters regarding to their involvement in trade related decisions and the consideration of their interest in regulatory procedures has scored a 50% of disagreement, 28.3% of disagreement, 11.7% agreement, 3.3% strongly agreement, and 6.7% of neutral with a total mean of 2.1167 which shows that most of the respondents are concentrating on disagreeing with attainment of their interest by regulatory procedures and their involvements in export related decision making processes. The above analysis shows that, the export related regulations are not developed considering the interests of the business community especially the interests of the exporters in this case and exporters are not involved in trade related regulatory procedures as well as decision makings.

Fees and charges

This issue involves the payments that exporters should fulfill in

Table 4. Trade Formalities.

Variable	Mean	Valid percent of responses (%)				
		Str. Disag.	Disagree	Neutral	Agree	Str. Agree
Export documents are simple, harmonized, consistent and aligned with international trade laws and procedures	1.9333	39.2	44.2	5	7.5	4.2
Data processing are harmonized using electronics systems by all regulatory bodies	1.7583	36.7	54.2	5.8	3.3	-
Export clearance practices are supported by the automation system in all over institutions	1.7750	34.2	59.2	1.7	5	-
All government institutions, traders and freight forwarders share information electronically	1.8487	36.7	51.7	3.3	7.5	0.8
All export related controls are streamlined/organized and there is a probability of submitting required documents at a single point of entry	2.1833	29.2	50	4.2	6.7	10
Total	**1.8997**					

Source: Author

Table 5. Involvement of Trade Community.

Variable	Mean	Valid percent of Responses (%)				
		Str. Disag.	Disagree	Neutral	Agree	Str. Agree
Regulatory procedures are designed to attain the interests of the business community and involve them in decision making practices	2.1167	28.3	50	6.7	11.7	3.3
Total	**2.1167**					

Source: Author

processing export documents and clearing an export cargo. Fees and charges are defined as amounts imposed on exports and disciplines applied. According to this result, much of the respondents (about 81.7%) have agreed that the average fees and charges levied on export are reasonable and acceptable. This implies that the country's export facilitation is successful in terms of fees and charges so that exporters are not affected by it. In this regard, the interview result from some exporters' associations shows that, the payments for export processing are not such significant as compared to what is paid for other things.

Internal cooperation

It is cooperation between various government institutions, private agencies, and exporters in the trade facilitation environment of the country. In this regard, the following three questions are forwarded to exporters and their answer summarized in Table 6. The total mean average (1.8792) score of internal cooperation shows that, most of the respondents are not agreed with the existence of strong internal cooperation between government authorities, private companies, and the business community at all.

The result of the above analysis implies that, the country has no separate and autonomous facilitating authority that will be responsible to control, facilitate and coordinate export activities and finally, there is no an integrated working environment existed between the facilitating government institutions, private companies and the business community which created lack of internal collaboration among facilitating authorities and exporters (trading community) in the country which will strengthen trade facilitation practices and easing export process.

Challenges of export business related to trade facilitation practices

Document related challenges

Obtaining different export related documents is considered as a basic challenge in the export sector. According to UN/CEFACT

Table 6. Internal Cooperation.

Variable	Mean	Valid percent of responses (%)				
		Str. Disag.	Disagree	Neutral	Agree	Str. Agree
The country has separate trade facilitation committees/authority that is responsible to facilitate both domestic coordination and implementation of provisions of the trade facilitation practices	1.7417	38.3	53.3	4.2	4.2	-
Generally, there is an integrated working environment between government and business community in the trade (export) facilitation practices	2.0167	35.8	45	13.3	3.3	2.5
Total	**1.8792**					

Source: Author

Table 7: Regression Analysis on the impact of export trade facilitation on export performance

			Estimate	S.E.	T-Value	P	Decision
Export Performance	<---	Information Availability	-1.065	.074	4.567	***	Supported
Export Performance	<---	Trade Formality	-1.468	.056	-3.225	***	Supported
Export Performance	<---	Trade Community	-.150	.099	4.261	***	Supported
Export Performance	<---	Internal Cooperation	-.737	.059	5.039	***	Supported

Source: Author

(2004), companies are submitting multiple and large volume of documents to regulatory bodies to have an export success. In addition, the involvement of multiple agents, complexity of documentary requirements are costing exporters extra time and cost which is affecting the export. According to Asian Development Bank (2013), trade related documentations are becoming a great impediments for export success and requiring more documents that have large amount of data which might accomplished within long time periods (at least 22days). Considering the above discussions of the two organizations, document related challenges are addressed with the following eight specific questions and the exporters' responses are summarized in Table 7.

The results of all above discussions implies that, in the current trade facilitation practices, obtaining an export license, technical and sanitary documents, airway bill, export bank permit certificate, insurance certificate, export authorization, and inspection and release of goods for export are found the most difficult and problematic document related practices (Appendixes 12 and 13).

