



**The Effect of Leadership Styles on Employee Turnover Intention:
The Case of Agricultural Transformation Agency (ATA)**

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A Research Thesis Submitted to Addis Ababa University School of
Commerce in Partial Fulfillment of the Requirements for the Masters' of
Arts Degree in Business Leadership

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Addis Ababa University School of Commerce

August 2021

Addis Ababa, Ethiopia

STATEMENT OF DECLARATION

I, the undersigned, hereby declare that the work contained in this thesis is my own original work and that I have not previously submitted it at any university.

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STATEMENT OF CERTIFICATION

Addis Ababa University

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This is to Certify that the thesis prepared by *Eyerusalem Adugna*, entitled: “*The Effect of Leadership Styles on Employee Turnover Intention: The Case of Agricultural Transformation Agency (ATA)*” in partial fulfillment of the requirements for the Degree of Master of Arts in *Business Leadership* complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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ABSTRACT

Employee turnover intention has been a major concern for employers. There are different factors which influence employee's decision to quit their job. The objective of this study was to examine the impact of autocratic, democratic and laissez-faire leadership style on employee turnover intention. This study was conducted on the employees of Agricultural Transformation Agency (ATA) by purposively sampling 172 respondents from 300 employees working in Addis Ababa Head Quarter Office. The study investigates the impact of leadership style on employee turnover intention using descriptive and explanatory research design. To measure leadership style the study uses quantitative approach using close ended standardized questionnaire analyzed using the regression model with SPSS tool. The results of the study showed that there is significant positive relationship between autocratic and laissez-faire leadership styles on employee's turnover intention but there is significant negative relationship between democratic leadership style and turnover intention. The result of the study is indicative that organization using autocratic and laissez-faire leadership style will have more employee turnover intention, while employees working under democratic leadership style which promote participative leadership, encouragement and assistance will have less turnover intention.

Keywords: *Leadership, Leader, Leadership styles, Turnover, Turnover Intention*

ACKNOWLEDGEMENT

I would like to thank my mother **Elefinesh Melaku** who puts the value of education in me at early age. Thank you for being a true figure of independent women.

I am thankful for my family, friends and classmates who support and encourage me. Special thanks to the employees and the administration of ATA who participate in the research. I would also like to thank my lecturers and my advisor Dr. Astede Tesfaye.

Finally, I would like to thank my son it brings special feeling for a mother to be a student again & study with her child thanks for bringing that energy in me.

Thank you, God for all that is done!

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CHAPTER ONE

INTRODUCTION

This chapter contains back ground of the study, back ground of the company, problem statement, research objectives, research questions, significance of the study, scope of the study, limitation of the study, definition of terms, and organization of the study.

1.1 Background of the Study

Employees are one of the major assets of an organization. Retaining competent employees in today's competitive environment should be a major concern for organizations. The way managers lead the company have a big impact for employees to stay or leave the organization. The approach and manner in which a manager or supervisor chooses to act with his employees or subordinates, as well as how they carry out the leadership function is referred to as leadership style. (J.Mullins, 2005). Companies should give emphasis about the type of leadership in their organization. Employees leave their jobs for a variety of reasons one of which is poor treatment by their supervisors (Morrow, et al., 2005). Unfriendly relationship between leaders and subordinates make employees to lose commitment and satisfaction with their jobs which in turn brings high turnover. Poor leadership results in poor performance, stress, low commitment, and a high turnover intention while good leadership has a big influence in employee motivation and retention especially if employees receive feedback and recognition. (Gwavuya, 2011). Companies in USA approximately spend 11 billion US dollar to start recruiting, selecting, hiring and training of employees The process of recruiting and attracting competent employees will not help much unless organizations give the same emphasis on retaining core employees.

Turnover has been a serious issue particularly in the field of human resources management (Hassan, 2014). Prior to 1970's once people enter to an organization they remain for a very long time but after early 1980's job mobility and voluntary job changes began to increase which makes employers start to face the problem of turnover (McKeown, 2002). According to the World Bank Report (2019), technology is paving the way for new occupations and alternatives which reduces the days of remaining in one job

with one firm for a long time. Employee turnover refers to the movement of workers between firms, jobs, and occupations, as well as between states of employment and unemployment (Abbasi & W.Hollman, 2000). While turnover intention is the likelihood of an individual leaving his or her current work (Ngamkroeckjoti, et al., 2012). Turnover intention is divided into voluntary & involuntary. Voluntary turnover occurs when an employee chooses to quit his or her job, whereas involuntary turnover occurs when employers chooses to fire the employee (Aldermaki & Kasim, 2019). Reasons for turnover differs from person to person but there are more factors which works as a driving force for turnover intention (Jaffari, et al., 2011). Management, organizational configuration, employee attitude & potential, external job demands, employee's own assessment of job-related organizational decision, pay, job satisfaction, experience on the job, job enrichment, job stability, job prospects, pay and compensation, social support of the supervisor and organizational decision are just some of the reasons for an employee's decision to leave the job (Sulamuthu, 2018).

According to the study made by Aldermaki & Kasim (2019), turnover is very costly to organizations. Since Leadership styles influence employee's perception about the organization, leaders play the major role in employee retention. Siew (2017) described that leadership styles is highly related to turnover intention. Although there are different leadership styles, this study will focus on the effects of autocratic, democratic and laissez-faire leadership style on turnover intention.

1.2 Background of the Organization

The Agricultural Transformation Agency (ATA) was established by federal law in December 2010, with the purpose of catalyzing agricultural sector transformation by resolving system bottlenecks and building long-term value chains. The vision statement of ATA is “the transformation of Ethiopia ‘s smallholder farmers into commercialized actors with greater incomes, inclusiveness, resilience and sustainability, contributing to Ethiopia’s achievement of middle income country status” (ATA, 2021).

Despite the fact that agriculture is the economy's main engine, subsistence farming dominates the sector, with the majority of production carried out by small-holder farmers

who use outdated, labor-intensive techniques which rely on rainfall. The improvement of the national economy is dependent on agricultural transformation. This change necessitates a fundamental shift in agricultural practices, as well as a reorientation of smallholder farmers toward commercial and long-term output. The ATA 's organizational structure is defined by nine verticals, each led by Senior Director. Five of these verticals are located at ATA Headquarter in Addis Ababa, while the remaining four verticals are the ATA's regional office in Amhara, Oromia, SNNP and Tigray regions.

Totally there are 500 employees in all verticals of the organization, with total number of 300 employees under the five verticals located at the headquarters in Addis Abba as of June 2021.

