The Leadership Challenges in Gambella Regional State: The Divorce between Knowing, Being and Doing

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Abstract
The problem addressed in this study is the divorce between knowing, being, and doing and explains why it is the major leadership challenge in Gambella Regional State. Knowing, being, and doing are the most important competences at contemporary and in the future a leader needs to have to solve new and poorly structured society problems in a complex environment. The study employed both quantitative and qualitative research approaches. The data were collected using questionnaire and interview. The study was conducted in Gambella Regional sectors and Gambella City Administration sectors. The respondents were from public, civil servants and political appointees. The political appointees' respondents were selected purposively; other respondents were taken using random sampling. Findings revealed there is divorce between knowing, being and doing in government leadership. Under knowing leadership competence interpersonal skills, conceptual skills, technical skills, and tactical skills were assessed and above 60% of respondents replied the leadership in Gambella region does not possess these qualities. Under being leadership competence self-awareness, self-management, social-awareness and relationship-management were evaluated and over 60% of respondents rejected that the leadership in Gambella region has those skills. Under doing leadership competence influence, accomplishment of missions, improving organization, solving problems, overcoming obstacles, strengthen the team, achieving objectives, and seeking learning opportunities were assessed as well and more than 60% of respondents rejected that the leadership in Gambella region has these skills. To handle the challenges, the government in Gambella region needs to give on job training basing on those skills to leaders and civil servants.
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1. Introduction

Knowing, being, and doing are the competences a leader needs to have to solve the society problems. Baldi (2016) expressed that the most important competence at contemporary and in the future, is the ability to solve new and poorly structured problems in a complex environment which is accompanied by an array of social skills coordination with others (in a team), emotional intelligence, service orientation and negotiation skills. Leaders must have a certain level of technical and behavioral competences. Individuals involved in the leadership process need to know themselves well before they can effectively work with others to influence change or achieve common purpose. It is not enough to simply drive an agenda or accomplish small or big wins. The leadership process calls for those engaged in it to be knowledgeable (knowing), to be aware of self and others (being), and to act (doing) (Hesselbein & Shinseki, 2004).

According to Department of the Army Washington (1999) a leader must develop interpersonal skills, knowledge of his/her people and how to work with them. He/she must have conceptual skills, the ability to understand and apply the doctrine and other ideas required to do his/her job. Leader must learn technical skills, how to use his/her equipment.

Hesselbein & Shinseki (2004) identify some important knowledge, attitudes, and skills that are embedded in each element, knowing-being-doing. For them, in order to practice inclusiveness, one must know him/herself and others; engage him/herself in learning new information as he/she develop the competencies required in his/her role (knowledge); be open to difference and value other perspectives (attitudes); and practice listening skills, coalition building, interpersonal skills, and effective civil discourse (skills).

Interesting challenges emerge in particular at the interfaces between the three competence fields. Innovation research refers to the gap between knowledge and action as the Knowing-Doing Gap (Pfeffer & Sutton, 2000). This gap is not only characterized by the lacking ability to transfer learned theories into practice, but also by a series of accompanying factors which have the potential of adding up to complications during practical implementation. Consequently, implementation and problem-solving skills imply much more than just being able

to transfer theory onto a practical problem. Actively scrutinizing one's own personal value system, in addition, secures the long-term capacity to act even in new and unknown situations (Baldi, 2016).

One of the main reasons that knowledge management efforts are often divorced from day-to-day activities is that the managers, consulting firms, and information technologists who design and build the systems for collecting, storing, and retrieving knowledge have limited, often inaccurate, views of how people actually use knowledge in their jobs. Sociologists call this "working knowledge" (Douglas, 1987). Knowledge management systems rarely reflect the fact that essential knowledge, including technical knowledge, is often transferred between people by stories, gossip, and by watching one another work. This is a process in which social interaction is often crucial (Fall, 1998). Baldi (2016) claimed that the issue of the right relationship between knowing and doing and the interdependence between the two of them is of primordial importance in a highly volatile world.

Since good governance and reform are new concepts in Ethiopia it has encountered several challenges such as long time to reach a common understanding for the need for reform and its modality/tool; incompatibility of people's attitude and reform competency requirement; inability to set a clear roadmap for the reform programme; broad and similar approach to all sectors without adaptation; lack of expertise in the area of reform and good governance; lack of a communication strategy to address all stakeholders' and employees' resistance due to job insecurity and inability to identify political leaders' role and civil service role; and inconsistence and weak monitoring and evaluation system (Kassa, 2011). Therefore, the problem addressed is the divorce between knowing, being, and doing which is the leadership challenge in Gambella region.

2. Literature Review
2.1. Concept of Knowing, Being and Doing
2.1.1 Knowing
The competence field of 'knowing' refers to the theories and methods that are required for a successful company management (Baldi, 2016). A leader must have a certain level of knowledge to be competent. That knowledge is spread across four skill domains. You must develop interpersonal skills, knowledge of your people and how to work with them. You must have conceptual skills, the ability to understand and apply the doctrine and other ideas required to do your job. You must learn technical skills, how to use your equipment. Finally, warrior leaders must master tactical skills, the ability to make the right decisions concerning employment of units in combat. Tactical skills include mastery of the art of tactics appropriate to the leader's level of responsibility and unit type. They're amplified by the other skills—interpersonal, conceptual, and technical—and are the most important skills for warfighters (Department of the Army Washington, 1999)

2.1.2 Being
The competence field of 'being' focuses on personal values and goals as well as self-reflection (Baldi, 2016).The purpose of being (or learning to be and learning to live together) relates to both the individual characteristics required of a learner, but also to the social and spiritual dimensions of learning and living (UNESCO, 1996). In terms of learning, the person as an individual is required to have knowledge of themselves, and to be self-motivated, self-regulated, self-confident, able to set targets and solve problems. The social and spiritual aspect of being, on the other hand, relates to the fact that a person needs to be accepted as part of and participate in the wider community through which we develop a sense of ourselves and our own identity. In terms of learning, this means that the person needs to develop communication and interpersonal skills as well as a sense of their own purpose and fundamental beliefs (Merriam, 2004).

The need to have skills for being brings us to the purpose of having (learning to know). Once again, the learner is viewed both as an individual but also as a member of a community. Thus, what skills, knowledge and understanding a learner requires are both dependent on the development of his or her wishes and desires, and on what society requires of its members. Thus, education is not just a matter of gaining a qualification or acquiring knowledge about rights (Test, Fowler, Wood, Brewer and Eddy 2005) but also, and most importantly, to use such knowledge to ensure a person's place as a citizen. In terms of individual being, the development of self-awareness, self-confidence, self-esteem and self-efficacy are explicitly related to the issue of physical and mental health (Lunsky and Havercamp, 2002; Waters, 2000; Mental Health Foundation, 2002; and Arthur 2003).