In general, the total mean score of document related challenges is 3.894. That means most of the respondents are agreed with the difficulty of processing and obtaining documents for export clearance process. This in general implies that, documentary collections for export clearance purpose are found the other most challenging activity in Ethiopia.

Time related challenges

Delays in export creates high cost of exporting and sometimes it will created damage on the product as well as dissatisfaction on the foreign customers which might have an adverse effect on the export. Uzzaman and Yusuf (2011) estimated that product cost will increased by 0.8% if the delivery of an export item delays for one day. The time related challenges of export related to trade facilitation as discussed in the following three questions (Table 8).

In general, the above analysis shows that trade facilitation practices specifically, export clearance processes are taking long time due to the problem of processing and collecting documents for long time, problem of inspecting one product at different offices for multiple time, and due to problem of bureaucracy and inefficiency of officials to implement procedures and practices. This justification has supported by the total mean result of the above three questions which is 3.975 which means most respondents agreed that export clearance is taking long time due to document collection, multiple inspection and bureaucracy. This implies that time becomes one of the critical challenge in processing and clearing an export cargo.

Regulatory/procedural challenges

The effect of regulations on export has been discussed by different literatures. For example, Tsegaye and Endris (2012) availability of distinct procedures by different offices, documentary requirements, procedural inspections and other safety agendas will seriously restrict the delivery of an export items within its stipulated time. On the other hand, Tilahun (2014) estimates that almost third fourth (3/4) of export delays existed due to administrative problems, multiple procedure, tax administrations and related procedures/

Table 8. Document-related Challenges.

Variable	Mean	Valid percent of responses				
		St. Dis.	Disagree	Neutral	Agree	Str. Agr.
Obtaining an export license is the most difficult activity that affect exporting in the country	4.05	3.3	5.0	12.5	41.7	37.5
Technical or sanitary requirements and collection of Phytosanitary certificate are the most problematic activities that affect exporting in the country	3.91	8	7.5	14.2	54.2	23.3
Collection of airway bill is the most problematic activity that affect exporting in the country	3.70	21.7	-	0.8	62.5	15.0
Collecting of export bank permit and insurance certificate is the most problematic activity that affect exporting in the country	3.63	5.8	14.2	5	60.8	14.2
Collection of export authorization is the most challenging practice that affect exporting in the country	3.733	5	10.8	9.2	55.8	19.2
Inspection and release of goods are the most difficult activity that affect exporting in the country	3.891	3.3	11.7	3.4	55.8	25.8
Total	**3.894**					

Source: Author

Table 9. Time-related Challenges.

Variable	Mean	Valid percent of responses (%)				
		Str. Disag.	Disagree	Neutral	Agree	Str. Agree
It takes long time to process and submit necessary export related documents	4.0583	2.5	5	3.3	62.5	26.7
It takes long time to inspect goods at different regulatory offices	3.9083	4.2	8.3	5	57.5	25
It takes long time to clear export cargo due to bureaucratic activities and inefficient implementation of procedures	3.9583	3.3	9.2	2.5	58.3	26.7
Total	**3.975**					

Source: Author

regulations complexities (Table 9).

Wilson (2007), found that, customs and administrative procedures as a challenge for export especially in developing countries. In this regard, regulatory related challenges for export is addressed with the following four questions and summarized in Table 10. The results of the above all analysis of all four statements implies that, the current export related regulations are long, changing frequently, and difficult to implement which have multiple requirements by different government institutions to be fulfilled by exporters. It is also expressed by a regulation with no clear policies and strategies to all stakeholders. In general the export related regulations are in efficient and ineffective in supporting and easing export clearance processes and practices. This means that export related regulations are the other challenging factors for exporters and the success of export business in the country.

Opportunities of export business concerning with trade facilitation

The results of the above discussions implies that, there is priority given to exporters by the government so that their export facilitation practice will process before any kind of Business Companies, the current trade facilitation is not fastening export clearance releases, not simplifying export, not enhancing competitiveness, and not saving exporting time and cost. In addition, exporters are not feeling secured in their export operations within the existed trade facilitation practices, the export advisory and networking services provided by facilitating institutions has not improved export their efficiency and minimize their export time, there is no further opportunity to exporters to engage in multiple export sectors due to trade facilitation constraints, and they are not effectively benefiting

Table 10. Regulatory Challenges.