1.3 Statement of the Problem

Employee turnover is becoming a big issue for organizations all over the world. As turnover brings both direct & indirect costs to organizations. Companies with a high level of employee turnover faces high direct and indirect costs. Direct costs are those associated with the recruiting, induction, and training of new personnel. Indirect costs include the cost of education, morale loss, increased strain on existing employees, and loss of social capital (Long, et al., 2012). Turnover is considerably costly when high-performing employees leave the organization. G. Allen and Bryant (2012) stated that the costs associated with losing employees, recruiting, selecting, and training new employees often exceed 100% of the annual compensation for the position & in addition to these direct financial costs, losing employees can also lead to work disruptions, loss of organizational memory and tacit knowledge, productivity or customer service decrements, loss of mentors, diminished diversity, and even other valued employees may follow the leavers. The non-monetary costs of turnover, such as degraded reputations and good will, loss of client loyalty, lost branding trust, and so on, are also quite costly to a company (Long, et al., 2012).

People change work for different reasons mostly for better life and comfort. According to the ATA human resource department report from 2016 to 2017, the turnover rate was 9.4%, from 2017 to 2018 it was 20.5%, from 2018 to 2019 it was 15.2%, from 2019 to

2020, it was 10.4%, and from 2020 to 2021, it was 8.7%. The turnover rate observed in the company initiate me to make this research. Leadership styles among other factors might be the possible reason for the turnover. As skilled and experienced employees are the back bone of any organization, management of ATA should consider all the factors of employee turnover and also the effects of leadership styles that is being implemented. This paper tried to address the problem of turnover intention related to leadership styles (authoritarian, democratic and laissez-faire) in ATA.

1.4 Research Objectives

1.4.1 General Objective

The major objective of this research is to investigate the effect of leadership styles on employee turnover intention in organizations particularly in ATA.

1.4.2 Specific Objectives

The specific objectives of the research are: -

- I. To determine the effect of autocratic leadership style on employee turnover intention in ATA.
- II. To determine the effect of democratic leadership style on employee turnover intention ATA.
- III. To determine the effect laissez-faire leadership style on employee turnover intention in the Company.

1.5 Research Question

1. What is effect of autocratic leadership style on employee turnover intention in the Company?
2. What is the effect of democratic leadership style on employee turnover intention in the Company?
3. What is the effect of laissez-fair leadership style on employee turnover intention in the Company?

1.6 Research Hypothesis

As it is mentioned the main objective of this research is to investigate the effects of leadership style on employee turnover intention in organizations particularly in ATA. Subsequent to the preceding research question of the study the following hypothesis were be tested.

H1: There is significant and positive relationship between autocratic leadership style and employee turnover intention.

H2: There is significant negative relationship between democratic leadership style and employee turnover intention.

H3: There is significant negative relationship between laissez-faire leadership style and employee turnover intention.

1.7 Significance of the Study

The effect of leadership styles on employee turnover intention at ATA was explored in this study. The result of the study provides information about the effects of leadership style (autocratic, democratic and laissez-faire) on employee turnover intention. The survey results and study findings are helpful to ATA's top management in addressing the issue of employee turnover. Knowing the relationship between leadership style and staff turnover will help company's in developing leadership training programs for its leaders which in turn improves organization's performance.

In addition to the above mentioned benefits, the research will aid future researchers and employers in understanding the effects of leadership style on employee turnover intentions.

1.8 Scope of the Study

Although there are different leadership styles this research only investigates the effect of autocratic, democratic and laissez-fair leadership styles as independent variables to determine turnover intention which is the dependent variable.

The study's geographical focus is limited to ATA workers working in Addis Ababa. The study takes place at ATA's headquarters where the administrative and operational staff are integrated.

Methodologically the study applied quantitative approach using questionnaire as the main source of primary data collection.

1.9 Limitation of the Study

One of the limitation of this research is, with regard to data collection I have employed only questionnaire, had it been complemented with interview the quality of the data would have been better. The study takes place at ATA's headquarters in Addis Ababa, the research would have been better if regional office stuffs were included in the research. The study area of the research was limited to ATA workers thus the result of the study cannot be generalized to other organizations.

1.10 Definition of Terms

Leadership is defined as a power link between leaders and collaborators who desire to create substantial changes that reflect their shared aims (Rost, 1991).

A leader is someone who chooses, equips, trains and influences one or more followers with a variety of gifts, abilities and skills in order to focus them on the organization's mission and objectives causing them to willingly and actively expend spiritual, emotional and physical energy in concerted coordinated effort to achieve the organization's mission and objectives (Winston & Patterson, 2006). According to business dictionary, a leader is a person or object with a dominant or superior position within their field and ability to exert significant power or influence over others.

Leadership style method and manner in which the manager interacts with employees or subordinates, as well as how they carry out their role as a leader (Mullins, 2000).

Turnover is the movement of workers throughout the labor market between organizations, jobs, and occupations, and also between conditions of employment and unemployment (Abbasi & W.Hollman, 2000).

Turnover intention refers the likelihood of an employee to leave the current job he/she are doing (Ngamkroeckjoti, et al., 2012). Turnover intention is employees plan to leave their job and organization for various reasons (Belete, 2018).

1.10 Organization of the Study

The paper is organized in five chapters. The first chapter contains introduction of the study, back ground of the study, back ground of the company, problem statement; research objectives, research questions, hypothesis, significance of the study, scope of the study, limitation of the study and definition of terms. Chapter two contains literature review where the researcher examined the existing theoretical and empirical literature about subject matter. Chapter three contains the research methodology, research designs, approach, and methods used to attain the research objectives. The fourth chapter explains the data presentation, analysis, and interpretation based on the gathered data. Finally, the fifth chapter summarizes the findings of the study and give conclusions recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

This chapter review different literatures related to the study. It reviews theories of leadership, theories of turnover as well as empirical studies on effects of leadership style on employee turnover intention. A conceptual framework using dependent and independent variables was constructed based on the literature reviewed which laid a framework for the study. The chapter contains three parts; review of theoretical literature, the review of empirical literature, and the conceptual framework

2.1 The Concept of Leadership Style

Different theories of leadership have introduced several styles of leadership, however, this paper focuses on autocratic, democratic & laissez-fair leadership styles. Omolayo (2007), defined leadership as a social influence process in which a leader seeks subordinates' voluntary engagement in order to achieve organizational goals. Leadership, according to Griffin and Moorhead (2014), is both a process and a quality. Leadership is a process that entails the employment of non-coercive persuasion. And as a property, leadership refers to a combination of traits assigned to someone who is seen to be able to successfully employ influence. Leadership shapes an organization's strategy, execution and effectiveness by motivating people to complete tasks that help the business achieve its goals (Puni, et al., 2016). An effective leader influences followers to achieve desired goals. Leadership style is the method in which a leader decides to guide subordinates to reach desired goals. Leadership style is a manger's method to exercise his or her leadership function (Armstrong, 2012). Ng'ethe, et al.,(2012) defined leadership style as a specific conduct used by a leader to motivate his or her subordinates to achieve the organization's goals. Depending on their orientation, leaders use a variety of leadership styles. Culture, education and the work environment all have an impact on a leader's selections of leadership style (Wakabi, 2016).