2.1.3 Doing
The competence field of 'doing' refers to practical application of the expertise to exemplary or real situations (Baldi, 2016). If 'being' is about developing a sense of self, and 'having' the development of skills, knowledge and understanding, then 'doing' is about becoming empowered to participate in society as an equal member. Doing represents the 'coming together' or enactment of being and having. It is, as Edwards (2005) describes, about being able to look outward and engage with the world and to develop the capabilities to 'adapt, be flexible, to solve problems and to communicate interpersonally' (Torres-Velasques, 2000:68).

Although the boundaries between being having and doing are somewhat artificial, and we recognize the overlap and interdependency of each of these purposes, we have nevertheless defined each as follows: being

(developing a sense of and belief in one's own identity and who we want to become), having (acquiring new skills, knowledge and understanding, and accessing new opportunities) and doing (becoming empowered to participate, and being enabled to participate) (Edwards, 2005).

2.2 Theories of Leadership

Transformational leadership theory states leaders and followers raise one another to higher levels of morality and motivation (Covey, 2004). Followers are assumed to transcend self-interest for the good of the group, consider long-term objectives, and develop an awareness of what is important. According to him the effective leaders perform the three functions: align, create, and empower. Leaders transform organizations by aligning human and other resources, creating an organizational culture that fosters the free expression of ideas, and empowering others to contribute to the organization. As to Covey (2004) transformation is a fundamental shift in the deep orientation of a person, organization or society such that the world is seen in new ways and new actions and results become possible that were impossible prior to the transformation. Transformational leadership builds the health of the individual and the system simultaneously.

Servant leadership theory implies that leaders primarily lead by serving others employees, customers and community (Barnes, 2006). Characteristics of a servant leader include listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to others' growth, and community building. Author presents that servant leadership is not so much a style of leadership as it is a condition of the leader. Foundationally, servant leadership is a mindset. Servant leadership is an understanding and practice of leadership that places the good of those led over the self-interest of the leader (Ibid). According to servant leadership theory, servant leader is someone who displays authenticity, value people, develops people, build community, provide leadership, and share leadership (Barnes, 2006).

2.3. Rationales for Divorce between Knowing, Being and Doing

A Doing-Being Gap, for example, may emerge in context with ethical issues, when doing is in conflict with own values and/or the values of other stakeholders. Actively looking into own values but also into the values of others (e.g. other individuals, but also other cultures) is indispensable for any management training. It directly boosts essential competences such as emotional intelligence, people management competence and negotiation skills. Actively scrutinizing one's own personal value system, in addition, secures the long-term capacity to act even in new and unknown situations (Baldi, 2016).

One of the main reasons that knowledge management efforts are often divorced from day-to-day activities is that the managers, consulting firms, and information technologists who design and build the systems for collecting, storing, and retrieving knowledge have limited, often inaccurate, views of how people actually use knowledge in their jobs. Sociologists call this "working knowledge (Douglas, 1987). Knowledge management systems rarely reflect the fact that essential knowledge, including technical knowledge, is often transferred between people by stories, gossip, and by watching one another work.

3. Research Methodology

For this study, the mixed research approach, both qualitative and quantitative were employed. Qualitative research is chosen because it searches to answer questions about: why people behave the way they do; how opinions and attitudes are formed; and how people are affected by the events that go on around them(Hancock, 2002). This study presents attitudes and/or opinions of civil servants, leaders and public Gambella Regional State. The study employed descriptive research, to report what has happened or what is happening in Regional State of Gambella. The research used concurrent triangulation approach which is one of the mixed research methods. The researchers used triangulation because it represents varieties of data and investigators. The types of data were both quantitative and qualitative data. This is because there is need to gain much entry that can lead to develop a contextualized leadership strategy. Basing on purposes and objectives of this research, the primary data were collected directly from the field. The method involved interview and questionnaire to procure primary data directly from respondents. The survey method was used to collect primary data.

The methods of data collection, both close-ended and open-ended questions were used for this study. Open-ended questions are questions designed in a way that the respondents have to answer in their own words (O'Sullivan, Russel and Berner, 2003). The interview was in-person or face-to-face method of data collection. This was done to maintain the confidentiality and to avoid interruption that may occur using the telephone interview.

According to Kothari (1996) the sampling design is a definite plan determine before any data are actually collected for obtaining a sample from a given population, i.e., a way of selecting sample from population. The research was conducted in Regional State of Gambella. The data were collected from individuals seeking service at a time of data collection in selected sectors, civil servants and political appointees of Regional State of Gambella sectors and Gambella City Administration sectors. The population of the study comprises all public,

civil servants and political appointees of Regional State of Gambella. The appropriate size of the sample is determined using the probability sampling formula. To determine the sample size the Israel's representative sample size criteria (Israel, 1992, p.3-4) was used and increased by 10% to compensate for non-return questionnaire to have a desired level of confidence and precision. Thus, the computed sample size is 73 and it is increased by 7 (by 10%), total is 80. Thus, 64 questionnaires were properly filled which is 87.67% of calculated sample size or of 73 sample size. The key informants interviewed were 21.

The purposive sampling, random sampling and multi-stage sampling were employed. The investigators education levels were degree and above, who speak and write English. The enumerators were trained for one day. The data gathered, being primary and/or secondary, were analyzed and presented using different forms. The researcher reduced the data into meaningful accounts, often the data from fieldwork are analyzed inductively (Bailey, 2007). The presentations of primary data involved the use of qualitative descriptions and tables. The primary data were analyzed, described, discussed, coded and qualified using explanatory means, comparisons, interpretation logical arguments and SPSS version 26. The ethical issues and fears as much as possible were considered throughout the entire fieldwork.

4. Data Analysis
4.1. Leadership Competences in Relation to Knowing, Being, and Doing in Gambella Region
4.1.1. Knowing (Knowledge and Understanding) of Leadership in Gambella Region
The competence field of 'knowing' refers to the theories and methods that are required for a successful company management (Baldi, 2016). A leader must have a certain level of knowledge to be competent. Hesselbein and Shinseki (2004) offer four levels of skills essential to leadership: interpersonal skills, conceptual skills (ability to think creatively), technical skills (expertise required for position), and tactical skills (negotiation, human relations, and other skills necessary to achieve objectives). Knowing is an ongoing process that allows leaders to continue to develop, learn, and grow. Some leadership competences those were taken under knowing subsection include interpersonal skills, conceptual skills, technical skills, and tactical skills to assess the capability of leadership in Gambella region.

I. Interpersonal Skills
To know whether the leadership in Gambella region has interpersonal skills the following variables were considered. These were coaching, teaching other, motivating others, empowering others, and teambuilding. The data collected to know whether the leadership in Gambella region is good in coaching or not, the table 1 below showed that 67.2% of the respondents said the leadership in Gambella region is not good in coaching and 32.8% of the respondents said yes the leadership in Gambella region is good in coaching. The study showed the majority of the respondents did not support the claim that leadership in Gambella region is good in coaching.