Variable	Mean	Valid % of responses				
		St. Disag.	Disagree	Neutral	Agree	Str. Agree
All export related regulations are long, volatile and difficult to implement	4.10	4.2	4.2	1.7	57.5	32.5
There is multiple requirements to be fulfilled by the exporters to each facilitation institutions	3.98	4.2	7.5	1.7	60	26.7
There are no clear and well informed trade policies and strategies given to all export related stakeholder	4.0	2.5	7.5	4.2	59.2	26.7
In general export related procedures are not efficient and effective in easing export facilitation	4.17	0.8	5	3.3	58.3	32.5
Total	**4.06**					

Source: Author

Table 11. Opportunities of Export Facilitation in Ethiopia

Variable	Mean	Valid percent of responses (%)				
		Str. Disag.	Disagree	Neutral	Agree	Str. Agree
There is priority given to the exporters in processing and clearing their exports	3.8583	3.3	14.2	1.7	55	25.8
The current trade facilitation has fasters export clearance releases	1.6	41.7	56.7	1.6	-	-
The current trade facilitation has simplified exporting and enhanced competitiveness	1.758	37.5	54.2	4.1	3.3	0.8
You feel better security in your export operation with the existed trade facilitation practices	1.633	38.3	60.8	-	0.8	-
The current trade facilitation practices has saved export time and reduced cost of exporting	1.641	42.5	53.3	1.7	2.4	-
The export advisory and networking services provided by facilitating institutions has improved export efficiency and minimized export time	2.10	32.5	49.2	-	12.5	5.8
The exporters has an open opportunity to engage in multiple exporting sectors due to having successful trade facilitation practices in the country	2.0250	33.3	48.3	0.8	17.5	-
Exporters are highly benefiting from different export incentive Schemes provided by the country so that they maximize their export efficiency and save exporting time and cost	2.30	26.7	49.2	1.6	12.5	10
Total	**1.865**					

Source: Author

from export promotion incentives schemes provided by the government. The total mean of export opportunities is 1.865 which is in between 1 and 2. This means that most of the respondents are not agree with the applicability of those export related opportunities by either from trade facilitation perspectives or government export promotion plan perspectives. This implies that exporters are not effectively benefiting from opportunities except enjoying the priority given by the government bodies (Table 11).

RESULTS

This research has numerous functions in minimizing the exporting time and cost and improving export efficiency in the country if properly implemented. During the investigation the researcher used descriptive statistics and based on the findings he made the research project to an end by outlining the following classic conclusions.

The findings of the study showed that:

The current Ethiopian trade facilitation practice especially in the export sector:
(i) Has no well published export related documents available to all respective stakeholders or they are not able to access it easily
(ii) Has no open information sharing habit with our institutions as well as exporters themselves
(iii) Has no strong communication mechanism created in the country so that exporters and other regulatory bodies (in general all stakeholders can linked)
(iv) Has frequently changing and complex export related directives and frequently changing export related regulations
(v) Has traditional and multiple data processing and clearance mechanism
(vi) Has no one single entry point to process export
(vii) Has no procedures that keeps the interests of the business community rather than the export sector in general
(viii) Has less fees and charges paid for processing and good governance and impartiality in the export sector, and
(ix) Generally, it has no well integrated and internally cooperated working environment existed between the exporters and the facilitating institutions and the facilitating institutions among each other. Therefore, based on the above findings about Ethiopian trade facilitation in relation with the export sector, the researcher can convincingly conclude that the Ethiopian trade facilitation is found under the infant stage and it is a kind of tiresome process in the country. Our exporters are facing the following challenges resulted from the existed infant and tiresome trade facilitation process.
(i) Exporters are expected to submit multiple documents to clear single export product
(ii) Obtaining technical and sanitary as well as health related documents are found the most challenging in documentary collection practices
(iii) Exporters are expected to knock different offices to claim export related documents and to inspect their exportable products
(iv) Exporters are forced to wait for long period of time to process export documents, inspect export products, and transport across Ethiopian border
(v) Exporters are forced to pay double times and inspect two times for quality standards in both domestic and international level due to the incompatibility and unacceptability of Ethiopian standard measures by foreign importers and countries
(vi) Exporters are forced to implement multiple procedures developed by different institutions which make their export business difficult and challenges
(iv) The country's export is facing lots of challenges resulted from the poor performance of trade facilitation practices in the country and the multiple export document requirements, complexity and volatility of procedures, involvement of different regulatory bodies, and infrastructural problems are the most dominant challenges that hampers the success of export sector.

Even if there are some opportunities provided from the government side such as: (1) having a service priority provided for exporters that any kind of business individual; (2) having an opportunity of different export promotion incentive schemes provided by the government; and (3) having the opportunity to involve in different export sectors as far as the exporter has the potential. The exporters do not effectively benefit from those opportunities due to the following reasons: (1) the priority issues is developed by the government are not efficiently implemented in the ground because there is no strong and continuous follow-ups from the government side and exporters are reluctant in using such opportunities (2) the government has failed to deliver those incentive schemes to respective exporters and failed to have continuous follow-up programs while exporters are not well familiar with the core concept of those export promotion incentive schemes and their benefits (3) the exporters are not motivated to engage in multiple exporting sectors due to the unattractive trade facilitation environment and there is no strict support from the government side. To this end, the researcher can finally conclude that, even if there are ample opportunities in the export promotion and facilitation practices in Ethiopia, still they are not effectively enjoying those opportunities due to the weakness of both exporters and government and still the researcher believes that exporters have such opportunities in the future and can enjoy with it.