2.2 Review of Theoretical Leadership Literature (1940)

The history of leadership theory has been long. It has attracted peoples interest since the early twentieth century. Early leadership theories primarily focus on the conduct and characteristics of great leaders. Various researches have contributed different theories on the development of leadership overtime.

Kurt Lewin (1890-1947) was a pioneering social psychologist who created the foundations for defining and describing leadership styles such as autocratic, democratic and laissez-fair. Kurt Lewin organized a group of scholars in 1939 to investigate different leadership styles. While subsequent research has shown many distinct types of leadership, this early study was crucial in establishing a foundation for future research. Kurt Lewin's three leadership styles or behaviors, influence the leader-follower relationship, group success, group risk taking, group problem-solving strategies, group morale, and group relations (Jdetawy, 2018).

2.2.1 Autocratic Leadership Theory

Authoritarian leadership is another term for autocratic leadership. The leader under an authoritarian leadership style, according to Lewin et al. (1939), makes polices and direct work, employee input is limited. Followers are commanded and controlled by an authoritarian leader. The leader makes decisions on his or her own with little input from subordinates. The leader's and subordinate's relationship is kind of submission. Eventually, groups gain aggressive dominance over one another. The followers of an autocratic leader are expected to follow the leader's orders without question. To get the job done, autocratic leader employs fear, intimidation and establishment of power. This form of leadership causes subordinates to become overly reliant on the leader which reduces their effectiveness. Authoritarian leadership is most effective when there is no time for decision making or when the leader is the most knowledgeable member of the group. An autocratic approach may be beneficial when crisis occur and needs quick decisions and prompt action. In his research Lewin discovered that it is difficult for an authoritarian leader to be democratic and it is also difficult for democratic leader to be autocratic.

2.2.2. Democratic Leadership Theory

Democratic leadership is also referred to as participative leadership. Democratic leaders, according to Lewin et al. (1939), stimulate and facilitate conversation. Democratic leaders provide group members guidance while also engaging in the group and allowing for feedback.

When technical guidance is required, the leader drafts a general goal and makes suggestions. Democratic groups are friendly and their relationship with their leader is unrestricted. This encourages employees to be motivated and creative resulting in higher job satisfaction. According to Lewin's research democratic leadership style is the most effective kind of leadership style.

2.2.3. Laissez-Faire Leadership Theory

According to Lewin et al. (1939), laissez-faire leaders allow subordinates entire independence unless assistance is required, when assistance is required the leader steps in. The leader usually keeps himself occupied with paper work. This type of leader doesn't set any objectives or make any decisions. Employees who work under laissez-faire leadership are more likely to produce low production, fail and feel insecure. According to Lewin laissez-faire leadership leads to disorganized organizations in which members blame each other for mistakes, fail to assume personal responsibility and cause lack of growth and productivity.

True laissez-faire, according to Bass (1999), is actually "non-leadership" because the leader has essentially no influence over the group, making it difficult to distinguish the leader from the followers. Although this leadership style is most likely a descriptive ideal that does not exist, it is effective when the personnel are highly talented, experienced, and educated (Yukl, 1994; 2005). The idea underpinning a laissez-faire leadership style is that people are intrinsically unpredictable and uncontrollable, and trying to comprehend them is a waste of time and energy. The leader in this approach attempts to keep a low profile, respects all organizational divisions, avoids causing waves of disruption, and relies on the few available loyalists to get the task done (Northouse, 2007).

2.2.4 Turnover Theories

According to Ngo-Henha (2017), there are different theories of turnover and turnover intentions:-

A. The Theory of Organizational Equilibrium (TOE)

This theory was developed by March J. & Simon in 1958 and is the first formal theory on turnover intention. According to this theory, employee equilibrium and job satisfaction are determined by perceived desirability of movement and perceived ease of movement, which influences turnover intention. According to the theory, a decision to leave an organization is made after weighing one's contribution to the organization against the organization's contribution to one's life. As a result, managers must maintain a balance between employee contributions and organizational inducements in order to reduce turnover intentions and retain people.

B. Social Exchange Theory (SET)

This theory is developed by Homans (1958), Blau (1964) & Emerson (1976). The main premise of this theory is that the relationship between two social entities is determined by the extent to which each of these entities adheres to the social rules and norms of exchange that have been agreed upon by the two parties. According to social exchange theory, exchange norms include the reciprocity rule, which states that one should be treated in the same way as he or she treats others. According to this theory, the intention to leave is the outcome of management or colleague violations of those norms.

C. Herzberg's Two Factor Motivation Hygiene Theory

Herzberg was the first to propose this theory in 1966. The organization, according to this view has two factors, which are motivation factors and hygiene factors. Motivation factors contribute to job satisfaction, whereas hygiene factors lead to job dissatisfaction. Motivation factors include experience, high responsibility, recognition, advancement, and learning. Incompetent supervisors, discriminatory policies, poor working environment, inadequate pay, threats to status, and job insecurity are among the

hygiene factors. According to this hypothesis, employees consider quitting the company when the aspects that contribute to one's overall satisfaction begin to negatively affected.

2.3 The Concept of Turnover and Turnover Intention

Employees turnover has always been a critical concern faced by companies. Employee turnover is defined as the percentage of employees that quit their jobs and must be replaced (Habib, et al., 2018). While turnover intention of employees refers the likelihood of an employee to leave the current job he/she are doing (Ngamkroeckjoti, et al., 2012).

People work in a variety of jobs to make a living but the amount of time they spend on each job is governed by a variety of circumstances. Salary, working conditions, job performance, career advancement, job satisfaction, supervisory style, promotional opportunities, employee dedication, and a variety of other factors all influence employee turnover (Puni, et al., 2016). According to Shamsuzzoha and Shumon (2013), one of the costly human resource challenges that several firms encounter is turnover. Before picking suitable individuals, the organization must undergo the entire recruitment and selection process and new employees must be trained and supervised, which raises costs. Companies incur opportunity cost until the new employee produces the same results as the previous employee.

According to David Loquercio, et al.,(2006), there are two types of turnover.

1. Voluntary turnover - It occurs when employees decide to leave their jobs on their own. Functional and dysfunctional turnover are two types of voluntary turnover. Functional turnover is when substandard employees leave the organization. Dysfunctional turnover is when effective employees depart the organization. Dysfunctional turnover is further divided as avoidable and unavoidable turnover. unavoidable turnover is when the employer has little or no control like death, family relocation. While avoidable turnover is the type of turnover in which the organization have the power to prevent it.
2. Involuntary turnover – It occurs when employer’s fires or dismisses employees. Layoffs or force reductions as well as terminating underperforming personnel are examples of involuntary turnover.