The result about whether the leadership in Gambella region is good in teaching others to perform well in their respective offices revealed that 73.4% of the respondents said no the leadership in the region is not good in teaching others, while 26.6% of the respondents support the claim. This showed that the majority of the respondents believed that the region is not good in teaching others to perform their job well.

The statement about motivation showed 65.5% of the respondents responded the leadership in Gambella region is not good in motivating others to perform their job well. From those respondents 37.5% said the leadership in Gambella region is good in motivation others to perform their job well. This showed a great number of respondents believed there is gap in regional leadership in motivating others workers to perform well.

Table 1: Interpersonal Skills

		Frequency	Percent	Valid Percent	Cumulative Percent
The leadership is good in coaching others to perform well.	Yes	21	32.8	32.8	32.8
	No	43	67.2	67.2	100.0
	Total	64	100.0	100.0	
The leadership is good in teaching others to perform well.	Yes	17	26.6	26.6	26.6
	No	47	73.4	73.4	100.0
	Total	64	100.0	100.0	
The leadership is good in motivating others to perform well.	Yes	24	37.5	37.5	37.5
	No	40	62.5	62.5	100.0
	Total	64	100.0	100.0	
The leadership is good in empowering others to perform well.	Yes	21	32.8	32.8	32.8
	No	43	67.2	67.2	100.0
	Total	64	100.0	100.0	
The leadership is good in teambuilding.	Yes	20	31.3	31.3	31.3
	No	44	68.8	68.8	100.0
	Total	64	100.0	100.0	

Source: Field Data

The results of the study from the table 1 above indicated that 67.2% of the respondents were against the claim that the leadership in Gambella region is good in empowering others to perform their duty well, while 32.8% said yes the leadership is good in empowering others to perform well. One can see that a greater number of respondents did not support the statement.

The result of teambuilding showed 68.8% of the respondents said the leadership in the region is not good in teambuilding and 31.3% of the respondents believed the leadership in the region is good in teambuilding. From these data we saw that the majority did not support the claim.

II. Conceptual Skills

The conceptual skills were evaluated basing variables thinking creatively, acting analytically, acting critically, and acting ethically. The results from the table 2 below revealed that 64.1% of the respondents said no the leadership in the region is not good in thinking creatively to increase job performance and 35.9% of the respondents supported the claim. This shows the majority of the respondents believed the leadership in the region is not good in thinking creatively to increase job performance.

The study results also indicated that 67.2% of the respondents rejected the leadership in Gambella region is good in acting analytically and 32.8% of the respondents showed their agreement that the leadership is good in acting analytically to increase performance. The result showed great number of the respondents were against the statement.

Table 2: Conceptual Skills

		Frequency	Percent	Valid Percent	Cumulative Percent
The leadership is good in thinking creatively to increase performance.	Yes	23	35.9	35.9	35.9
	No	41	64.1	64.1	100.0
	Total	64	100.0	100.0	
The leadership is good in acting analytically to increase performance.	Yes	21	32.8	32.8	32.8
	No	43	67.2	67.2	100.0
	Total	64	100.0	100.0	
The leadership is good in acting critically to increase performance.	Yes	19	29.7	29.7	29.7
	No	45	70.3	70.3	100.0
	Total	64	100.0	100.0	
The leadership is good in acting ethically to increase performance.	Yes	23	35.9	35.9	35.9
	No	41	64.1	64.1	100.0
	Total	64	100.0	100.0	

Source: Field Data

The results of the study from the table 2 above indicated that 70.3% of the respondents were against the statement that the leadership in the region is good in acting critically to increase performance. Whereas, 29.7% of the respondents said yes the leadership is good in acting critically to increase job performance. We see that majority of the respondents did not support the statement.

The information also showed 64.1% of the respondents rejected the claim that the leadership in Gambella region is good in acting ethically to increase performance. On the other hand, 35.9% of the respondents agreed to the claim. Thus, majority of the respondents rejected the statement.

III. Technical Skills

This section presents the data collected to know whether the leadership in Gambella region has technical skill required to occupy the position they are holding. The technical skills were assessed basing on professional skills and relevant education required to occupy a position. From the table 3 below findings revealed that 64.1% of the respondents did accept the statement that the leadership has the professional skills necessary to accomplish the tasks and functions within the area of responsibility and 35.9% of the respondents responded yes to the claim. This indicated majority believed the leadership in the region has no professional skills relevant to accomplish the tasks and functions of the offices.

Table 3: Technical Skills

		Frequency	Percent	Valid Percent	Cumulative Percent
The leadership has the professional skills necessary to accomplish tasks and functions within area of responsibility.	Yes	23	35.9	35.9	35.9
	No	41	64.1	64.1	100.0
	Total	64	100.0	100.0	
All directors and team leaders have relevant education required to occupy a position.	Yes	20	31.3	31.3	31.3
	No	44	68.8	68.8	100.0
	Total	64	100.0	100.0	
Those who are in expert positions have relevant education required to occupy a position.	Yes	31	48.4	48.4	48.4
	No	33	51.6	51.6	100.0
	Total	64	100.0	100.0	

Source: Own Data

The findings from the table 3 above showed 68.8% of the respondents replied no and 31.3% of the respondents answered yes all directors and team leaders have relevant education required to occupy the positions. Thus, a good number of the respondents believed that not all directors and team leaders who have relevant education required to occupy a position.

From the same table 51.6% of the respondents responded no those who are in expert positions have no relevant education required to occupy a position and 48.4% of the respondents said yes. The results showed the respondents equally divided themselves on this statement.

IV. Tactical Skills

This section presents the tactical skills the leadership in Gambella region has to increase their job performance. The tactical skills were evaluated basing on negotiation skill, human resources management skill, and budgeting skill. The table 4 below indicated 65.6% of the respondents replied the leadership in Gambella region has no good skill in negation to increase performance and 34.4% of the respondents supported the statement. This showed majority of the respondents rejected the claim that the leadership in Gambella region has good skill in negotiation to increase performance.

The data indicated 65.6% of the respondents rejected the leadership in Gambella has good skill in human resources management to increase performance and 34.4% accepted the claim. This showed majority of the respondents were in the position that the leadership in the region has no good skill in human resources management to increase performance.

Table 4: Tactical Skills

		Frequency	Percent	Valid Percent	Cumulative Percent
The leadership has good skill in negotiation to increase performance.	Yes	22	34.4	34.4	34.4
	No	42	65.6	65.6	100.0
	Total	64	100.0	100.0	
The leadership has good skill in human resources management to increase performance.	Yes	22	34.4	34.4	34.4
	No	42	65.6	65.6	100.0
	Total	64	100.0	100.0	
The leadership has good skill in budgeting to increase performance.	Yes	15	23.4	23.4	23.4
	No	49	76.6	76.6	100.0
	Total	64	100.0	100.0	

Source: Field Data

The table 4 above showed 76.6% of the respondents rejected the statement that the leadership in Gambella region has good skill in budgeting to increase performance. It is also indicated 23.4% of the respondents responded yes the leadership in the region has good skill in budgeting to increase performance. Thus, majority of the respondents did not believe that the leadership in Gambella region has good skill in budgeting to increase performance.