RECOMMENDATIONS

This study has established the challenges and opportunities of export sector in Ethiopia in relation with the current trade facilitation practices having exporters and facilitating institutions as critical respondents found in Addis Ababa, Ethiopia. In light of the findings and conclusions made above, the following possible recommendations are suggested as being important to minimize export clearance time and cost and valuable to the success and development of export business in the country. The Ethiopian trade facilitation practice in light of export business has been found to be tiresome and takes long time to clear a single export, therefore, the researcher has recommended the following:

(i) All export related documents should published and available to all stakeholder through electronic mechanisms such as common websites
(ii) All export related information and data should be shared to all in a common way so that there will be information sharing and updating in all areas while there is any change in the export sector
(iii) There should be well structured communication and networking policy so that there will be strong relationship between all stakeholders in the export sector
(iv) There should be long lasting export related regulation that will be applied to all by all in similar manner
(v) All export clearance activities should be processed through automation system
(vi) There should be mechanism that will invite exporters and other related stakeholders to share what they feel, know, and want in the exporting sector and it will also be better if they are involved in export related decision makings to make export clearance and exporting easy.

The findings of this study shows, exporters are facing different document, time, procedure, and infrastructure related challenges in light with the current trade facilitation practices. To come up with the solutions:

(i) Single point of entry and common point of inspection should be created which will be the best way to combat the problem of knocking multiple offices for single export clearance and it will also minimize unnecessary involvement of different regulatory and facilitating bodies which will hamper the export success
(ii) It will be better for the government to adjust its standard testing mechanisms and have a technology to test standards and quality that have international acceptance so that exporters will be saved from double quality testing by domestic and international offices
(iii) Even if the infrastructural problems are common to all sectors, the railway project will have an answer regarding to transportation but, still it will not fully guarantee it; the government should take it into consideration. In addition, the electricity and network problems should be addressed even if they are countrywide issues.

The findings concerned with the opportunities of the export in light with trade facilitation practices shows that, exporters have ample opportunities but they are not enjoying it well. To solve the problem, the following solutions are forwarded:

(i) To be effective in having priority for export sector, there should be strong follow ups and exporters need to be well aware what priorities they have in the sector
(ii) There should be avenue to inform exporters what kind of incentive mechanisms available in the country and what benefits it have with strong support
(iii) There should be initiative program from regulatory bodies that will help exporters involve in multiple export sectors with strong awareness and support. In general, there should be strong awareness creation about the opportunities that exporters have and should be knocked up with strong initiative program.

GENERAL RECOMMENDATIONS

Considering the above mentioned recommendations, to be successful in all round export facilitation issues discussed earlier, the following two major points are suggested by the researcher.

Development of separate export facilitation and coordination authority

The existence of separate institution that have autonomous power in coordinating and facilitating export related activities will be the best solution to minimize the bureaucratic problems of export process and unnecessary involvement of different bodies that will hamper the effective move of export business. The existence of separate institution that is fully responsible to export will promote the export business and the exporters will be supported effectively. The existence of separate export promotion and coordination institute will involve the interest of both the government and the business community and will create an environment that each stakeholder will work together for the development of export in the country. Therefore, the researcher critically recommends the development of separate export facilitation institution whose mandate is to promote, facilitate and coordinate export only. Similarly, JICA (2013) recommended establishing central institution that will be accountable for controlling and managing export related activities in the country.

The development of electronic single window system

The issue of single window system is not a new phenomenon in the international trading activities; rather it is the most important way of minimizing trade facilitation related hassles in the implementing country. The existence of electronic single window system will let exporters submit those necessary documents at a time with single entry to all regulatory bodies so that they will totally save their exporting time, cost and bureaucracies and the export sector will also be effective. UN/CEFACT (2005), in its recommendation number 33 recommends that countries implement an electronic single window system to minimize the cost and time of their international trade transaction. According to the recommendation, the application of a Single Window would be critically important for regulatory authorities, traders, Governments and export.

Government should create better levels of safety and maximize revenue with improved trader compliance. Traders could benefit from clear and expectable clarification and implementation of procedures, and improved distribution of necessary resources, causing considerable improvements in efficiency and competitiveness.

CONFLICT OF INTERESTS

The author has not declared any conflict of interests.