Although high turnover is costly and unpleasant for an organization, some level of turnover is unavoidable, and it may also be advantageous when new individuals bring new ideas to the organization (Habib, 2015). A certain amount of turnover also helps to boost productivity by matching jobs with workers and allowing for more flexibility in promoting and developing valued employees (DavidLoquercio, et al., 2006). When turnover is too low, fresh blood and new ideas are lacking and the organization cannot cope up with change.

2.4 Empirical Literature Review of Related Studies

A number of studies are made regarding the impact of different leadership styles on employee turnover intention but there is lack of literature on the impact of autocratic, democratic and laissez-fair leadership styles. On the study made by Liu, et al., (2013), a leadership style such as leader member relationship was discovered to have a major impact on employee turnover.

A study made by Puni, et al., 2014 using a cross sectional survey design on 170 respondents show that shows that laissez-faire leadership style have significant negative relationship with turnover intention.

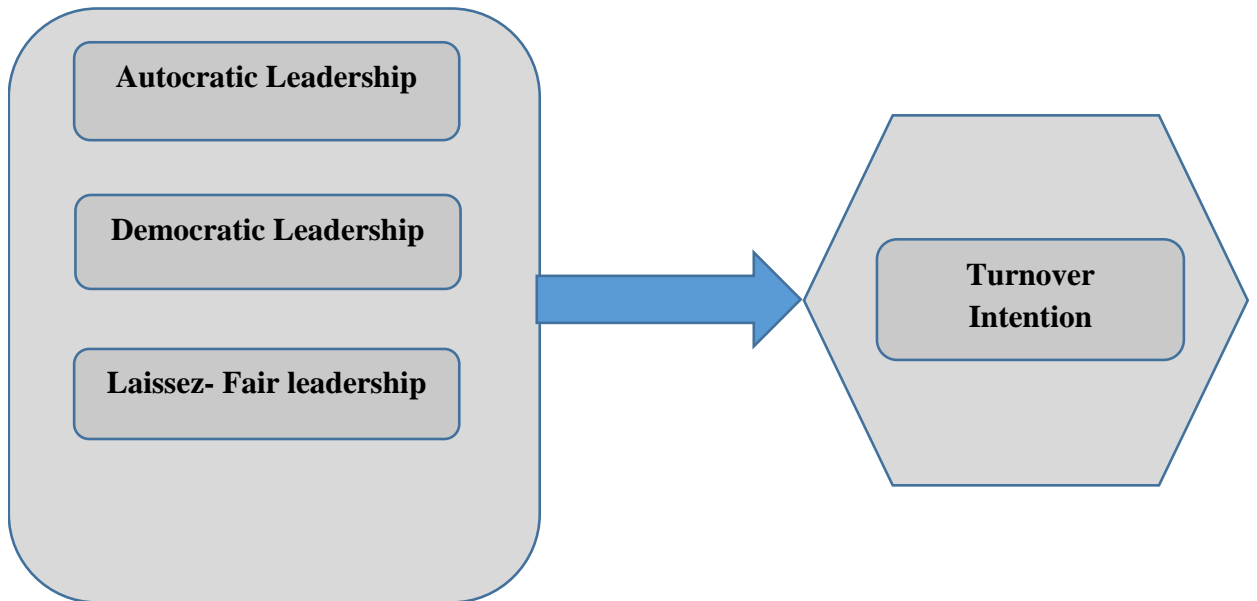
The finding of a research made by Gwavuya (2011), on Zimbabwe university to identify the impact of leadership style on lecturers decision to quit their jobs shows that:-

- There is positive relationship between autocratic leadership style and employee turnover intention. Respondents do not feel comfortable to stay on the job if their leader do not consider their opinion while making decision.
- There is negative relationship between democratic leadership style and employee intention to quit their job.
- There is negative relationship between laissez-fair leadership style and turnover intention.

2.5 Conceptual Framework & Formulation of Hypothesis

Based on the existing theories in the literature the research formulated a research framework as shown below.

Figure 1 Conceptual Framework



CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter discusses the research methodology used to collect and analyze the data for the study including the research design, research approach, data collection procedures, population and sampling methodologies, research instrument and data processing method, and the ethical considerations.

3.1 Research Approach

There are three research approaches namely qualitative, quantitative & mixed research approaches. Quantitative design entails the gathering of numerical data for statistical analysis, whereas in qualitative design the researcher describes and analyzes the facts gathered. When both qualitative and quantitative methods are applied, it is referred to as a mixed approach (Creswell, 2012). This research uses Quantitative approach using close ended questionnaire to measure the impact of leadership style on employee's turnover intention. Since quantitative approach use numbers and statistics it allows to find relationships & to confirm reliability and validity of the research.

3.2 Research Design

Research design is the conceptual framework within which research is conducted. It establishes a strategy for data gathering, measurement, and analysis (Akhtar, 2016). It makes it easier for the researcher to follow the research process step by step. A research design is a road map for the researcher to follow (Pandey & Mishra, 2015). The objective of research design is to reduce costs, promote efficient scaling, provide direction to the research and aid the collection of important data (Pandey & Mishra, 2015).

There are four different types of research design methods: exploratory, descriptive, explanatory, and experimental. Exploratory research is a form of study that is conducted in order to learn something new and get new ideas and insights (Swedberg, 2018). Descriptive research is used to explain a phenomenon, as well as to determine the frequency and correlation between variables (Nassaji, 2015). Explanatory research is

mainly concerned with the cause of a phenomena. Experimental or casual research design is used to test a causal relationship under controlled situation (Akhtar, 2016). This research aims to investigate the impact of leadership style on employee turnover intention thus it uses descriptive and explanatory research design.

3.3 Data Source

The research used primary data, the primary data was collected from respondents using close ended questionnaire.

3.3 Target Population and Sampling Design

3.3.1 Target Population

The term "target population" refers to all members of a group of people, events, or objects to whom we intend to generalize the research findings (Pandey & Mishra, 2015). There are nine verticals in ATA five of these verticals are located at the Headquarter in Addis Ababa, while the remaining four verticals are located at regional office in Amhara, Oromia, SNNP and Tigray regions. Totally there are 500 employees in all verticals of the organization. And there are 300 employees under the five verticals located at the headquarters in Addis Abba as of June 2020, which represent the total population of the study.

3.3.2 Sampling Method

The selection of a specified number of people from a defined population as a representative of the population is known as sampling (Pandey & Mishra, 2015). The primary goal of sampling is to provide a statistically representative sample from which findings can be propagated to the entire population (Majid, 2018). To obtain accurate and reliable data, the sampling technique should take into account the study's objective. By decreasing cost, time, and material, sampling allows to make detailed research (Pandey & Mishra, 2015).