The open-ended questions and interviews results and comments made by respondents basing on knowing of

leadership in Gambella region are summarized as follow. The results showed in many government sectors in the region there are challenges. There is no good leadership in Gambella Region. The employment and promotion in an office is not based on competency, but it is relationship between office head with the one to be promoted or employed that determined who can occupy a position.

There is lack of capacity to management to problem in the region. One of the key informants stated, *"Well, Gambella region leadership is selected in accordance with the family background or so ever the person of interest. Therefore, the person hired for the position may not be well knowledgeable regarding his or her office's responsibilities."* It was mentioned that practical leadership in Gambella is very poor and is not in place because people in top leadership are not capable; they appointed through strong uncle. It was mentioned that in each government office there is knowledge gap, lack of skill, as well as lack of plan. Leaders have no annual plan which indicated they do not know where to go.

Another key informant also stated, "The current leading party is conducting their appointment based on the merit of being a relative rather than capacity to lead. Hence it has generated incapable leaders who are doing nothing in their respective office." Many said that every assignment of leadership is through ethnics and tribal lines except few their knowledge matched to what they doing in office they were assigned to. Some respondents argued that many experts are knowledgeable to a job they were assigned to but political appointees lack technical expertise to an office they were appointed to lead. It was also mentioned that some political appointees do not know about what is vision, missions, objectives and goals of organization they are leading. They do not know what to do and how to do; seeking political position as opportunities. Their minds are busy for their own benefit and have low knowledge about their office policy. One of the interviewees stated,

> Truly speaking, leadership in Gambella has a lot of challenges and this is because many leaders in their respective offices are not competent or capable to deliver the service expected from them. They lack knowledge about their roles or duties in the office simply because they are assigned not by their capacity but by friendship. They are doing nothings in office; they simples go to office and come back taking tea.

One respondent argued, "Actually they know what is expected from them when they assigned to the position but they fail to practice it due to corruption, self-interest, ethnicity, and soon." Some respondents mentioned that the political leaders do not know what they are doing in the office, since they are not assigned based on their professional department. One of the key informants said, "Many of them are degree holders and above but their knowledge are very limit due to cultural political influence."

4.1.2. Being (Attitudes) of Leadership in Gambella Region

The purpose of being (or learning to be and learning to live together) relates to both the individual characteristics required of a learner, but also to the social and spiritual dimensions of learning and living (UNESCO, 1996). In terms of learning, the person as an individual is required to have knowledge of themselves, and to be self-motivated, self-regulated, self-confident, able to set targets and solve problems. The social and spiritual aspect of being, on the other hand, relates to the fact that a person needs to be accepted as part of and participate in the wider community through which we develop a sense of ourselves and our own identity (Merriam, 2004). This section presents the study findings on leadership being (attitudes) in Gambella Regional State. The issues discussed under this section are Self-Awareness, Self-Management, Social awareness and Relationship Management.

I. Self-Awareness

To understand self-awareness of leadership in Gambella region the following variables like candid and authentic, guiding vision, knowing limitations, knowing strengths, welcomes constructive critics, welcomes constructive feedbacks and welcomes difficult assignment were assessed. The data from the table 5 below showed 71.9% of the respondents rejected that the leadership in Gambella region is candid and authentic and 28.1% of the respondents replied yes. This shows majority of the respondents rejected the statement. The findings revealed that 64.1% of the respondents said yes the leadership in Gambella region believes in their guiding vision, while 35.9% accepted the claim. Though there is good number of respondents who agreed to the statement, the majority rejected the claim. The study results also showed 73.4% of the respondents rejected statement that leadership in Gambella region knows their limitations and 26.6% of the respondents agreed to the claim. Thus, majority of the respondents did not accept the statement.

Table 5: Self-Awareness

		Frequency	Percent	Valid Percent	Cumulative Percent
The leadership is candid and authentic.	Yes	18	28.1	28.1	28.1
	No	46	71.9	71.9	100.0
	Total	64	100.0	100.0	
The leadership believes about their guiding vision.	Yes	23	35.9	35.9	35.9
	No	41	64.1	64.1	100.0
	Total	64	100.0	100.0	
The leadership knows their limitations.	Yes	17	26.6	26.6	26.6
	No	47	73.4	73.4	100.0
	Total	64	100.0	100.0	
The leadership knows their strengths.	Yes	15	23.4	23.4	23.4
	No	49	76.6	76.6	100.0
	Total	64	100.0	100.0	
The leadership welcomes constructive criticism.	Yes	16	25.0	25.0	25.0
	No	48	75.0	75.0	100.0
	Total	64	100.0	100.0	
The leadership welcomes constructive feedbacks.	Yes	17	26.6	26.6	26.6
	No	47	73.4	73.4	100.0
	Total	64	100.0	100.0	
The leadership welcomes a difficult assignment.	Yes	19	29.7	29.7	29.7
	No	45	70.3	70.3	100.0
	Total	64	100.0	100.0	

Source: Field Data

The data from the table 5 above indicated 76.6% of the respondents said no the leadership in Gambella region did not know their strengths, while 23.4% of the respondents accepted the claim. This shows great number of respondents rejected this statement. The same table indicated 75% of the respondents rejected the leadership in Gambella region welcomes constructive critics and 25% of the respondents said yes to claim. Thus, greater number of the respondents replied no to this statement.

From that table above the study findings revealed 73.4% of the respondents did not agreed that the leadership in Gambella region welcomes constructive feedbacks and 26.6% of the respondents replied yes to this statement. This shows majority of the respondents replied no to this statement. The data also showed 70.3% of the respondents answered no the leadership in Gambella region did not welcomes difficult assignment, while 29.7% of the respondents replied yes. Thus, majority rejected the claim.

II. Self-Management

The self-management of leadership in Gambella region was evaluated basing on these variables like managing disturbing emotions and impulses, channeling disturbing emotions and impulses, staying calm and clear-headed under high stress or during crisis, allowing transparency, allowing integrity, openly admit mistake or faults, confront unethical behavior, and see others positively expecting the best of them.

The study findings from the table 6 below showed 75% of the respondents answered no the leadership in Gambella region is not able to manage their disturbing emotions and impulses. Only 25% of the respondents said yes to the claim. This indicated majority of the respondents rejected this statement.