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Appendix

Table 12: Correlation Matrix On The Impact Of Export Trade Facilitation On Export Performance

Variables	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)
(1) Info Avail1	1.000														
(2) Info Avail2	0.494*	1.000													
(3) Info Avail3	0.574*	0.338*	1.000												
(4) Trd Form1	0.624*	0.444*	0.668*	1.000											
(5) Trd Form2	0.655*	0.473*	0.624*	0.681*	1.000										
(6) Trd Form3	0.363*	0.164	0.382*	0.365*	0.404*	1.000									
(7) Trd Form4	0.476*	0.312*	0.402*	0.448*	0.450*	0.638*	1.000								
(8) Trd Form5	0.360*	0.308*	0.185*	0.351*	0.307*	0.363*	0.558*	1.000							
(9) Trd Com1	0.429*	0.234*	0.408*	0.487*	0.423*	0.443*	0.545*	0.572*	1.000						
(10) TrdCom2	0.315*	0.163	0.423*	0.377*	0.420*	0.405*	0.568*	0.386*	0.581*	1.000					
(11) Int Coop1	0.496*	0.263*	0.535*	0.520*	0.517*	0.479*	0.508*	0.279*	0.529*	0.618*	1.000				
(12) Int Coop2	0.465*	0.233*	0.537*	0.474*	0.407*	0.262*	0.349*	0.193*	0.438*	0.393*	0.516*	1.000			
(13) Int Coop3	0.421*	0.249*	0.461*	0.432*	0.350*	0.261*	0.321*	0.317*	0.420*	0.317*	0.506*	0.705*	1.000		
(14) Perform1	0.441*	0.160	0.473*	0.471*	0.324*	0.323*	0.388*	0.225*	0.332*	0.249*	0.433*	0.597*	0.647*	1.000	
(15) Perform2	-0.031	-0.095	0.126	0.070	0.030	-0.023	-0.011	-0.017	0.018	-0.003	0.128	0.084	0.049	0.036	1.000

**** p<0.01, ** p<0.05, * p<0.1*

Table 13: Descriptive Analysis Of The Impact Of Export Trade Facilitation On Export Performance

	N	Min	Max	Std. Deviation	Skewness		Kurtosis	
					Statistic	Std. Error	Statistic	Std. Error
Information Availability1	120	1	5	.647	-1.078	.221	4.417	.438
Information Availability2	120	1	5	.688	-1.005	.221	2.904	.438
Information Availability3	120	1	5	.780	-1.302	.221	2.569	.438
Trade Formalities1	120	1	5	.716	-1.061	.221	2.760	.438
Trade Formalities2	120	1	5	.706	-1.095	.221	3.222	.438
Trade Formalities3	120	2	5	.756	-.673	.221	-.164	.438
Trade Formalities4	120	1	5	.888	-.739	.221	.350	.438
Trade Formalities5	120	2	5	.853	-.167	.221	-.755	.438
Trade Community1	120	2	5	.717	-.263	.221	-.560	.438
Trade Community2	120	1	5	.889	-1.058	.221	1.373	.438
Internal Cooperation1	120	2	5	.624	-.706	.221	.609	.438
Internal Cooperation2	120	2	5	.594	-.914	.221	1.182	.438
Internal Cooperation3	120	2	5	.684	-1.384	.221	1.200	.438
Firm Performance1	120	1	5	.692	-1.346	.221	4.043	.438
Firm Performance2	120	2	5	.691	-.769	.221	.639	.438

Source: Author Calculation, 2016

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Review

How and why leaders affect organisations and vice versa: Review of two academic concepts related to Leadership and managing people by drawing on theory and research

Yetunde Justina Arowosafe

School of Management and Social Sciences, Pan Atlantic University, Lagos, Nigeria.

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The current leadership theories tend to focus generally on the characteristics of leaders and leadership without examining the followers. This article focused on followers, their Implicit Leadership theory (ILT), and the process of granting leadership to the Leader. The paper aimed to explain how leaders influence the ILT of followers and suggests a framework to provide new directions for the development of leadership theory by understanding followers' perception of leadership. Organizations must develop ideal leadership style for leading the new workforce. The characteristics of transformational, transactional, servant-leader theories were reviewed and revealed that a single leadership theory is not adequate for leading effectively and that the ILT of followers must not be overlooked. Therefore, leadership theory studies must examine followership and consequently develop more flexible leadership theory models that can evolve with different generational groups and changes in the workforce and organization.

Key words: Implicit leadership theory (ILT), leadership, followers, granting leadership, romance of leadership (rol), leadership concepts, perception.

INTRODUCTION

The debate on roles of Leaders and Leadership in organisational performance cannot be overemphasised. It is true that Leaders affect organizations and organizations also affect Leaders and Leadership; it is a mutual relationship. The organization provides the medium or platform for Leadership to take place and therefore enforces or seek to enforce its culture, polices, strategies, objectives, and goals on the Leader, however, there is no empirical evidence of its (leadership) impact on the performance of the organization. Colombo (2021) opined that Organizations are social systems that form when a group of individuals accept being bound by stable, horizontal and vertical structural relations, to become organs or parts of organs that are experts according to their functions and positions within a larger structure. To achieve a common goal that cannot be attained by the single individuals or by their subsystems. An organization is a system of social entities that are goal oriented with

E-mail: yetunde.arowosafe@pau.edu.ng. Tel: +2348029507666.

structured activity systems and a permeable boundary (not physical boundaries). These boundaries include its structure, culture, environment, and strategy, which consequently affect performance. Coun et al. (2019) in their research concluded that these boundaries can be influenced in response to prevailing environments by Leadership.

