Innovations

Appraising Ethiopian Urban Leadership Effectiveness in Multilevel Urban Governance: Evidence from Addis Ababa City Administration

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Abstract

The multilevel urban governance depends on urban leadership effectiveness. It is a multi-dimensional in approach that in campus shared vision and mission, leadership communication skill, team development, collective decision making, quartile-model of urban change leadership, urban leadership intelligence among other things. The state of multilevel urban leadership will also be incomplete without measuring the role of leadership. Hence, the study examined urban leadership effectiveness in multilevel urban governance using the components of multifaceted urban leadership effectiveness. Descriptive and explanatory research types were employed. The sample was 828 determined using proportionate formulas from multilevel public sectors of Addis Ababa. Descriptive statistics, correlationand regression were used to analyze data. The study discussed and come-up with the conclusions that, multilevel urban leaders are modestly effective. Knowledge and understanding about designed city vision and mission, functional team development, leadership stability, collective decision making and communication skill are found moderately effective. However, urban leadership intelligence and the 4I leadership dimensions are poorly practiced. Therefore, the city administration should have to take a remedial action on urban leadership development initiatives, urban leadership competency framework (fundamental, core and functional competencies) should urgently be in-placed, the city government must launch leadership accreditation and certification work unit, and the city administration should work onleadership stabile placement, and Addis Ababa leadership academy must also design modular training to capacitate multilevel leaders of the city.

Key Words: *City for All, Multilevel Urban Governance, Urban Leadership, Emotional Intelligence, and Urban Leadership Effectiveness*

1. Introduction

Many authors briefly discussed effective urban leadership in multilevel urban governance depends on subsidiarity, equality, efficiency, transparency, accountability, popular participation and security which by principle lie at the heart of good urban governance and sustainability in cities. However, urban political and professional leaders are challenged by urban life and service provision(Clower, 2014; Rodriguez, 2013; Liddle, 2010; Sotarauta, 2012 and Sweeting, 2006). The world's urban population is expected to nearly double by 2050, making urbanization one of the most transformative trends of twenty-first century. Today, 55% of the world's population lives in urban areasand is expected to increase to 68% by 2050. 90% of this increase taking place in Asia and Africa (UN Habitat III, 2017) and Ethiopia is not different. But, this cannot be easy without effective urban leadership.

The call for effective urban leadership is also because; Ethiopia's urban growth rate is more than 4% per year, which places it among the highest in Africa and the world. Addis Ababa also registered high population growth in 2023 which is 4.46% of the 2022.The rapid increase in urban populations has meant that peri-urban areas are growing much more quickly than formal urban centers in Ethiopia. Addis Ababa, the capital has a total population of 5.5 million currently and expected to double by 2035(World Data Atlas, 2023). This dynamic urban population growth cannot be realized unless proactive urban leadership and governance are considered. Effective urban leadership in multi-level urban governance is inevitable in today's dynamic urban environment. Multi-level urban governance is the inclusion and integration of each level of urban government in urban development issues (OECD, 2015). However, leading cities and urban growth is one of the defined challenges of the twenty-first century.

The study seeks to contribute for urban leadership effectiveness in multilevel urban governance. This is because, many leadership scholars tried to assess and evaluate urban leadership using the conventional leadership approach. But, this study sheds light on urban leadership and multilevel urban governance by utilizing leadership effectiveness indicators in urban environment.As a result, the purpose of this study was to appraise urban leadership effectiveness in multilevel urban government in Addis Ababa city administration.To appraise scenario, the following research questions were constructed:

1. How Addis Ababa city leaders practice the multilevel urban governance when measured in terms of compassion to vision and missions, communication and influence, leadership stability, and functional team

development?
2. How Addis Ababa city leaders exercise multilevel urban governance when measured in terms of collective decision makingand emotional intelligence?
3. How effective are the multilevel leaders in Addis Ababa when evaluated in terms of idealized influence, inspirational motivation, intellectual stimulation and individualized consideration?
4. What are the practical challenges of multilevel leaders in Addis Ababa?