The findings also indicated 70.3% of the respondents rejected the statement that the leadership in Gambella region is able to channel their disturbing emotions and impulses in to useful ways. From this table 29.7% of the respondents said yes to this statement. This showed majority of the respondents disagreed to this claim. From this table 6 below the data showed 68.8% of the respondents replied no the leadership in Gambella region is not able to stay calm and clear-headed under high stress or during crisis. Still 31.3% of the respondents accepted this statement. This indicated majority of the respondents rejected this claim.

Table 6: Self-Management

		Frequency	Percent	Valid Percent	Cumulative Percent
The leadership is able to manage their disturbing emotions and impulses.	Yes	16	25.0	25.0	25.0
	No	48	75.0	75.0	100.0
	Total	64	100.0	100.0	
The leadership is able to channel their disturbing emotions and impulses in to useful ways.	Yes	19	29.7	29.7	29.7
	No	45	70.3	70.3	100.0
	Total	64	100.0	100.0	
The leadership is able to stay calm and clear-headed under high stress or during crisis.	Yes	20	31.3	31.3	31.3
	No	44	68.8	68.8	100.0
	Total	64	100.0	100.0	
The leadership is able to allow transparency.	Yes	16	25.0	25.0	25.0
	No	48	75.0	75.0	100.0
	Total	64	100.0	100.0	
The leadership is able to allow integrity.	Yes	18	28.1	28.1	28.1
	No	46	71.9	71.9	100.0
	Total	64	100.0	100.0	
The leadership is able to openly admit mistakes or faults.	Yes	16	25.0	25.0	25.0
	No	48	75.0	75.0	100.0
	Total	64	100.0	100.0	
The leadership is able to confront unethical behavior (like corruption, maladministration) in others rather than turning a blind eye.	Yes	13	20.3	20.3	20.3
	No	51	79.7	79.7	100.0
	Total	64	100.0	100.0	
The leadership is able to see others positively expecting the best of them.	Yes	18	28.1	28.1	28.1
	No	46	71.9	71.9	100.0
	Total	64	100.0	100.0	

Source: Field Data

The study findings from the table 6 above indicated 75% of the respondents did not accept that the leadership in Gambella region is able to allow transparency. From this table only 25% of the respondents replied yes the leadership in the region is able to allow transparency. One can see that greater number of the respondents rejected the statement.

The data showed 71.9% of the respondents said no the leadership in Gambella region is not able to allow integrity and 28.1% of the respondent accepted the claim. From this we can see that majority of the respondents believed the leadership in the region is not able to allow integrity. Also we can see that 75% of the respondents rejected the statement that the leadership in Gambella region is able to openly admit mistake or faults and only 25% of them replied yes to the claim. Thus, majority of the respondents did not accept the statement.

The study findings revealed 79.7% of the respondents rejected the claim that the leadership in Gambella region is able to confront unethical behavior (like corruption, maladministration) in others rather than turning a blind eye. We can see that only 20.3% of them supported the statement. Thus, greater number of the respondents replied no to the statement. The data from the tame able revealed 71.9% of the respondents said no the leadership in Gambella region is not able to see others positively expecting the best of them, while 28.1% of them accepted the claim. This indicated majority of the respondents did not accept the statement.

III. Social Awareness

The social awareness of leadership in Gambella region was assessed basing on variables like listening attentively, get along well with people of diverse backgrounds or from other cultures, detect crucial social networks, fostering an emotional climate, and available as needed to solve the public problems. The study results from the table 7 below revealed 67.2% of the respondents rejected the claim that the leadership in Gambella region is able to listen attentively and can grasp the other person's perspective. From this table 32.8% of them replied yes to the statement. This shows majority of the respondents replied no to this statement.

The data showed 62.5% of the respondents replied no the leadership in Gambella region is not able to get along well with people of diverse backgrounds or from other cultures, while 37.5 % of the agreed to this statement. Even though a good number of respondents replied yes to this claim, still majority did not support the statement.

The study results also showed 62.5% of the respondents did not agree that leadership in Gambella region is able to detect crucial social networks and 37.5% of them replied yes to this claim. Thus, majority of them rejected the claim.

Table 7: Social-Awareness

		Frequency	Percent	Valid Percent	Cumulative Percent
The leadership is able to listen attentively and can grasp the other person's perspective.	Yes	21	32.8	32.8	32.8
	No	43	67.2	67.2	100.0
	Total	64	100.0	100.0	
The leadership is able to get along well with people of diverse backgrounds or from other cultures.	Yes	24	37.5	37.5	37.5
	No	40	62.5	62.5	100.0
	Total	64	100.0	100.0	
The leadership is able to detect crucial social.	Yes	24	37.5	37.5	37.5
	No	40	62.5	62.5	100.0
	Total	64	100.0	100.0	
The leadership is able to foster an emotional climate so that people directly are in touch with customers.	Yes	16	25.0	25.0	25.0
	No	48	75.0	75.0	100.0
	Total	64	100.0	100.0	
The leadership is available as needed to solve public problems.	Yes	17	26.6	26.6	26.6
	No	47	73.4	73.4	100.0
	Total	64	100.0	100.0	

Source: Field Data

The results of the study from the table 8 above showed 75% of the respondents did not accept that the leadership in Gambella region is able to foster an emotional climate so that people directly are in touch with customers. Among them only 25% replied yes. Thus, majority of the respondents rejected this statement. The findings this table indicated 73.4% of the respondents replied no the leadership in Gambella region is not available as needed to solve the public problems, while 26.6% of them accepted the claim. Thus, majority of the respondents rejected this statement.

IV. Relationship Management

The relationship management of leadership in Gambella region was evaluated basing variables like moving people with a compelling vision or shared mission, adepts at cultivating people's abilities, recognizing the need for change, find practical ways to overcome barriers to change, find a common idea that everyone can endorse, and generate an atmosphere of friendly. From the table 8 below the data showed 75% of the respondents rejected the statement that the leadership in Gambella region is able to move people with a compelling vision or shared mission. Only 25% of the respondents accepted the claim. Thus, the majority replied no to this claim. The study results also revealed 70.3% of the respondents replied no to the statement, while 29.7% of the respondents said yes the leadership in Gambella region adepts at cultivating people's abilities. We see that majority rejected the statement.

The findings from this table below indicated 73.4% of the respondents rejected the claim that leadership in Gambella region is able to give timely and constructive feedback. From this table 26.6% of them replied yes. Thus, the majority of respondents replied no. These data showed 67.2% of the respondents responded no to the claim that leadership in Gambella region is able to recognize the need for change, while 32.8% of them answered yes. Thus, the majority of them rejected the statement.