The role of leaders in defining organisational culture and therefore performance has been overemphasized with attention mainly on the leader's behaviour and personality but there are other critical factors to be considered.

Streimikiene et al. (2021) in their research concluded that the process of leading people cannot exist in isolation; it is not determined by personality traits and behaviours of individual leaders but has been proven by various research works as "dyadic, shared, rational, strategic, global and social dynamic" (Avolio et al. 2009)

This essay will argue that effective leadership occurs when the followers give or allow the leader to lead, and this depends on the followers' perception of the leader and secondly discuss different Leadership styles and the Servant-Leader leadership theories using the implicit concepts of Romancing Leadership and granting leadership to explain how and why Leaders affect the organization as evidenced in literature. Meindl (1995) opined that it will be difficult for research to overcome the myths on the power of leaders to change organisational outcomes since leadership has become romanticized in the society. Zander (2020) confirmed that the follower preferences are essential to granting leadership; Moreover Khan and Khan (2019) posit that Leaders cannot be successful without good followers. The paper also argues that apart from Leaders and organization, there is another factor that affects Leadership and organization but first a brief definition of leadership and the two theories will be given. The aim of this paper is to examine the effect of Implicit Leadership Theories and Followers preferences on Leadership and vice versa.

LITERATURE REVIEW: LEADERSHIP CONCEPTS

Leadership studies have evolved over the years as evidenced in earlier definitions: Kotter (1988) defined leadership as the process of moving a group (or groups) in some direction through mostly non-coercive means. Drucker (1988) opined that the most critical aspect of Leadership is motivation not coercion. Consequently, Bass (1990) suggested that Leadership is an interaction between two or more members of a group that often involves a structuring or restructuring of the situation and the perceptions and expectations of members. Yukl (2002), in literature defined Leadership as a process of facilitating individuals and collective efforts to accomplish a shared objective; or a process of influencing others to understand and agree on what shared goals and objectives needs to be done and how it can be achieved effectively (Avolio, op.cit.). However, Malik (2012) posits that leadership is a process which is observable, understandable and is based on personal, organizational, and social level. Silva (2016) said, "Leadership is the process of interactive influence that occurs when, in a given context, some people accept someone as their leader to achieve common goals". Kesting et al. (2016) defined leadership as a process by which an individual motivates or influences others to achieve organizational goals. Gandolfi and Stone (2016) described leadership as an intentional means by which a leader influences a group of people in an organisation to a widely understood future state that is different from the present one. Consequently, Bass (2019) said that leadership is a complex combination of human qualities and actions".

It can therefore be summarised that leadership is a process of creating a bond with the followers who are led at personal level to motivate, not force to achieve desired goals and objectives. Leadership is a process, it will take time, and it evolves and not only set objectives but also provides strategy and direction to achieve these objectives.

Therefore, a leader must have the ability to manage, control, create a bond, motivate, inspire, and build people, not just to archive set targets but also to innovate and modify set targets as time and seasons evolve. From these definitions, it can be concluded that a leader is a person who organizes a group of people to achieve set goals/change. Therefore, Leadership is effective when it has ability to influence and accomplish the shared objective.

Leadership theories have developed overtime from the Great man/Traditional theory that focus on traits, contingencies and behavioural to the Modern theories that focus on leaders' and followers' perception. The leadership style theory can be regarded as a traditional concept; it involves tasks and people and is of two types: the transformational and the transactional leadership style while the Servant-Leader is a more modern.

Transformational leadership

This theory is based on behaviour and is focused on the subordinates and their emotions; the leader displays high level of emotional and social intelligence. The leader understands the goals and vision of the organisation and communicates same effectively and efficiently, encourages interactions and participation. The followers consequently identify with the leader and are ready to perform "beyond simple transactions and base expectations". Moreover, Kehr et al. (2022) suggested that Transformational leadership (TL) theory is, in essence, a motivation theory. Some other authors like Avolio and Bass show that this style of leadership involves leading by setting examples or role modelling. Role modelling is one of the major ways of teaching organizational culture to new members. This leader adopts four basic principles: Charisma, Inspiration, Intellectual Stimulation, and Individual Consideration. The leader employs these skills to influence or control his followers and consequently the organizational structure and culture.

Charisma

This involves carriage, presence, posture, or demeanour of the leader; the self-confidence and awareness displayed by the leader. The leader is aware of his position and communicates that to the follower in his posture. It enables the leader to gain trust and respect, sometimes revered by the followers.

Inspiration

This is by effective communication that is consistent over time, he ensures that information is correctly interpreted and seeks feedback. This encourages innovation and flexibility in the workplace, enabling members to creatively perform tasks.

Intellectual stimulation

Enabled team members to critically think about their task processes and question their values and beliefs as stated by Scott and Peter (2009) in literature.

Individual consideration

This involves knowing each member of the team and relating with them according to experience and maturity and by coaching/mentoring employees according to their developmental needs, there is regular and consistent feedback, which enables leadership to adjust or make corrections where necessary.