2. Review of Related Literature

2.1. Urban Leadership Theory

Urban leadership studies are changing dramatically in the twenty-first century to reflect the diverse difficulties and shifting objectives that cities and their leaders face (Smith, 2023; Garcia, 2022; Patel and Johnson, 2021; Turner, 2020; Bryman, 2011 and Denhardt, 2000). This current agenda reflects the dynamic character of urbanization, the impact of technical breakthroughs (Flanagan, 2001), and the critical need for sustainable and equitable urban development (Putnam 2000).Technology and innovation have also reshaped the landscape of city management (Patel and Johnson, 2021; Bryman, 2011; Flanagan, 2001). The integration of smart city technologies, data-driven decision-making and digital governance tools has revolutionized how urban leaders operate. Leveraging technology for improved efficiency, enhanced services and fostering innovation is now central to effective urban governance (Denhardt and Denhardt, 2000).

2.2. Urban Governance Theory

Urban governance refers to how government and stakeholders decide to plan, finance and manage urban areas. It involves a continuous process of negotiation and contestation over the allocation of social and material resources and political power. It is, therefore, profoundly political, influenced by the creation and operation of political institutions, government capacity to make and implement decisions and the extent to which these decisions recognize and respond to the interests of the poor. It encompass host of economic and social forces, institutions and relationships (Devas et al., 2004). Slack and Cote (2014) also confirmed, urban governance plays a critical role in shaping the physical and social character of urban regions; influences the quantity and quality of local services and efficiency of delivery; determines the sharing of costs and distribution of resources among different groups; and affects residents' ability to access local government and engage in decision-making, influencing local government accountability and responsiveness to citizen demands. Urban governance involves range of actors and institutions and the relationship among them determines what happens in the city. While city government is the

largest and most visible urban governance actor, much of what affects the life chances of the urban poor lies outside the control of city administrations(UNESCAP and UN-Habitat, 2015).

2.3. Multilevel Urban Governance Theory

Multi-level governance characterizes the changing relationships between actors situated at different territorial levels. Most specifically, multi-level governance crosses the traditionally separate domains of domestic and international politics to highlight the increasingly blurred distinction between these domains in the context of national integration (Bache, 2005).Multi-level governance provides a useful framework for analyzing the multi-ness of governance. The legitimacy of this concept has been strengthened because its provenance comes from investigating the changing governmental landscape (Hooghe, Marks, Arjanand Schakel, 2010).Even if there were stronger commitment to multi-level governance, is still constrained by its vertical and horizontal dimensions (Jordan, 2001, 2005; Piattoni, 2009 and Stubbs, 2005).Today's business landscape is rapidly changing as a result of technological disruption, resulting in endless volatility and uncertainty. Therefore, communication skills are becoming more important than ever (Martí, 2009). This also have a direct effect on team building during forming, storming, and norming, performing and adjourning (Agazarian and Gantt, 2003). This also calls for, collective decision making.

2.4. Leadership Emotional Intelligence

Conceptually Emotional intelligence is the ability to perceive, interpret, demonstrate, control, evaluate, and use emotions to communicate with and relate to others effectively and constructively. This ability to express and control emotions is essential, but so is the ability to understand, interpret, and respond to the emotions of others. Some experts suggest that emotional intelligence is more important than Intellectual Intelligence for success in life (Hogan and Hogan, 1994).Emotional Intelligence is the ability to manage both your own emotions and understand the emotions of people around you. There are five key elements to Emotional Intelligence: self-awareness, self-regulation, motivation, empathy, and social skills. It is also the ability to identify, assess and control the emotions of oneself, of others and of groups (Ryback, 1998).

3. Research Methodology

The research applied both descriptive and explanatory research types with quantitative data. Primary and secondary data sources andmulti-stage sampling was used. Questionnaire was distributed to leaders and public servants of the selected sectors. The public servants of the respective offices were incorporated on their proportion by simple random sampling. Therefore, the total samplewas846respondents.The quantitative data was analyzed by percentages, means and standard deviation,correlations and regressions. Data collected from qualitative data, was coded, transcribed into texts, and analyzed using thematic analysis and narration. Following that, results from both qualitative and quantitative data were combined to compare results through triangulation, explanation, and identification of relationships among data sources in relation to the research questions. By interpreting declarations and document analysis, a relationship between data and variables was recognized and all required data obtained through the research instruments were synthesized, analyzed, discussed, narrated and described using logical arguments, explanatory means and triangulations.