Table 8: Relationship Management

		Frequency	Percent	Valid Percent	Cumulative Percent
The leadership is able to move people with a compelling vision or shared mission.	Yes	16	25.0	25.0	25.0
	No	48	75.0	75.0	100.0
	Total	64	100.0	100.0	
The leadership adepts at cultivating people's abilities.	Yes	19	29.7	29.7	29.7
	No	45	70.3	70.3	100.0
	Total	64	100.0	100.0	
The leadership is able to give timely and constructive feedback.	Yes	17	26.6	26.6	26.6
	No	47	73.4	73.4	100.0
	Total	64	100.0	100.0	
The leadership is able to recognize the need for change.	Yes	21	32.8	32.8	32.8
	No	43	67.2	67.2	100.0
	Total	64	100.0	100.0	
The leadership is able to find practical ways to overcome barriers to change.	Yes	17	26.6	26.6	26.6
	No	47	73.4	73.4	100.0
	Total	64	100.0	100.0	
The leadership is able to find a common idea that everyone can endorse.	Yes	16	25.0	25.0	25.0
	No	48	75.0	75.0	100.0
	Total	64	100.0	100.0	
The leadership is able to generate an atmosphere of friendly collegiality and model of respect, helpfulness, and cooperation.	Yes	18	28.1	28.1	28.1
	No	46	71.9	71.9	100.0
	Total	64	100.0	100.0	

Source: Field Data

The information from the table 8 above showed 73.4% of the respondents rejected that leadership in Gambella region is able to find practical ways to overcome barriers to change and 26.6% of them replied yes to this statement. Thus, majority of them did not agree to this claim. The study results indicated 75% of the respondents answered no to the statement that the leadership in Gambella region is able to find a common idea that everyone can endorse and 25% of them replied yes to this claim. Thus, majority rejected this statement.

The information from the table above indicated 71.9% of the respondents rejected the claim that the leadership in Gambella region is able to generate an atmosphere of friendly, collegiality and model of respect, helpfulness, and cooperation. From this table 28.1% of them responded yes to this statement. Thus, majority did not agree to this claim.

The open-ended questions' results and interviews answers for being (attitude) of leadership in Gambella region are presented here. The study results revealed that there is poor approach, ethics and attitude in public organizations in Gambella region. The respondents narrated that leaders exercise bad approach, ethics and attitude. They do not have enough time to communicate offices challenges with offices staff, but with offices accountant and cashier. One the respondents stated, *"Their behavior in the offices they think about their relatives or colleagues instead of five tribes who are their communities. Ethic, attitude and approach have direct relationship with knowledge while those who are being appointed have less knowledge."*

The findings also showed that leaders are poor in welcoming services seekers in their offices. They do not have good approach expect from leader. Public interest is not being exercised due to bad approach, ethical and attitude of the leadership in Gambella region. One of the key informants irately explained that leaders in public sectors consider offices like their house and do not care about communities.

Almost all respondents mentioned misbehave in offices, corruption, and stealing of government properties and budgets. The key informant state, *"Their behavior is looting the public resources, no good approach from them. They don't do things in ethical way."* One respondent angrily stated,

> The behavior of leadership in the Gambella region is characterized by rudeness, superiority and only respects people above them. They are not functional, and lack empathy. They are not multitalented. They only respect other leaders who give them power. They are reactive; they can judge you about what they heard about you. They don't have work ethics. They have chronic attitude which is spoiled by greedy. They are jealous about others people who become successful on their own. In their office they misused public funds because there is no accountability and justice is not applying to those who are misusing public resources.

4.1.3. Doing (Skills) of Leadership in Gambella Region

The competence field of 'doing' refers to practical application of the expertise to exemplary or real situations (Baldi, 2016). If 'being' is about developing a sense of self, and 'having' the development of skills, knowledge

and understanding, then 'doing' is about becoming empowered to participate in society as an equal member. This section presents the data collected on doing (skills) of leadership in Gambella region understand whether the leaders were doing what is expected from them by public.

The information from the table 9 below showed 60.9% of the respondents responded no to the claim that the leadership in Gambella region is able to influence people, while 39.1% and answered yes to this statement. Thus, majority did not accept the claim. The data from this table showed 70.3% of the respondents answered no the leadership in Gambella region is not able to accomplish missions successfully, while 29.7% of them replied yes to this claim. Thus, majority of the respondents rejected this statement.

The information also showed 65.6% of the respondents rejected the claim that the leadership in Gambella region makes effort to improve organization and 34.4% of them agreed to this issue. Thus, majority of the respondents did not agree to this statement.

Table 9: Doing (Skills) of Leadership in Gambella Region

		Frequency	Percent	Valid Percent	Cumulative Percent
The leadership is able to influence people.	Yes	25	39.1	39.1	39.1
	No	39	60.9	60.9	100.0
	Total	64	100.0	100.0	
The leadership is able to accomplish missions successfully.	Yes	19	29.7	29.7	29.7
	No	45	70.3	70.3	100.0
	Total	64	100.0	100.0	
The leadership makes effort to improve organization.	Yes	22	34.4	34.4	34.4
	No	42	65.6	65.6	100.0
	Total	64	100.0	100.0	
The leadership is able to solve problems.	Yes	19	29.7	29.7	29.7
	No	45	70.3	70.3	100.0
	Total	64	100.0	100.0	
The leadership is able to overcome obstacles.	Yes	16	25.0	25.0	25.0
	No	48	75.0	75.0	100.0
	Total	64	100.0	100.0	
The leadership is able to strengthen team.	Yes	18	28.1	28.1	28.1
	No	46	71.9	71.9	100.0
	Total	64	100.0	100.0	
The leadership is able to achieve objectives.	Yes	20	31.3	31.3	31.3
	No	44	68.8	68.8	100.0
	Total	64	100.0	100.0	
Leadership seeks learning opportunities.	Yes	25	39.1	39.1	39.1
	No	39	60.9	60.9	100.0
	Total	64	100.0	100.0	

Source: Field Data

The study findings from the table 10 above showed 70.3% of the respondents responded that leadership in Gambella region is not able to solve problems and 29.7% of them accepted the statement. Thus, majority rejected the claim. Also the data showed 75% of the respondents rejected that the leadership in Gambella region is able to overcome obstacles and 25% of them replied yes. One can see that majority of the respondents did not accept that the leadership in Gambella region is able to overcome the obstacles.

The research findings from the above table indicated 71.9% of the respondents replied no the leadership in Gambella region is not able to strengthen the team, while 28.1% of them said yes to this statement. Thus, majority of the respondents rejected the claim. The data also revealed 68.8% of the respondents replied no the leadership in Gambella region is unable to achieve objectives and 31.3% of the answered yes to this claim. One can see that majority of respondents rejected the statement. The study findings from the same table indicated 60.9% of the respondents rejected the statement that the leadership in Gambella region seeks learning opportunities, while 39.1% of them accepted the claim. Thus, majority of respondents replied no to the claim.