Since the population of the study have a homogeneous characteristics and have similar perception towards the study matter this study uses purposive sampling technique on respondents who were willing and expected to give relevant information. Hence, the

respondents were composed of operational level management and non-management employees.

3.3.3 Sampling Frame and Sample Size Determination

The sampling frame is the set of source items from which the sample is selected (Turner, 2003). It is very difficult to study the whole population specially when the population size is very large. For this study the sampling frame consisted of 300 employees of ATA who are working at Addis Ababa headquarter. The sample size of this study was drawn from the total employees of ATA at the Headquarter. The company has 300 employees under the five verticals located at the headquarters in Addis. The formula for sample size determination is taken from Kothari (2004).

$n = N/1+(N*e^2)$ where,

thus, $N = 300$ and $e = 5\%$

$n =$ Sample Size

$$n = 300/1+(300*(5\%^2))$$

$N =$ Total Population

$$n = 300/1+(300*0.0025)$$

$e =$ Standard error (5%)

$$n = 300/1+.67=300/1.75=171.42$$

$1 =$ constant

So $N = 300$ and $n =$ approximately 172

Thus 172 sample respondents were taken from ATA headquarter office.

3.4 Research Instruments

The major objective of this research is to investigate the effects of leadership style on employee turnover intention in organizations particularly in ATA. The research instrument used in this study was a questionnaire. A questionnaire is a collection of questions that has been developed and delivered for respondents to fill out in order to gather information (Pandey & Mishra, 2015).

The questionnaire was divided into three parts. It started with introduction then part one explores the demographic characteristics of the respondent. The second part of the questionnaire includes questions which are used to assess respondent's perception of

leadership style practiced by their immediate leader. Part three of the questionnaire includes questions which tries to assess the turn over intention of employees.

The multifactor leadership questionnaire (MLQ) used to measure leadership style was developed by Avilo & Bass 1995 and it was adapted to fit the context of the study. It was measured on five point Likert scale (5= strongly agree, 4= agree, 3= neutral, 2= disagree, 1= strongly disagree).

While turnover intention is measured using the 6 item measurement developed by G. Roodt 2004, measured using five point Likert scale (1=never, 2= rarely, 3= sometimes, 4= often, 5= always) & (1= very satisfying, 2= satisfying, 3= indifferent, 4= dissatisfying, 5= totally dissatisfying) & (1= highly unlikely, 2= unlikely, 3 = neither likely nor unlikely, 4= likely, 5= highly likely)

The independent variable in the research was leadership style (autocratic, democratic & laissez faire) while the dependent variable was turnover intention.

3.5 Data Analysis Methodology

Data analysis entails a number of steps, including defining categories, coding raw data, tabulating results, and drawing statistical inferences using SPSS version 23. Data analysis is a technique for describing data, constructing measuring scales, and generating empirical correlations between data (Pandey & Mishra, 2015). This study used descriptive statistics and regression analysis method to analyze the data.

3.6 Ethical Consideration

The term "ethics" refers to a way of life as well as social rules for acting in a certain way that distinguishes between acceptable and unacceptable behavior (Shah, 2011). Ethics sets expectation in how to behave in a particular situation according to the social norms of the society.

Research also has its own set of ethics, regulations, and principles that the researcher must follow (Akaranga & Makau, 2016). Researchers are expected to treat their respondents with dignity and publish the results of their research based on the results obtained (Fouka & Mantzorou, 2011). At all stages of the research the researcher must

show proper values. Ethical rules in research help to avoid errors that might occur as a result of providing misleading information or misrepresenting data which in turn serves to ensure the success of the main objective of the research. While conducting this research maximum effort was made to make sure ethical issues are considered at all stage of the study. The research was made by informed consent of the respondents, the objective of the research was informed to all respondents & confidentiality of the respondents was maintained. The researcher also avoids plagiarism and acknowledges all sources of materials used in the study.

3.7 Reliability and Validity Measurement

Reliability and validity are research techniques used to evaluate the accuracy of measurement scales. The term reliability refers to the consistency of a measurement scale or how well it will produce consistent findings if another study is carried out which can be measured in different ways (Bannigan & Watson, 2009). Validity is the degree to which a scale measures what it claims to measure.

The data reliability test is measured by using Cronbach's alpha (α). The Cronbach's Alpha values of the survey indicate good reliability as they all are above 0.70 as presented in the table below.

Table 1 Reliability Test (Cronbach's Alpha)

<i>Dimensions</i>	<i>Alpha coefficients for dimensions</i>
ALS	.967
LFLS	.948
DLS	.946
T.O	.942

Source: Analysis of Survey data 2021, using SPSS 23

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

4.1 Introduction

This chapter presents the response rate of the questionnaire distributed, explains the demographic characteristics of the respondents, and statistical presentation and description of the three leadership styles (autocratic, democratic and laissez- fair). It also presents the results of the hypothesis tested.

4.2 Response Rate on Questionnaire

The sample size of the study was 172 out of which 160 complete and valid questionnaires were returned which make the response rate 93%.

4.3 Demographic Characteristics of Respondents

Table 2 Respondents Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25 years	27	16.9	16.9	16.9
	26-36 years	66	41.3	41.3	58.1
	37-47 years	44	27.5	27.5	85.6
	48-58 years	17	10.6	10.6	96.3
	Above 59 years	6	3.8	3.8	100.0
	Total	160	100.0	100.0	

Source: Analysis of Survey data 2021, using SPSS 23

The data shows 16.9% of the respondents age is below 25 years. 41.3% of the respondents age is between 26-36-years. 27.5% of the respondents age is between 37-47-years. 10.6% of the respondents age is between 48 & 58. And 3.8% of the respondents age is above 59 years.

Table 3 Respondents Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	101	63.1	63.1	63.1
	Female	59	36.9	36.9	100.0
	Total	160	100.0	100.0	

Source: Analysis of Survey data 2021, using SPSS 23

The gender data shows 63.1% of the respondents are male and 36.9% of the respondents are female.

Table 4 Respondents Education Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate/Diploma	6	3.8	3.8	3.8
	Bachelor Degree	93	58.1	58.1	61.9
	Master's Degree	51	31.9	31.9	93.8
	PhD	10	6.3	6.3	100.0
	Total	160	100.0	100.0	

Source: Analysis of Survey data 2021, using SPSS 23

Regarding the level of education 3.8 % of the respondents are certificate/ diploma holders. 58.1% of the respondents are Master’s degree holders. 31.9% of the respondents are master’s degree holders and 6.3% are PhD holders.

Table 5 Respondents Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	73	45.6	45.6	45.6
	Married	87	54.4	54.4	100.0
	Total	160	100.0	100.0	

Source: Analysis of Survey data 2021, using SPSS 23

The marital status table shows 45.6 % of the respondents are single and 54.4% of the respondents are married.