4. Results and Discussions

4.1.Multi-Level Urban Governance

			Knowledge on City Vision and Mission		
			Yes	No	Total
Gender	Male	Count	293	107	400
		% within Gender	73.3%	26.8%	100%
	Female	Count	263	106	369
		% within Gender	71.3%	28.7%	100%
Total		Count	556	213	769
		% within Gender	72.3%	27.7%	100%

4.1.1.Leadership Knowledge and Understanding

Theoretically, the issue of knowing and understanding any organizational vision and mission is not about gender rather it is about individual passion and compassion to the vision and mission of its organization. Inter-gender disparity of vision-mission understanding was checked and no significant inter-gender difference was

observed. The average response value shows, 72.3% of the male-female respondents confirmed the knowledge and understanding they have about their city vision and mission which is moderate as per Addis Ababa city standard. However, 27.7% of them replied as if they did not understand the designed vision and mission of the city, which needs leadership attention.

Table-2: Gender * Knowledge on City Vision and Mission Crosstab
Source: Field Survey, 2024

4.2.1. Attitude towards Vision and Mission Articulation

The Addis Ababa city administration envisioned to "Seeing Addis Ababa as icon of African prosperity". As communicated through Addis Ababa City Administration Web site, the mission is also articulated as; "Employing strategic city administration plan to strengthen both domestic and international relations, elevate initiatives aimed at enhancing the city's image, oversee and support the performance of result-oriented entities, sector offices, and projects. This involves conducting supervision and inspection activities, ensuring the timely implementation of cabinet decisions, and fostering good governance for equitable service delivery. The overarching goal is to advance transparency and accountability, ultimately benefiting the society of the city." Hence, respondents were asked to share their opinion about the articulation of the Addis Ababa City Administration vision and mission as well. In this regard, Table-3 below shows the cross-tabulation of the articulation of city vision and mission together with the level and educational background of respondents. As a result, the majority of them (33.4% and 28.1%) replied that the vision and mission were articulated clearly and moderately, respectively. Nonetheless, 26.5% of the respondents affirmed a somewhat articulation of the vision and mission of the city, which needs attention.

Table-3: Educational Background * Articulation of City Vision and Mission Crosstab

			Articulation of City Vision and Mission					
			Clearly Articulated	Moderately Articulated	Somewhat Articulated	Slightly Articulated	Poorly Articulated	Total
Educational Backgr	Grade 12 & Below	Count	3	1	1	1		6
		% within	50%	16.7%	16.7%	16.7%		100 %
	Certificate	Count	2		3			5
		% within	40%		60%			100 %

ound	Diploma	Count	13	5	16	4	3	41
		% within	31.7%	12.2%	39.0%	9.8%	7.3%	100 %
	First Degree	Count	151	137	118	38	24	468
		% within	32.3%	29.3%	25.2%	8.1%	5.1%	100 %
	Masters & above	Count	58	48	42	7	5	160
		% within	36.3%	30.0%	26.3%	4.4%	3.1%	100 %
Total		Count	227	191	180	50	32	680
		% within	33.4%	28.1%	26.5%	7.4%	4.7%	100 %

Source: Field Survey, 2024

4.2.2. Leadership Communication Skill in Urban System

Many literature shows that, anyone can be placed in a leadership role, but to be good and thrive in that position requires solid leadership skills. Leadership skills are typically at the top of the list of competencies that recruiters focus on when hiring, or leaders are promoted from within an organization. Effective leadership skills are crucial, both in a professional and personal capacity and are vital in facilitating effective team dynamics, driving success, leading change and promoting personal and professional development. However,vision communication effectiveness in the entire city system is viewed as moderately (41%) communicated. On the other hand, 18%, 14% and 9% of the participant reflected somewhat communicated, slightly communicated and not communicated respectively, which requires significant attention.