These behavioural traits make the leader effective because he has earned the trust of the subordinate as well as impacted knowledge required by clarifying the organisational goals and visions. Secondly, the followers develop a satisfaction for the job not the task and become committed; thirdly, identity is developed where the subordinate perceives that his work or role is recognised and valued; and finally perceives that the organization is fair in terms of the reward he gets as suggested by Peyton et al. (2019).

Transactional leadership

This is also based on behaviour and style, however it is focused on the task. The leader does not require any special skills or training. He uses the reward and punishment method; the subordinate must obey or face the consequences. Compliance to the rule is monitored and rewarded. It is just following rules and solving same problems in organizations. This style of leadership brings to fore the scientific method of control by Taylorism where processes are over simplified, special-skilled labour is not needed and job is repetitive and routine in nature. Organizations adopt this leadership where unskilled labour is required; unemployment rate is high and need to reduce cost of production and the subordinate are not inspired or committed to do more than required-no innovation or creativity at all.

Consequently, the transactional leadership style has a negative effect on the employees and the organization: high turnover rate and absenteeism, tense work environment and job dissatisfaction while subordinates with a transformational leader find satisfaction and are as result willing to work not necessarily because of the reward. This leads to higher productivity, profits, low staff turnover and organization spends less on recruitment and training, thereby reducing cost.

The transformational style is positively associated with organisational performance, because it promotes job characteristics in terms of variety, identity, significance, autonomy, and feedback as suggested by Al Khajeh (2018).

The servant-leadership theory

Shah et al. (2018) opined that the role of a Servant-Leader is that of employee champion to enhance employees' well-being. Servant leadership behaviour induces positive attitude and behaviour among employees. This implies that Servant Leaders have two attributes - functional and accompanying attributes. Functional attributes are traits such as ability to lead by example and respect for subordinates' work or contributions, while accompanying attributes like good communicating skills and been good listeners are closely like transformational leaders. Research in this field is limited but as shown empirically that this type of leadership is associated with follower satisfaction and organizational commitment as shown in literature.

Servant leader style ensure the overall happiness and success of the employees; the focus is to render service to the followers rather than the organisation as a whole (Tait, 2020), therefore, improving moral and motivation; and consequently organizational performance. He described a Servant Leader as one who is motivated to serve first, not to lead; he is a steward. According to Northouse (2021), there are seven servant leader behaviours in the model of servant leadership, these are conceptualizing, emotional healing, placing followers first, supporting followers' growth and success, behaving ethically, empowering, and creating value for the workplace. Servant leadership focus on stability and evolution of the organization by the personal growth of the subordinates as the focus. This is acceptable to the Millennial due to their individualistic nature; personal growth is critical to them; they also do not want to be led.

The followers' reactions to the different categorises of leaders differ significantly and will be explained with the implicit concept. There is very high tendency for followers to attribute unrealistic or clouded characteristics to their leaders based on the perception they have of the leader or personal interpretation of the leader's personality and behaviours; this determines the effectiveness of the Leader and is known as implicit concepts.

The definitions of leadership and the leadership theories in literature focus on the leaders, their traits, their styles, behaviours, and characteristics and not on the followers. Followership exits in every leadership process and its role is explained by the implicit concept.

The Implicit Leadership Theories (ILTs) is the perception of what or who a leader is like; or the behaviours they should exhibit. The actual behaviour of the leader is less significant; consequently, these ideas influence the perception and leadership impact on the followers. Hollander and Julian in literature suggested that followers have rational, mental images of who a leader is, and Leaders only emerge in organizations or situations by matching the perceptions or image of a leader as held by the follower. This signifies that follower grant leadership or allows leadership when the actual Leader matches their idea of who a good leader should be. Moreover, Lord and Maher in literature opined that the primary aim of Leadership is to be seen as a leader by others.

Granting Leadership by followers implies that the leader has been accepted and becomes responsible for the followers and organizational effectiveness; giving the leader social power and influence as argued by Sy and van Knippenberg (2021) in literature. Followers generally are not even aware of these images or that it dictates their reactions and behaviours to the Leader (Schyns et al., 2011). The development of these heroic images or prototypes makes the employee responsive to the organizational objectives as communicated by the leader and become committed to the task, thereby contributing positively to organizational outcomes in terms of culture and hence performance. However, the implicit theories have two limitations: it only categories Leadership into Leaders or Non-leaders. Conversely, it fails to acknowledge that not all leaders are effective or good. Secondly, these mental images could be learnt and are influenced by culture.