4.4 Survey Results

4.4.1 Statistical analysis of Autocratic Leadership Style

Table 6. Survey results for Autocratic Leadership Style

R.No	Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
Autocratic Leadership Style								
ALS1	My manager believes employees need to be supervised closely, or they are not likely to do their work.	1.25%	3.13%	14.38%	53.75%	27.50%	4.03	0.81
ALS2	My manager believes that most employees in general population are lazy	1.88%	3.75%	8.13%	32.50%	53.75%	4.33	0.91
ALS3	My manager believes that employees must be given rewards or punishments in order to motivate them to achieve organizational objectives.	3.75%	8.75%	31.88%	38.13%	17.50%	4.04	0.87
ALS4	My manager believes most employees feel insecure about their work & need direction.		10%	19.38%	38.13%	32.50%	3.57	1.00
ALS5	My manager believes he /she is the chief judge of the achievements of the member of the group.	6.25%	6.25%	26.25%	31.88%	29.38%	3.93	0.96
ALS6	My manager believes effective leaders must give orders and clarify procedures.	6.25%	9.38%	20.63%	32.50%	31.25%	3.72	1.14

Source: Analysis of Survey data 2021, using SPSS 23

For the statement my manager believes that employees need to be closely supervised or they are not likely to do their job 1.25% of them strongly disagree, 3.13% of them disagree, 14.38% are neutral, 53.75% of the respondents agree, 27.50% of them strongly agree. The mean and standard deviation are 4.03 & 0.81 respectively. For the statement my manager believes that most employees in general population are lazy 1.88% of them strongly agree, 3.75% of them disagree, 8.13% are neutral, 32.50% of them agree, 53.75% of them strongly agree. The mean and standard deviation are 4.33 & 0.91 respectively. For the statement my manager believe that employees must be given rewards or punishment in order to motivate them achieve organizational objectives, 3.75% of them strongly disagree, 8.75% of them disagree, 31.88% are neutral, 38.13% of them agree, 17.50% of them strongly agree. The mean and standard deviation are 4.04 & 0.87 respectively. For the statement my manager believes most employees feel insecure about their work and need 0% strongly agree, 10% of them disagree, 19.38% are neutral, 38.13% of them agree, 32.50% of them strongly disagree. The mean and standard deviation are 3.57 and 1.00 respectively. For the statement my manger believes he/she is the chief judge of the achievement of the member of the group, 6.25% of them strongly disagree, 6.25% of them disagree, 26.25% are neutral, 31.88% of them agree, 29.38% of them strongly agree. The mean and standard deviation are 3.93 and 0.96 respectively. For the statement my manager believes effective leaders must give orders and clarify procedures, 6.25% of them strongly disagree, 9.38% of them disagree, 20.63% are neutral, 32.50% of them agree, 31.25% of them strongly agree. The mean and standard deviation are 3.72 and 1.14 respectively.

4.4.2 Statistical Analysis of Democratic Leadership Style

Table 7. Statistical results for democratic leadership Style

R.No	Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
Democratic Leadership Style								
DLS1	My manager let employees participate in decision making	3.75%	8.75%	31.88%	38.13%	17.50%	3.73	1.18
DLS2	My manager believes providing guidance without pressure is the key to be a good leader.	1.25%	3.13%	14.38%	53.75%	27.50%	3.57	1.00
DLS3	My manager believes most workers prefer supportive communication from their leaders.	1.88%	3.75%	8.13%	32.50%	53.75%	4.03	0.81
DLS4	My manager believes leaders need to help subordinates accept responsibility for completing their work	2.50%	7.50%	20.00%	40.00%	30.00%	4.33	0.91
DLS5	My manager believes it is the leader's job to help subordinates find their "passion."	3.13%	6.25%	30.00%	36.25%	24.38%	3.88	1.01
DLS6	My manager believes people are basically competent & if given a task will do a good job.	6.25%	17.50%	30.00%	28.13%	18.13%	3.73	1.00

Source: Analysis of Survey data 2021, using SPSS 23

For the statement my manager let employees participate in decision making, 3.75% of them strongly disagree, 8.75% of them disagree, 31.88% of them are neutral, 38.13% of them agree and 17.50% of them strongly agree. The mean and standard deviation are 3.73 and 1.18 respectively. For the statement my manager believes providing guidance without pressure is the key to be a good leader 1.25% of them strongly disagree, 3.13% of them disagree, 14.38% of them are neutral, 53.75% of them agree and 27.50% of them strongly agree. The mean and standard deviation are 3.57 and 1 respectively. For the statement my manager believes most workers prefer supportive communication from their leaders .88% of them strongly disagree, 3.75% of them disagree, 8.13% are neutral, 32.50% of them agree and 53.75% of them strongly agree. The mean and standard deviation are 4.03 and 0.81 respectively. For the statement my manager believes leaders need to help subordinates accept responsibility for completing their work, 2.50% of them strongly disagree, 7.50% of them disagree, 20% are neutral, 40% of them agree and 30% of them strongly agree responses. The mean and standard deviation are 4.33 and 0.91 respectively. For the statement my manager believes it is the leader's job to help subordinates find their passion, 3.13% of them strongly disagree, 6.25% of them disagree, 30% of them are neutral, 36.25% agree and 24.38% strongly agree responses, the mean and standard deviation are 3.88 and 1.01 respectively. For the statement my manager believes people are basically competent & if given a task will do a good job, 6.25% of them strongly disagree, 17.5% of them disagree, 30% are neutral, 28.13% of them agree and 18.13% of them strongly agree responses. The mean and standard deviation are 3.73 and 1 respectively.

4.4.3 Statistical Analysis of Laissez- faire Leadership Style

Table 8 Statistical results for Laissez-faire leadership style

R.No	Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
Laissez faire style								
LFLS1	In complex situations, my manager let subordinates to work problems out on their own.	6.88%	9.38%	29.38%	35%	19.38%	3.34	1.15
LFLS2	My manager requires staying out of the way of subordinates as they do their work.	5.63%	8.75%	23.13%	31.88%	30.63%	3.51	1.12
LFLS3	As a rule, my manager allows subordinates to appraise their own work	4.38%	5%	20.63%	55.63%	14.38%	3.73	1.15
LFLS4	My manager gives subordinates complete freedom to solve problems on their own.	4.38%	8.13%	20.63%	41.88%	25.00%	3.71	0.93
LFLS5	My manager believes in most situations, workers prefer little input from the leader.	2.50%	10.00%	23.75%	43.13%	20.63%	3.75	1.06
LFLS6	In general, my manager believes it is best to leave subordinates alone.	1.25%	8.75%	22.50%	41.88%	25.63%	3.69	0.99

