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THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE TURNOVER INTENTION: THE CASE OF NIB INTERNATIONAL BANK, SOUTH ADDIS ABABA DISTRICTS

A Thesis Submitted to Addis Ababa University College of business and economics in Partial fulfilment of the Requirements for the Master of Business Administration (MBA).

By

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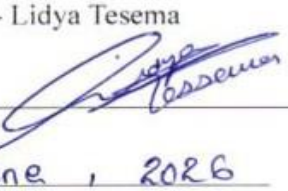
Addis Ababa, Ethiopia

June, 2026

DECLARATION

I hereby declare that this thesis titled "***The Effect of Leadership Stlyes on Employee Turnover Intention: The case of NIB International Bank S.C. South Addis Ababa District*** " is my original work and has not been submitted, either in whole or in part, to any other institution for the purpose of obtaining any academic degree. All sources of information and materials used in this study have been properly acknowledged and referenced.

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APPROVAL SHEET

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ABSTRACT

This study examined the effect of leadership styles on employee turnover intention in the Southern Addis Ababa branches of NIB International Bank S.C. The study was motivated by increasing employee turnover and the need to understand how leadership behaviour, perceived organizational support, and organizational culture influence employees' intention to leave. The main objective was to examine the effect of leadership styles on employee turnover intention, identify the strongest influencing leadership style, assess the effect of leadership styles on perceived organizational support, and test the mediating role of perceived organizational support and the moderating role of organizational culture. A quantitative explanatory research design was used. Data were collected from 221 valid respondents using structured questionnaires. The data were analyzed using SPSS version 26 and Hayes PROCESS Macro version 4.2. The findings revealed a strong relationship between variables in employee turnover intention is explained by leadership styles, perceived organizational support, and organizational culture. The model was statistically significant showed that transformational leadership had the strongest negative effect on turnover intention, while autocratic leadership increased turnover intention. Perceived organizational support and organizational culture generally reduced turnover intention. In conclusion, leadership styles influence employee turnover intention directly and indirectly through perceived organizational support, while organizational culture strengthens this relationship, highlighting the importance of supportive leadership and organizational environment for employee retention. Recommendations include leadership development programs focusing on individualized consideration and the institutionalization of employee recognition systems.

Keywords: *Leadership styles, employee turnover intention, perceived organizational support, organizational culture, multiple linear regression, mediation, moderation.*

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LIST OF ABBREVIATIONS AND ACRONYMS

AL ----------Autocratic Leadership

AUL---------- Authentic Leadership

DL ----------Democratic Leadership

ETI----------Employee Turnover Intention

ANOVA ---------- Analysis of Variance

LFL ----------Laissez-Faire Leadership

MLQ----------Multifactor Leadership Questionnaire

OC----------Organizational Culture

POS ----------Perceived Organizational Support

R ----------Multiple Correlation Coefficient

R^2 ----------Coefficient of Determination

SSL----------Shared Leadership

SPSS ----------Statistical Package for the Social Sciences

TL ----------Transformational Leadership

TRL----------Transactional Leadership

VIF ---------- Variance Inflation Factor

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the Study

It is well-known that leadership can greatly influence employee behaviour, motivation, and overall commitment in an organization. When there are good leaders, their employees are generally treated well and feel like they provide support to reach the goals of the organization. Studies show that a leader's style impacts the way employees feel about their job and what their commitment will be to the organization. Supportive and inspirational leaders create greater employee engagement and satisfaction, while ineffective leaders create employee dissatisfaction and decreased commitment (Northouse, 2021; Yukl & Gardner, 2020). Therefore, leadership is a very important factor in determining if an employee will stay or leave the organization. As such, the issue of employee turnover intentions has become an increasing area of concern for organizations across the globe, as turnover will directly affect an organization's overall performance levels and sustainability.

Turnover intentions may be described as the deliberate desire on the part of the employee to leave the company soon. Turnover may follow from turnover intentions and result in recruitment, training of new employees, disruption in the normal flow of work, and loss of organizational knowledge. Organizations that determine their high turnover rate will often experience reduced productivity levels, and service quality declines in many cases, particularly in service-based industries such as banking (Hom et al., 2017; Karatepe &Olugbade, 2018).