Culture is the total way of life of a group of people. Followers belong to different groups - tribe, religion and *even the organization itself. Culture shapes perceptions and expectations about leader's behaviours; it influences values, decisions, and actions. House and Fellow concluded that ILTs is socially shared as observed in children from early age - they have images of who a leader is and as they grow, interacting with the environment they develop prototypes of effective leaders based on experiences and expectations about a particular role or person.*

Therefore, Implicit Leadership Theories (ILTs) are rational, unscientific, and abstract prototypes of leaders held by followers which can facilitate or erode the Leader's influence. Previous research in this field have been by deductive approach which could be influenced by biases because it is subjective in nature and ILTs attributes leader behaviours to the Leader's disposition ignoring environmental factors or situations that influence the behaviour of the Leader at a particular time. Leaders affect organization in terms of culture/ structure and vice versa but the environmental factors are not within the control of leaders and the organization. These are uncertainties outside the organization; they could be government policies, economic factors, revolution in technology or natural crisis. They are not prototypes or have predetermined solutions; to overcome these factors the leaders and organization must be equipped to compete and adapt in this dynamic, global community that is technologically and knowledge driven.

Organizations have evolved and are now more technologically and up of individuals from diverse cultures and gender, hence ILTs might be affected and romance of leadership (RoL) that is based on individuals ascribing heroic attributes to leaders will not be visible in times to come. Leaders now need to be aware of their ILTs: how they are perceived by the followers and the organizations for them to be effective hence there is need for Leaders to manage their self-impressions.

Literature has shown that management manipulates the ILTs of followers through motivation in terms of compensation and performance-induced pay, which has introduced inequity and resentment in the workforce shifting focus gradually from leader behaviours to social networks in organizations.

THEORETICAL AND MANAGERIAL IMPLICATIONS

Literature and research has suggested that leadership and leader has the ability to influence subordinates to achieve a shared or desired goal, however, this definition suggests influence of the followers' behaviours but what leaders do in reality is influence the perception/images/ prototypes of leaders held by followers. It is only when this is done that leadership can be granted. It is not all about behaviours and ILTs, both followers and leaders need to be competent.

Leaders need to be knowledge-driven, skilled and experts in the organization's area of business with wide and diverse social network, ability to relate formally and informally within the workplace and able to adapt in the global community that is a diverse, cross-cultural environment. They need to educate subordinates on their ILTs – the formation and effects on their psychology

(Tavares et al., 2018). The focus will no longer be on leaders or followers' behaviours and the organization but on expertise, perceived environmental uncertainties, social and political networks within the workforce.

Organizational culture as defined by Schein is the way things are routinely done within an organizational context, it is a prototype of solutions that has been effective over time and consequently taught to subordinates. It is the DNA that binds social interactions and gives the organization its identity. Culture eventually, determines who will be a leader and if leaders do not understand the organizational culture, the culture will manage them (Schein et al., 2021). The ability of leaders to influence the behaviours of followers and impose prototypes of solutions on them leads to culture formation.

The Leader is able to achieve this through his actions, behaviours: the actions he notices and rewards or punishes. The Hawthorne experiment revealed that the productivity increased when the workers were being observed. The organization can hinder the leader from affecting the organizational culture by setting limits within which the leader operates. This can be observed in Taylorism system of control (culture is used as a form of control) where the main focus of the organisation is cost reduction by reducing labour cost, tasks are simplified and skilled labour not required while The Organizational structure influences and shapes leader's behaviours. These behaviours are also influenced by the leaders' motive and affects in the followers' perception or prototype of the Leader- Power motive is to affect subordinates behaviours and emotions; affiliation motive is to establish personal and emotional relationship and achievement motive to compete for excellence. Ripoll et al in their research established that there is a relationship between motive and behaviours perceived in leaders ILTs and concluded that where power is the motive, the leader is perceived as an authoritarian while transformational leadership behaviour exists where the motive is affiliation and proactive behaviour perceived where motive is achievement. The leader, therefore, shapes identity and structure while the leaders' behaviour is shaped by organizational structure.

Research contributions

This study has established that Leaders affect organization in terms of culture/ structure and vice versa but the environmental factors are not within the control or influence of leaders and the organization (known as wicked problems). These are uncertainties outside the organization; they could be government policies, economic factors, revolution in technology or natural crisis. They are not prototypes or predetermined solutions; to overcome these factors the leaders and organization must be equipped to compete and adapt in this dynamic, global community that is technologically and knowledge-driven. Therefore, Leaders affect organization but individual, heroic worship of leaders based on their behaviours (RoL) must be replaced by competence of both leaders and followers and Organizations affect Leaders with cultural and structural integration been the new order.

This study therefore will contribute to the current literatures on leadership in organizations, especially with the exit of baby boomers and entrance of the Millennials to the workforce.

Research limitation and further research

There is need to further explore the role of Implicit Leadership Theory in followership and its relationship to the different leadership styles in the evolving world of work, virtual work and generation of millennials in the workforce.

CONCLUSION

Therefore, Leaders affect organization, but individual, heroic worship of leaders based on their behaviours (RoL) must be replaced by competence of both leaders and followers. Organizations affect leaders with cultural and structural integration been the new order.

CONFLICT OF INTERESTS

The author has not declared any conflict of interests.

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