4.2.3. Leadership Influencing Capacity

In contemporary leadership styles, leadership refers to the process of influencing people and providing an environment for them to achieve team or organizational goals. It also involves making sound and sometimes difficult decisions, creating and articulating clear vision, establishing achievable goals and providing followers with the knowledge and tools necessary to achieve those goals. With this in mind, participants were requested to forward their observation about the level of leadership influencing capacity in Addis Ababa and that of their organization. Unfortunately, the level of leaders influencing capacity in Addis Ababa city administration is found somewhat influential (38%). 17% of the respondent said slightly influential and 10% reflected no influential. Only 24% confirmed the potential influencing capacity of the leaders in Addis Ababa. This can have a direct

and negative implication on the entire system of Addis Ababa, which entails a significant attention.

4.2.4.Functional Team Development

Modern leadership styles articulate team development as a big leadership quality. Forming a great team is a beginning, storming is a one steeping up in team development. Once, a team is formed and stormed, the next step is norming. At this stage, team members begin to resolve the discrepancy they felt between their individual expectations and the reality of the team's experience. Another important issue is performing. In the performing stage of team development, members feel satisfaction in the team's progress. They share insights into personal and group process and are aware of their own and each other's strengths and weaknesses. Members feel attached to the team as something "greater than the sum of its parts" and feel satisfaction in the team's effectiveness (Cabinet office of Jamaica, 2003), which cannot be comprehended without active leadership follow-up.

As a result, Pearson's coefficient as a statistical approach to test for the existence, strength and direction of the possible relationship between the variables of forming, storming, norming and performing was used. As indicated in the correlation table-4, an analysis of the correlations between the predictor and criterion variables show that, there is a significant association measured between forming and storming ($r = -.703$, $p \leq .05$), forming and norming ($r = .758$, $p \leq .05$), forming and performing ($r = .812$, $p \leq .05$). In addition, there is also a significant association between storming and norming ($r = .683$, $p \leq .05$), storming and performing ($r = .721$, $p \leq .05$) as well as norming and performing ($r = .743$, $p \leq .05$).

Table-4: Correlation Coefficients among Predictor Variables

Variable		Forming	Storming	Norming	Performing
Forming	Pearson Correlation	1	-.703*	.758*	.812*
	Sig. (2-tailed)		.000	.000	.000
Storming	Pearson Correlation	-.703*	1	.683	.721*
	Sig. (2-tailed)	.000		.000	.000
Norming	Pearson Correlation	.758*	.683	1	.743*
	Sig. (2-tailed)	.000	.000	1	.000

Performing	Pearson Correlation	.812*	.712*	.743*	1
	Sig. (2-tailed)	.000	.000	.000	

Correlation is significant at p<.05
*Correlation is significant at p<.001

The correlation coefficient of the predictor indicates that, when team member's excitation to be part of the team (Forming) increases by 1%, team member's frustration (Storming) decrease by .703. Hence, when frustration decreases by.703, then team members can have the ability to resolve discrepancy (Norming) by.758 and the chance to increase performance (Performing) by .812, and the other association are also correct in this esteem. This positive association predicts that, the variables are interlinked each other to contribute on functional team development.The following regression test result in addition to the above discussion shows the rejection of the null hypothesis. As we can see from the regression table below, the R-squared is estimated to be 0.772 which implies that 77.2% of the variation in functional team development is determined jointly by variations in forming, storming, norming and performing. The remaining 22.8% of the variation in functional team development is explained by variations in other variables that are not included in the model.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.819[a]	.772	.765	.497
a. Predictors: (Constant), Forming, Storming, Norming, Performing				

The ANOVA table below also indicates that, the assumption for the null and the alternative hypotheses for the ANOVA are H_o: all coefficients are jointly insignificant and H_A: At least one of the coefficients is significantly different from zero. The result shows that, Sig=0.000 which is less than 0.05 or even <0.01 and therefor, the H_o was Rejected. The rejection of the H_o implies, coefficients of the four variables are different from zero and the model fits to show alteration of the predictors.