Source: Analysis of Survey data 2021, using SPSS 23

For the statement in complex situations, my manager let subordinates to work problems out on their own 6.88% of them strongly disagree, 9.38% of them disagree, 29.38% are neutral, 35% of them agree and 19.38% of them strongly agree. The mean and standard deviation are 3.34 and 1.15 respectively. For the statement my manager requires staying out of the way of subordinates as they do their work, 5.63% of them strongly disagree, 8.75% of them disagree, 23.13% are neutral, 31.88% of them agree, 30.63% of them strongly agree. The mean and standard deviation are 3.51 and 1.12 respectively. For the statement as a rule, my manager allows subordinates to appraise their own work, 4.38% of them strongly disagree, 5% of them disagree, 20.63% are neutral, 55.63% of them agree and 14.38% of them strongly agree. The mean and standard deviation are 3.73 and 1.15 respectively. For the statement my manager gives subordinates complete freedom to solve problems on their own, 4.38% of them strongly disagree, 8.13% disagree, 20.63% are neutral, 41.88% of them agree, 25% of them strongly agree. The mean and standard deviation are 3.71 and 0.93 respectively. For the statement my manager believes in most situations, workers prefer little input from the leader, 2.5% of them strongly disagree, 10% of them disagree, 23.75% are neutral, 43.13% of them agree, 20.63% of them strongly agree. The mean and standard deviation are respectively 3.75 and 1.06 respectively. For the statement in general, my manager believes it is best to leave subordinates alone, 1.25% of them strongly disagree, 8.75% of them disagree, 22.50% are neutral, 41.88% of them agree, 25.63% of them strongly. The mean and standard deviation are 3.69 and 0.99 respectively.

4.4.4 Statistical Analysis of Turnover

Table 9 Statistical results for Turnover

R.No	Statements	Never	Rarely	Sometimes	Often	Always	Mean	Standard Deviation
TO1	How often have you considered leaving your job?	1.25%	8.75%	22.50%	41.88%	26%	3.82	0.96
R.No	Statements	Very satisfying	Satisfying	Indifferent	Dissatisfying	Totally Dissatisfying	Mean	Standard Deviation
TO2	How satisfying is your job in fulfilling your personal needs?	4.38%	8.13%	20.63%	41.88%	25%	3.75	1.06
R.No	Statements	Never	Rarely	Sometimes	Often	Always	Mean	Standard Deviation
TO3	How often are you frustrated when not given the opportunity at work to achieve your personal work related goals?	6.88%	9.38%	29.38%	35.00%	19%	3.51	1.12
R.No	Statements	Never	Rarely	Sometimes	Often	Always	Mean	Standard Deviation
TO4	How often do you dream about getting another job that will better suit your personal	5.63%	8.75%	23.13%	31.88%	31%	3.73	1.15

work related goals?

R.No	Statements	Highly unlikely	Unlikely	Neither likely nor unlikely	Likely	Highly likely	Mean	Standard Deviation
TO5	How likely are you to accept another job at the same compensation level should it be offered to you?	2.50%	7.50%	20.00%	40.00%	30%	3.88	1.01

R.No	Statements	Always	often	Sometimes	Rarely	Never	Mean	Standard Deviation
TO6	How often do you look forward to another day at work?	4.38%	5.00%	20.63%	55.63%	14%	3.71	0.93

Source: Analysis of Survey data 2021, using SPSS 23

For the question how often have you considered leaving your job? 1.25% respond never, 8.75 % respond rarely, 22.50% respond sometimes, 41.88% respond often, 26% respond always. The mean and standard deviation are 3.82 and 0.96 respectively. For the question how satisfying is your job in fulfilling your personal needs? 4.38% respond very satisfying, 8.13% respond satisfying, 20.63% are indifferent, 41.88% respond to dissatisfying, 25% respond to totally dissatisfying. The mean and standard deviation are 3.75 and 1.06 respectively. For the question how often are you frustrated when not given the opportunity at work to achieve your personal work related goals? 6.88% respond never, 9.38% respond rarely, 29.38% respond sometimes, 35.00% respond often, 19% respond always. The mean and standard deviation are 3.51 and 1.12 respectively. For the question how often do you dream about getting another job that will better suit your

personal work related goals? 5.63% respond never, 8.75 % respond rarely, 23.13% respond sometimes, 31.88% respond often, 31% respond always. The mean and standard deviation are 3.73 and 1.15 respectively. For the question how likely are you to accept another job at the same compensation level should it be offered to you? 2.50% respond highly unlikely, 7.50% respond unlikely, 20.00% respond neither likely nor unlikely, 40.00% respond likely, 30% respond highly likely. The mean and standard deviation are 3.88 and 1.01 respectively. For the question How often do you look forward to another day at work? 4.38% respond always, 5.00 % respond often, 20.63% respond sometimes, 55.63% respond rarely, 14% respond never. The mean and standard deviation are 3.71 and 0.96 respectively.

4.4. Classical Linear Regression Model

4.4.1. Summary of the Regression Analysis Model

Table 10 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.973 ^a	.948	.947	.17772

a. Predictors: (Constant), DLS, ALS, LFLS

b. Dependent Variable: T.O

Source: Analysis of Survey data 2021, using SPSS 23

Table 9 presents the regression model how much of the variance in turnover intention is explained by the underlying factors. 94.8 % of the variability was accounted by the predictor variables. This suggest that independent factors in the model account for more than 94.8% of the variation in turnover intention. However, the remaining 5.2% change in turnover intension in ATA is caused by other factors that are not included in the model.

4.4.2. Statistical Significance of the ANOVA Table

Table 11 ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	89.198	3	29.733	941.327	.000 ^b
Residual	4.927	156	.032		
Total	94.125	159			

a. Dependent Variable: T.O

b. Predictors: (Constant), DLS, ALS, LFLS

Source: Analysis of Survey data 2021, using SPSS 23

ANOVA Table 10 determines whether the total regression model fits the data well. The table demonstrates that the independent variable with a value of significance less than 0.05, significantly predict the dependent variable, turnover intention.

4.4.3. Multicollinearity

According to Brooks (2008), multicollinearity will occur if some or all of the independent variables are highly correlated with one another. It shows the regression model has difficulty in explaining which independent variables are affecting the dependent variable.

Table 12 Multicollinearity

	Correlations		
	Zero-order	Partial	Part
ALS	.802	.202	.047
LFLS	.897	504	.133
DLS	.964	-.853	-.375

Source: Analysis of survey Data 2021 using SPSS

Table 11 shows the multicollinearity test for the regression result. Any predictor with a VIF greater than 10 should be checked for probable multicollinearity problem. In this multiple linear regression model VIF is < 10. Thus, it can be concluded that there is no multicollinearity problem in this study.

4.4.4. Hypothesis Testing

The hypotheses to be tested include the leadership style specifically autocratic leadership style, democratic leadership style, laissez faire leadership style and employee turnover intention of ATA. It was hypothesized as follows

H1: There is significant and positive relationship between autocratic leadership style and employee turnover intention.