The results from open-ended questions and interviews done on doing (skills) of leadership in Gambella region presented there is poor service delivery in the region. The government is not delivering quality works and services. The leadership in the region lack prioritizing what is important to public. Public is not satisfying with what the government is doing; no potable water, bad road, bad healthy facilities, insecurity and many others. One respondent specified, *"I don't see any good quality service in the region that being deliver to the public by government officials. Example, leaders come to office by the time of their wish, they leave offices less than 8:00 AM and 10:30 AM local time. Therefore, they don't deliver service expect from them."*

The respondents claimed that lack of quality service delivery in Gambella was one of big challenges since public service were being lot by top officials for own capacity building and interested to benefit themselves and the immediate relatives/family. It was explained that leaders' main interest was nepotism, working for their relative, friend and so on. One key informant furiously indicated, *"Gambella region is seen as if there is no body care about this region."*

The respondents many time mentioned the quality of their services was characterized by corruption especially nepotism, embezzlement, bribery and favoritism which were also accompany by recurring ethnic conflicts. One mentioned, *"There is no quality service they deliver in the work. Instead of measuring the quality there is no or zero service delivering to the public. For instance there is a zero clear water service to the mass, justice is not there, poor roads are witnessed in the region and lack of access to health services and soon."* Another respondent stated,

> You can be nurse by your profession and you are being appointed in construction office. What quality can you deliver to the people while you are not an engineer? No quality in service delivery at all. Unless people are being appointed by their profession so that we may see quality of service delivery. Corruption is the fashion that we could not change easily but through cooperation and commitment. The heart and spirit of our leaders is not the same since they are not working on common goal.

4.2. The Extent the Leadership Links Knowing, Being, and Doing to Satisfy the Public in Gambella Region

In general, the issue of the right relationship between knowing and doing and the interdependence between the two of them is of primordial importance in a highly volatile world. To start with the doing only when complete and reliable information on all potential consequences is at hand is not an option, in particular not in a dynamic environment. On the other hand, swift and unthoughtful action may cause major damage. To understand this interdependence and to consciously experience it with the help of practical examples is therefore an important learning objective for attaining problem solving skills and for forming good decision-making skills and responsibility (Baldi, 2016).

This subsection presents the data collected to know the extent the leadership in Gambella region links knowing, being and doing to satisfy the needs of the public. The scale of measurement was taken starting from zero to five (0 to 5). Thus, the arithmetic mean from zero to one (0 to 0.99) is rated as very low; from one to two (1 to 1.99) is low; from two to three (2 to 2.99) is average; from three to four (3 to 3.99) is high; and from four to five (4 to 5) is very high. The descriptive statistics from the table below presents the research results.

The research findings from the table 10 below revealed the extent of the leadership to influence people is low with mean value of 1.73; accomplishing missions successfully is low with mean value of 1.61; and the effort they make to improve organization is low with mean value of 1.58. From this table the leadership ability to solve problems was rated low with mean value of 1.38; ability to overcome obstacles was rated low with mean value of 1.42; and ability to strengthen team was rated low with mean value of 1.51.

The ability of the leadership in Gambella region to achieve objectives was also accessed and the results indicated it is low with mean value of 1.48. Other questions like seeking learning opportunities; being role model in all organizational activities; being always there when needed; fighting corruption; respecting professionalism; and responding quickly to maladministration when it happens were rated low with mean value of 1.8, 1.38, 1.47, 1.05, 1.42 and 1.17 respectively. Thus, all these claims were rated low by respondents with mean values less than 2.

From this table the stamen leaders are not delivering a service expected from them by the citizens was rated high with mean value of 3.23. Another statement forward to respondents was leaders' selves-interests prevail over public interests and this was rated highly as well with mean value of 3.61. Thus, the two statements were rated high by respondents with mean values greater than 3.

Table 1: The Extent the Leadership Links Knowing, Being, and Doing

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
The leadership is able to influence people.	64	0.00	5.00	1.7266	1.58597
The leadership is able to accomplish missions successfully.	64	0.00	5.00	1.6094	1.70543
The leadership makes effort to improve organization.	64	0.00	5.00	1.5781	1.64080
The leadership is able to solve problems.	64	0.00	5.00	1.3828	1.64206
The leadership is able to overcome obstacles.	64	0.00	5.00	1.4219	1.57162
The leadership is able to strengthen team.	64	0.00	5.00	1.5078	1.71245
The leadership is able to achieve objectives.	64	0.00	5.00	1.4844	1.63292
The leadership always seeks learning opportunities.	64	0.00	5.00	1.7969	1.79222
Leadership is role model in all organizational activities.	64	0.00	5.00	1.3750	1.77728
Leadership is always there when needed.	64	0.00	5.00	1.4688	1.59333
Leadership fights corruption.	64	0.00	5.00	1.0469	1.70368
Leadership respects professionalism.	64	0.00	5.00	1.4219	1.70717
Leadership quickly responds to maladministration when it happens.	64	0.00	5.00	1.1719	1.63838
Leaders are not delivering a service expected from by the citizens.	64	0.00	5.00	3.2344	1.98999
Leaders' selves-interests prevail over public interests.	64	0.00	5.00	3.6094	1.89918

Source: Field Data

5. Conclusion

The literature showed in management training, all three competence (knowing, being and doing) fields are interdependently important for developing the relevant future competencies (Baldi, 2016). The nation today needs men who think in terms of service to their country and not in terms of their country's debt to them. Selfless service means doing what's right for the nation, the army, your organization, and your people and putting these responsibilities above your own interests. The selfish superior claims credit for work his subordinates do; the selfless leader gives credit to those who earned it (Department of the Army Washington, 1999).

In Gambella region there is divorced between these threes knowing, being and doing. What the leadership in Gambella region knows, their being and action did not match together. The research findings showed the leadership in Gambella region is not doing what is expected from it by public.

The leadership competences those were taken under knowing subsection those include interpersonal skills, conceptual skills, technical skills, and tactical skills to assess the capability of leadership in Gambella region were rejected by the respondents. From technical skills assessment 48.4% of the respondents supported that those who are in expert positions have relevant education required to occupy a position. This is only statement which got high support from respondents. From those data one can conclude that the leadership in Gambella has no knowing (knowledge and understanding) skills that can enable them to run jobs.

The open-ended questions and interviews results and comments made by respondents basing on knowing of leadership in Gambella region did not also support that the leadership in Gambella region has knowing skills. The results showed in many government sectors in the region there are challenges. There is no good leadership in Gambella Region. The employment and promotion in an office is not based on competency, but it is relationship between office head with the one to be promoted or employed that determined who can occupy a position. It was mentioned that practical leadership in Gambella is very poor and is not in place because people in top leadership are not capable; they are appointed through strong uncle. It was mentioned that in each government office there is knowledge gap, lack of skill, as well as lack of plan. Leaders have no annual plan which indicated they do not know where to go. Many said that every assignment of leadership is through ethnics and tribal lines except few their knowledge matched to what they doing in office they were assigned to. It was also mentioned that some political appointees do not know about what is vision, missions, objectives and goals of organization they are leading. If all these are lacking and people are assigned basing on ethnics and tribal lines, certainly performance will be low.