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	193.670	8	24.209	97.871	.000[b]
	Residual	94.736	383	.247		
	Total	288.406	391			
a. Dependent Variable: Functional Team Development						
b. Predictors: (Constant), Forming, Storming, Norming, Performing						

The parameter β (the regression coefficient) signifies the amount by which change in x must be multiplied to give the corresponding average change in y, or the amount y changes for a unit increase in x. As can be also seen from the coefficients table below, the researcher tried to realize, are the coefficients statistically significant? In such a case, all are statistically significantly different from zero. That is, the elements of forming, storming, norming and performing have a significant effect on functional team development which is also the indicator of urban leadership effectiveness.

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.953	.149		19.864	.000
	Forming	1.099	.107	1.060	10.285	.000
	Storming	.604	.038	1.350	16.010	.000
	Norming	.448	.057	.983	7.917	.000
	Performing	.748	.047	.883	8.917	.001
a. Dependent Variable: Functional Team Development						

4.2.5. Collective Decision Making in Multi-Level Urban Governance

Collective decision making in urban governance is becoming so inevitable. The collective decision making process is a method of gathering information, assessing alternatives, and making a final choice with the goal of making the best decision possible. In this regard, it was tried to check how collective decision making is practiced in multilevel leaders in Addis Ababa. Table-5below shows that, the

practice of collective decision making when measure in terms of collective identification, gathered information, identified alternatives decision mechanisms, weighing evidence, choosing alternative mechanisms, taking action and review of their decision is moderately acceptable. This is said because, 65.8% of the respondents were positively (agreed) accepted the collective decision making practice in Addis Ababa city administration. However, a significant number of them denied and/or confused to the collective decision making practice and the step-by-step multilevel leaders endorsement of collective decision, which requires big attention.

Table-5: Collective Decision Making

Survey Items	Scale						
	1	**2**	**3**	**4**	**5**	**6**	**7**
• Multilevel leaders collectively identify decision	38(4.7 %)	52(6.4 %)	112(13 .8%)	74(9.1 %)	242(29 .9%)	204(25 .2%)	87(10.8 %)
• Multilevel leaders collectively gather relevant information	34(4.2 %)	57(7 %)	96(11. 9%)	74(9.1 %)	240(29 .6%)	220(27 .2%)	89(11%)
• Multilevel leaders collectively identify alternatives	33(4.1 %)	64(8 %)	88(11 %)	78(9.7 %)	240(29 .9%)	215(26 .8%)	85(10.6 %)
• Multilevel leaders collectively weigh evidence	44(5.5 %)	50(6.2 %)	95(11. 8%)	91(11. 3%)	234(29 .1%)	190(23 .3%)	99(12.3 %)
• Multilevel leaders collectively choose among alternatives	32(4 %)	68(8.4 %)	84(10. 4%)	92(11. 4%)	228(28 .2%)	218(27 %)	86(10.6 %)
• Multilevel leaders collectively take action	37(4.6 %)	68(8.4 %)	104(12 .9%)	82(10. 1%)	235(29 %)	203(25 .1%)	80(9.9 %)
• Multilevel leaders collectively review their decision	49(6.1 %)	64(8 %)	80(9.9 %)	103(12 .8%)	226(28 .1%)	192(23 .9%)	91(11.3 %)

1 = Strongly Disagree, 2 = Moderately Disagree, 3 = Slightly Disagree, 4 = Neither disagree nor agree, 5 = Slightly Agree, 6 = Moderately Agree and 7= Strongly Agree,
Source: Field Survey, 2024

4.2.6. Leadership Emotional Intelligence

Urban leadership literature indicates that, emotional intelligence is the ability to understand and manage one's emotions, recognize and control others' emotions and perspectives. As a result, Pearson's coefficient as a statistical approach to test for the existence, strength and direction of the possible relationship between the variables was used. As indicated in the correlation table below, an analysis of the correlations between the predictor and criterion variables show that, there is a significant association measured between self-awareness and managing emotions ($r = .822$, $p \leq .05$), self-awareness and motivating oneself ($r = .803$, $p \leq .05$), self-awareness and empathy ($r = .789$, $p \leq .05$), self-awareness and social skill ($r = .709$, $p \leq .05$). Besides, there is also a significant association measured between Managing Emotions and Motivating Oneself ($r = .781$, $p \leq .05$), Managing Emotions and empathy ($r = .801$, $p \leq .05$), and Managing Emotions and social skill ($r = .723$, $p \leq .05$). In addition, there is also a significant association between Motivating Oneself and empathy ($r = .871$, $p \leq .05$), Motivating Oneself and social skill ($r = .798$, $p \leq .05$), empathy and social skill ($r = .713$, $p \leq .05$). This positive association predicts that, the variables are interlinked each other to contribute on urban leadership emotional intelligence.