H2: There is significant negative relationship between democratic leadership style and employee turnover intention.

H3: There is significant negative relationship between laissez faire leadership style and employee turnover intention.

Table 13 The Multiple Regression of the Study

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.096	.080		1.195	.234
	ALS	.106	.041	.098	2.581	.011
	LFLS	.334	.046	.322	7.280	.000
	DLS	-.747	.037	-.765	-20.450	.000

a. Dependent Variable: T.O

Source: Analysis of Survey data 2021, using SPSS 23

4.4.4.1. Autocratic Leadership Style

As it is shown in table 12 coefficient of autocratic leadership style is 0.098 with its p-value .011 which implies maintaining other explanatory variables constant autocratic leadership style was found to have a statistically significant positive association with turnover intention. As a result, the researcher accepts the hypothesis that stated *there is significant and positive relationship between autocratic leadership style and employee turnover intention*. The result is in line to empirical results by Puni, et al., (2014) Gwavuya (2011). The result of the study is indicative that organization using authoritative leadership will have more employee turnover intention.

4.4.4.2. Democratic Leadership Style

As it is shown in table 12 coefficient of democratic leadership style is -0.765 with its p-value .000 which implies maintaining other explanatory variables constant democratic leadership style was found to have a statistically significant negative association with turnover intention. As a result, the researcher accepts the hypothesis that stated *there is significant negative relationship between democratic leadership style and employee turnover intention*. The result is in line to previous empirical results by Puni, et al., (2014) and Gwavuya (2011), who proves a negative association between democratic leadership style and employee turnover intention. Hence, the result of the study is indicative that participative leadership, encouragement and assistance through discussion has a big impact to reduce turnover.

4.4.4.3. Laissez Faire Leadership Style

As it is shown in table 12 coefficient of laissez faire leadership style is 0.322 with its p-value .000 which implies maintaining other explanatory variables constant laissez-faire leadership style was found to have a statistically significant positive association with turnover intention. As a result, the researcher rejects hypothesis that stated *there is significant negative relationship between laissez-faire leadership style and employee turnover intention*. The result is contrary to Puni, et al., (2014) Gwavuya (2011), who prove that there is negative relationship between laissez-fair leadership style and turnover intention. Hence, the result of the study is indicative that employees under laissez-faire leadership style will show more turnover intention.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

The main objective of this study was to examine the effect of leadership styles on turnover intention. The following part will discuss a summary of findings, conclusion and recommendations based on the study.

5.1 Summary of findings

The research question and hypotheses were analyzed with regression analysis. It was found that autocratic leadership style had a positive relationship with turnover with a value of (0.098). Also, it was found to be significant (Sig=0.011). The democratic leadership had a negative association, with a value of (-0.765) and also was found to be significant (Sig.= 0.000). The laissez faire leadership style was found to have a positive relationship, with value of (0.322) and significant (Sig.= 0.000).

Thus, the first and second hypothesis were accepted however the third hypothesis was rejected.

5.2 Conclusion

As many previous studies confirms the impact of leadership styles on turnover, this study also concludes that leadership styles have a significant impact on employee's turnover intention.

The study concludes that autocratic and laissez- faire leadership style have more turnover intention as compared to democratic leadership style in ATA. This is because democratic leadership style promotes a sense of co-operation and trust between leaders and subordinates.

5.3 Recommendations

- This study incorporates only the three (autocratic, democratic and laissez-faire) leadership styles, its recommended that more leadership styles to be used to explore the impact of leadership styles on employee turnover intention.

- There is lack of studies on the impact of leadership styles on Ethiopian organizations. Further research is recommended on Ethiopian organizations to understand the impact of leadership style on employee turnover intention under the Ethiopian context.
- The study was made on only in one organization, further research should be conducted on different type of organizations on large sample size in order to make credible generalization.
- The study recommends the use of democratic leadership style and leadership training in ATA by making employees part of decision making which gives them a sense of belonging to the organization which in turn reduces turnover intention.

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- 1. Certificate/diploma
- 2. Higher/Advanced diploma
- 3. Bachelor degree
- 4. Master's degree
- 5. PhD (Doctorate Degree)

4. Marital Status

- 1. Single
- 2. Married

5. How long have you serve in the company?

- 1. 1-10 years
- 2. 11-20 years
- 3. 21-30 years

PART TWO: Leadership Styles

This part of the questionnaire is to assess your perceptions of the leadership style of your immediate supervisor/boss/manager/leader. Please place a tick „√“ mark in the box that represents your appropriate level of agreement

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

	Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
	Autocratic Leadership Style	1	2	3	4	5
1	My manager believes employees need to be supervised closely, or they are not likely to do their work.					
2	My manager believes that most employees in general population are lazy					
3	My manager believes that employees must be given rewards or punishments in order to motivate them to achieve organizational					

	objectives.					
4	My manager believes most employees feel insecure about their work & need direction.					
5	My manager believes he /she is the chief judge of the achievements of the member of the group.					
6	My manager believes effective leaders must give orders and clarify procedures.					
	Democratic Leadership Style	1	2	3	4	5
7	My manager let employees participate in decision making					
8	My manager believes providing guidance without pressure is the key to be a good leader.					
9	My manager believes most workers prefer supportive communication from their leaders.					
10	My manager believes leaders need to help subordinates accept responsibility for completing their work					
11	My manager believes it is the leader's job to help subordinates find their "passion."					
12	My manager believes people are basically competent & if given a task will do a good job.					
	Laissez-Faire Leadership Style	1	2	3	4	5
13	In complex situations, my manager let subordinates to					

	work problems out on their own.					
14	My manager requires staying out of the way of subordinates as they do their work.					
15	As a rule, my manager allows subordinates to appraise their own work					
16	My manager gives subordinates complete freedom to solve problems on their own.					
17	My manager believes in most situations; workers prefer little input from the leader					
18	In general, my manager believes it is best to leave subordinates alone.					

Source: Developed by Avolio and Bass (1995) modified to fit the context of the study.

PART THREE: TURNOVER INTENTION SCALE

This section aims to determine the extent to which you intend to stay at the organization.

Please read each question and circle your response using the scale provided for each question

1	How often have you considered leaving your job?	Never	1----2----3----4----5	Always
2	How satisfying is your job in fulfilling your personal needs?	Very satisfying	1-----2-----3-----4-----5	Totally dissatisfying
3	How often are you frustrated when not given the opportunity at work to achieve your personal work related goals?	Never	1-----2-----3-----4-----5	Always

4	How often do you dream about getting another job that will better suit your personal work related goals?	Never	1----2----3----4----5	Always
5	How likely are you to accept another job at the same compensation level should it be offered to you?	Highly unlikely	1-----2-----3-----4-----5	Highly likely
6	How often do you look forward to another day at work?	Always	1-----2-----3-----4-----5	Never

Source: Roodt 2004