According to Baldi (2016) the competence field of 'knowing' refers to the theories and methods that are required for a successful company management. A leader must have a certain level of knowledge to be competent. Hesselbein and Shinseki (2004) offer four levels of skills essential to leadership: interpersonal skills, conceptual skills (ability to think creatively), technical skills (expertise required for position), and tactical skills

(negotiation, human relations, and other skills necessary to achieve objectives). Knowing is an ongoing process that allows leaders to continue to develop, learn, and grow. All these are lacking in Gambella regional leadership. Therefore, the public is not serviced well as stated by respondents.

The study findings on leadership being (attitudes) in Gambella Regional State assessed basing on self-awareness, self-management, social awareness and relationship management indicated many respondents did not support that the leadership has those skills. All the claims under being were not supported by more than 60% of the respondents. We can understand that being a leader without being signified there is no leadership at all.

The open-ended questions' results and interviews answers for being (attitude) of leadership in Gambella region also supported leadership in Gambella region lacks being skills. The study results revealed that there is poor approach, ethics and attitude in public organizations in Gambella region. The findings also showed that leaders are poor in welcoming services seekers in their offices and do not have good approach expect from leader. Almost all respondents mentioned misbehavior in offices, corruption, looting and stealing of government properties and budgets. It indicated that the leadership in the Gambella region is characterized by rudeness, superiority and only respects people above them. In offices they misused public funds because there is no accountability and justice is not applying to those who are misusing public resources. One can conclude that if there is no knowing and being there is no quality service to public. If corruption, stealing and looting public properties is what prevailed most, this is really a divorced between knowing and being.

The purpose of being (or learning to be and learning to live together) relates to both the individual characteristics required of a learner, but also to the social and spiritual dimensions of learning and living (UNESCO, 1996). In terms of learning, the person as an individual is required to have knowledge of themselves, and to be self-motivated, self-regulated, self-confident, able to set targets and solve problems (Merriam, 2004). It is true that with bad characteristics one cannot boost performance of the organization. Gambella region is unlucky to have these kinds of leadership those loot the region as stated by respondents.

The doing (skills) of leadership in Gambella region were assessed to understand whether the leaders were doing what is expected from them by public. The variables considered under this were influence, accomplishment of missions, improving organization, solving problems, overcoming obstacles, strengthen the team, achieving objectives, and seeking learning opportunities in which all 60% and above of the respondents did not support that the leadership in Gambella region has these skills. One can conclude that without doing (action) the performance of public sectors to deliver a quality service cannot meet the public needs.

The results from open-ended questions and interviews done on doing (skills) of leadership in Gambella region presented there is poor service delivery in the region. The government is not delivering quality works and services. The leadership in the region lack prioritizing what is important to public. Public is not satisfying with what the government is doing; no potable water, bad road, bad healthy facilities, insecurity and many others. The respondents many time mentioned the quality of their services were characterized by corruption especially nepotism, embezzlement, bribery and favoritism which were also accompany by recurring ethnic conflicts.

The competence field of 'doing' refers to practical application of the expertise to exemplary or real situations (Baldi, 2016). If 'being' is about developing a sense of self, and 'having' the development of skills, knowledge and understanding, then 'doing' is about becoming empowered to participate in society as an equal member. Doing represents the 'coming together' or enactment of being and having. Character and knowledge are not enough in facilitating change in the leadership process. Doing attempts to produce results, accomplishes the vision, creates change, and influences others to act (Hesselbein & Shinseki, 2004). All these leadership competences are lacking in Gambella regional state as we learned from study results.

The regional leadership failed to link these three fundamental characteristics of leaders. Therefore, the divorce between these three knowing, doing and being is the problem that challenges the leadership in Gambella region. It is divorce between these three skills that brought corruption especially nepotism, embezzlement, bribery and favoritism which were also accompany by recurring ethnic conflicts.

The evaluation of extent in which the leadership in Gambella region linked knowing, being and doing to satisfy the public needs turned out that is low. The mean value of all variables taken to measure the extent the leadership in Gambella region linked these fundamental leaders' characteristics is below 2. The research findings revealed the extent of the leadership to influence people, accomplishing missions successfully, effort they make to improve organization, ability to solve problems, ability to overcome obstacles, ability to strengthen team, ability to achieve objectives, seeking learning opportunities, being role model in all organizational activities; being always there when needed; fighting corruption; respecting professionalism; and responding quickly to maladministration claims were rated low by respondents with mean values less than 2.

The statements leaders are not delivering a service expected from them by the citizens and leaders' selves-interests prevail over public interests were rated high by respondents with mean values greater than 3. This divorce between these three leadership quality knowing, being and doing is evident of ineffectiveness of the Gambella regional leadership.

In general, the issue of the right relationship between knowing and doing and the interdependence between

the two of them is of primordial importance in a highly volatile world. To start with the doing only when complete and reliable information on all potential consequences is at hand is not an option, in particular not in a dynamic environment (Baldi, 2016).

The Servant leadership theory tell us that the characteristics of a servant leader include listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to others' growth, and community building. The Servant leadership is an understanding and practice of leadership that places the good of those led over the self-interest of the leader. According to servant leadership theory, servant leader is someone who displays authenticity, value people, develops people, build community, provide leadership, and share leadership (Barnes, 2006). All these skills by any measurement the Gambella regional state leadership have insufficiency knowledge about them.

6. Recommendations

In Gambella region there is divorced between these threes knowing, being and doing. What the leadership in Gambella region knows, their being and action did not match together. The research findings showed the leadership in Gambella region is not doing what is expected from it by public. For region to perform better the following recommendations are forwarded.

The leadership competences those were taken under knowing subsection those include interpersonal skills, conceptual skills, technical skills, and tactical skills to assess the capability of leadership in Gambella region were rejected by the respondents. Therefore, the leadership in Gambella region needs to give on job training basing on those skills to leaders. The employment of technical experts and their promotions should be in merit base.

The study findings on leadership being (attitudes) in Gambella Regional State assessed basing on self-awareness, self-management, social awareness and relationship management indicated many respondents did not support that the leadership has those skills. Almost all respondents mentioned misbehavior in offices, corruption, looting and stealing of government properties and budgets. Therefore, the regional government needs to develop a citizen charter and applies rule of law in order to correct misbehaved officials. The behavioral trainings should be given to all employees.

The doing (skills) of leadership in Gambella region were assessed to understand whether the leaders were doing what is expected from them by public. The variables considered under this were influence, accomplishment of missions, improving organization, solving problems, overcoming obstacles, strengthen the team, achieving objectives, and seeking learning opportunities in which many respondents did not support that the leadership in Gambella region has these skills. Therefore, the region government needs to check its recruitment methods to assign and employ a capable leader that can link these three fundamental characteristics of leaders knowing, doing and being.

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