The correlation coefficient of the predictor indicates that, when leaders self-awareness increases by 1%, the level of leaders managing their emotions, motivating one-self, empathy and social skill also increases by .855, .803, .789 and .709 respectively. Similarly, when leadership emotion management increases by 1%, leaders own motivation, empathy and social skill also increases by .781, .801 and .798 respectively. The data also reviled that, when leaders own motivation by 1%, leader's empathy (87.1%) and social skill (72.3%) also have the chance to increase.

Table-6: Correlation Coefficients among Predictor Variables

Variable		Self-Awareness	Managing Emotions	Motivating Oneself	Empathy	Social Skill
Self-Awareness	Pearson Correlation	1	.855	.803	.789	.709
	Sig. (2-tailed)		.000	.000	.003	.001
Managing Emotions	Pearson Correlation	.855	1	.781	.801	.798
	Sig. (2-tailed)	.000		.003	.005	.006
Motivating Oneself	Pearson Correlation	.8o3	.781	1	.871	.723

	Sig. (2-tailed)	.000	.003		.000	.001
Empathy	Pearson Correlation	.789	.801	.871	1	.713
	Sig. (2-tailed)	.003	.005	.000		.001
Social Skill	Pearson Correlation	.709	.798	.723	.713	`1
	Sig. (2-tailed)	.001	.006	.001	.001	

Correlation is significant at p<.05 *Correlation is significant at p<.001

The following regression test result in addition to the above discussion shows the rejection of the null hypothesis. As we can see from the regression table below, the R-squared is estimated to be 0.86.1 which implies that 86.1% of the variation in urban leadership emotional intelligence is determined jointly by variations in leaders self-awareness, managing emotions, own motivation, empathy and social skill. The remaining 13.9% of the variation in urban leadership emotional intelligence is explained by variations in other variables that are not included in the model.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.819[a]	.861	.765	.497
a. Predictors: (Constant), self-awareness, managing emotions, motivating oneself, empathy, social skill				

The ANOVA table below also indicates that, the assumption for the null and the alternative hypotheses for the ANOVA are H_o: all coefficients are jointly insignificant and H_A: At least one of the coefficients is significantly different from zero. The result shows that, Sig=0.000 which is less than 0.05 or even <0.01 and therefor, the H_o was Rejected. The rejection of the H_o implies, coefficients of the five variables are different from zero and the model fits to show alteration of the predictors.

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	193.670	8	24.209	97.871	.000[b]
	Residual	94.736	383	.247		
	Total	288.406	391			
a. Dependent Variable: Urban Leadership Emotional Intelligence						
b. Predictors: (Constant), Self-Awareness, Managing Emotions, Motivating Oneself, Empathy, Social Skill						

As can be also seen from the coefficients table below, the researcher tried to realize, are the coefficients statistically significant? In such a case, all are statistically significantly different from zero. That is, the elements of self-awareness, managing emotions, motivating oneself, empathy and social skill have a significant effect on urban leadership emotional intelligence, which again the critical ingredients of urban leadership effectiveness.

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.953	.149		19.864	.000
	Self-Awareness	1.099	.107	1.060	10.285	.000
	Motivating Oneself	.604	.038	1.350	16.010	.001
	Managing Emotions	.448	.057	.983	7.917	.000
	Empathy	.448	.057	.983	7.917	.002
	Social Skill	.448	.057	.983	7.917	.000
a. Dependent Variable: Urban Leadership Emotional Intelligence						

4.3. Urban Leadership Effectiveness: *From the 4I Dimension*

We cannot document the question of urban leadership effectiveness without the role played in multilevel urban governance. Hence, Spearman's rho correlation coefficients were used to test the existence, strength and direction of possible relationships between variables. As indicated in the correlation table-8 below, an analysis of the correlations between the predictor and criterion variables show that, there is a significant positive association measured between idealized influence and inspirational motivation($r = .772^*$, $p \leq .05$), idealized influence and intellectual stimulation ($r = 717^{**}$, $p \leq .05$), idealized influence and individualized consideration($r = .672$, $p \leq .05$). Besides, there is a significant positive association measured between inspirational motivation and intellectual stimulation ($r = .781^{**}$, $p \leq .05$) and inspirational motivation and individualized consideration($r = .598$, $p \leq .05$). There is also a significant positive association between intellectual stimulation and individualized consideration($r = .613$, $p \leq .05$). Therefore, the four predictor variables have a significant positive association when measured each other.

Table-7: Spearman's rho Correlation Coefficients among Predictor Variables

Variable		Idealized Influence	Inspirational Motivation	Intellectual Stimulation	Individualized Consideration
Idealized Influence	Spearman Correlation	1	.772*	.717**	.672
	Sig. (2-tailed)		.000	.000	.000
Inspirational Motivation	Spearman Correlation	.772*	1	.781**	.598
	Sig. (2-tailed)	.000		.000	.000
Intellectual Stimulation	Spearman Correlation	.717**	.781**	1	.613
	Sig. (2-tailed)	.000	.000		.000
Individualized Consideration	Spearman Correlation	.672	.598	.613	1
	Sig. (2-tailed)	.000	.000	.000	

Correlation is significant at p<.05 *Correlation is significant at p<.001, Source: Field Survey, 2024

The following ordinal regression test result also shows the rejection of the null hypothesis. As we can see from the regression table below, the R-squared is estimated to be .806. This implies that 80.6% of the variation in urban leadership

effectiveness is determined jointly by variations in the elements of idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. The remaining 19.4% of the variation in urban leadership effectiveness is explained by variations in other variables that are not included in the model.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.988a	.806	.805	.136
a. Predictors: (Constant), Inspirational Motivation, Idealized Influence, Intellectual Stimulation, Individualized Influence				

The ANOVA table below also indicates that, the assumption for the null and alternative hypotheses are H_o: all coefficients are jointly insignificant and H_A: At least one of the coefficients is significantly different from zero. The result shows that, Sig=0.000 which is less than 0.05 or even <0.01 and therefor, the H_o was Rejected. The rejection of the H_o implies the adequacy of the model or its fitness.

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	281.373	8	35.172	1915.582	.000[b]
	Residual	7.032	383	.018		
	Total	288.406	391			
a. Dependent Variable: Urban Leadership Effectiveness						
b. Predictors: (Constant), Inspirational Motivation, Idealized Influence, Intellectual Stimulation, Individualized Influence						

As can be seen from the coeffients table below, the researcher tried to check, are the coefficients statistically significant? In such a case, all are statistically significantly different from zero. That is, the elements of inspirational motivation, idealized influence, intellectual stimulation and individualized influence have significant effect on urban leadership effectiveness.

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.172	.068		17.149	.000
	Idealized Influence	4.078	.072	1.572	56.571	.000
	Inspirational Motivation	1.635	.018	1.805	91.405	.000
	Intellectual Stimulation	.407	.040	.440	10.300	.000
	Individualized Influence	.973	.034	.875	33.873	.001
a. Dependent Variable: Urban Leadership Effectiveness						

4.4. Urban Leadership Effectiveness in Multilevel Governance

Urban leadership effectiveness is of the multifaceted urban governance. Hence, to qualify the total effect of the predictors, regression test was conducted and result shows the rejection of the null hypothesis. As we can see from the regression table below, the R-squared is estimated to be .934. This implies that 93.4% of the variation in leadership effectiveness is determined jointly by variations in the elements of communication skill, collective decision making, team development, emotional intelligence andurban change leadership. The remaining 6.6% of the variation in employee commitment is explained by variations in other variables that are not included in the model.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.988a	.934	.931	.136
a. Predictors: (Constant), communication skill, collective decision making, team development, emotional intelligence and urban change leadership				

The ANOVA table below also indicates that, the assumption for the null and alternative hypotheses are H_o: all coefficients are jointly insignificant and H_A: At least one of the coefficients is significantly different from zero. The result shows that,

Sig=0.000 which is less than 0.05 or even <0.01 and therefor, the H_o was Rejected. The rejection of the H_o implies the adequacy of the model or its fitness.

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	281.373	8	35.172	1915.582	.000[b]
	Residual	7.032	383	.018		
	Total	288.406	391			
a. Dependent Variable: Urban Leadership Effectiveness						
b. Predictors: (Constant), communication skill, collective decision making, team development, emotional intelligence and urban change leadership						

As can be seen from the coeffients table below, the researcher tried to check, are the coefficients statistically significant? In such a case, all are statistically significantly different from zero. That is, the elements of communication skill, collective decision making, team development, emotional intelligence andurban change leadershiphave significant effect on urban leadership effectiveness.

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.172	.068		17.149	.000
	Communication Skill	1.613	.034	.000	.000	.000
	Collective Decision Making	.886	.021	.653	41.918	.005
	Team Development-Forming	4.078	.072	1.572	56.571	.000
	Team Development-Storming	1.635	.018	1.805	91.405	.000
	Team Development-Norming	.407	.040	.440	10.300	.000

	Team Development-Performing	.973	.034	.875	33.873	.012
	Emotional Intelligence-Self Awareness	.776	.031	.643	31.918	.021
	Emotional Intelligence-Managing Emotions	.058	.042	.074	1.372	.001
	Emotional Intelligence-Motivating Oneself	.921	.025	.983	36.316	.000
	Emotional Intelligence-Empathy	.614	.045	.640	26.449	.000
	Emotional Intelligence-Social Skill	1.002	.078	.781	15.238	.000
	UL-Idealized Influence	.514	.045	.740	16.448	.000
	UL-Inspirational Motivation	.876	.041	.743	31.898	.000
	UL-Intellectual Stimulation	.068	.052	.084	1.291	.000
	UL-Individualized Consideration	.821	.035	.984	34.314	.000
a. Dependent Variable: Urban Leadership Effectiveness						

4.5. Challenges of Multi-Level Urban Governance

One of the greatest challenges of leadership is shouldering the responsibility it confers. Part of that responsibility is the responsibility to deal with those aspects of yourself that can keep you from being an effective leader. That's not easy, but the rewards are great. In the multilevel urban governance, participants stated that, leadership effectiveness in Addis Ababa city administration is challenged because of urban leadership knowledge and understanding, leadership instability (rapid replacement and rotation), leadership emotion, system politicization (ethnic based leadership assignment led to unfair placement), communication skill: in a fast-paced and changing environment, it can be tough to keep everyone up to date with what's going on in the city system and even in one's organization and team (keeping everyone on the same page). Leadership competency: making collective decisions (group or collaborative decision) and making hard decisions (taking an action that upsets someone but is best for the business overall), and corruption among other things.

5. Conclusion

The analysis discussed the vision and mission are insufficiently communicated and always overlooked to ensure that everyone understands the vision and mission of the Addis Ababa city. Emotional intelligence when measured in terms of self-awareness, managing emotions, motivating oneself, empathy and social skill in Addis Ababa city administration remained low. The other important issue discussed was urban leadership effectiveness in terms of idealized influence, inspirational motivation, intellectual stimulation and individualized consideration which remained far behind from the intention of the city system. From the overall discussion it is also concluded that leadership competency in the city system is low.

Recommendation

The study has shed some light on factors that inhibit the dynamics of effective urban leadership in multilevel urban governance to realize designed city vision and mission. The city administration should urgently develop and implement urban leadership competency framework which clearly define the fundamental, core and functional urban leadership competencies. The city government also should launch urban leadership accreditation and certification work unity with full mandate to measure and recognize leadership competencies. Besides, the city government should work on enabling multilevel urban leaders to work independently. Addis Ababa leadership Academy also needs to develop and implement urban leadership development training curriculum.The researcher also affirms that the success or failure of multilevel urban leadership depends on urban leadership practice and working environment. Hence, the city administration should have to take a remedial action to control leadership instability to promote multilevel urban leadership effectiveness.

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