According to research, a leader's style has one of the greatest impacts on employee turnover intentions (Intention to leave) than any other organizational factor (Banks et al., 2018). Employees perceived fairness, motivation, and support from their leaders shape the level of employee turnover they experience. For instance, employees who work with transformational leaders who inspire them, create an environment where innovation flourishes, and encourage their professional growth typically have higher levels of loyalty to their employer and are less likely to leave their employment. On the other hand, employees working under transactional leaders placed great emphasis on rewards and performance monitoring and would be more

likely to leave the company due to their perception that they do not receive adequate guidance or support from their leaders. Consequently, the impact of a leader's style on employee turnover decisions is significant. This will be especially important in the banking industry because that industry relies so heavily on highly-skilled human resources to deliver exceptional quality financial products and services. Employees in banks are typically required to build relationships with customers, process transactions, and carry out organization activities that require significant levels of professionalism and dedication. Research has shown that supportive leadership within financial institutions increases job satisfaction, increases organizational commitment, and decreases turnover intentions (Kim &Beehr, 2020). In contrast, poor leadership negatively affects employees' stress levels and morale, likely leading them to consider leaving their employer.

The Ethiopian banking sector has had rapid growth and high competition in the past 10 years. The growth of more private banks coming into the market has extended the range of services offered to customers, which has also led to an increased demand for skilled and experienced workers. As competition has increased among banks, there have been difficulties for banks to retain qualified workers and to maintain stability within their organizations. The leadership practices utilized within banks, therefore, are critical to motivating their employees and lowering their turnover intention. Leadership that is effective can help create an organizational climate that supports employees and encourages them to remain committed to the bank (Tessema et al. 2018). One of the leading private banks in Ethiopia is NIB International Bank, which has many branches located in Addis Ababa and various other areas in the country. NIB relies on its employees to provide quality customer service, and therefore relies on its employees to achieve the goals of the organization.

1.2. Statement of the Problem

Employee turnover intention defined as an employee's deliberate and conscious willingness to leave the organization in the near future represents one of the most costly and disruptive phenomena facing modern organizations (Mobley, 1977; Hom et al., 2017). In service-intensive industries such as banking, where organizational performance is fundamentally dependent on the expertise, relational capital, and institutional knowledge of frontline employees, high turnover intention carries particularly severe operational and strategic consequences. These include escalating recruitment and on-boarding costs, diminished

service quality, loss of tacit knowledge, and disrupted client relationships (Karatepe & Olugbade, 2018; Bluedorn, 1982). The voluntary departure of skilled employees thus constitutes not merely a human resource problem but a systemic threat to competitive advantage, service continuity, and organizational sustainability.

Within the organizational behaviour literature, leadership style has emerged as one of the most robust antecedents of employee turnover intention (Kim & Beehr, 2020; Northouse, 2021; Banks et al., 2018). The Full Range Leadership Model (Bass & Avolio, 1994) which encompasses transformational, transactional, and laissez-faire leadership, provides a widely adopted theoretical framework for understanding how leaders differ in their ability to motivate, engage, and retain employees. Transformational leaders who articulate an inspiring vision, offer individualized consideration, and stimulate intellectual growth have been consistently linked to reduced turnover intention, whereas autocratic and laissez-faire styles are associated with employee disengagement and voluntary exit (Yukl & Gardner, 2020). Beyond these classical typologies, emerging constructs including authentic leadership (Avolio & Gardner, 2005), shared leadership (Pearce & Conger, 2003), and democratic leadership have garnered increasing scholarly attention for their unique contributions to employee retention. However, despite the breadth of the global literature, context-specific empirical evidence examining the simultaneous effects of this full spectrum of leadership styles on turnover intention in the Ethiopian banking sector remains critically underdeveloped.

The Ethiopian banking industry has undergone profound structural transformation over the past decade, marked by rapid branch expansion, increasing entry of private banks, and intensifying competition for human capital (NBE Annual Report, 2022/2023). This growth has simultaneously elevated the strategic importance of employee retention and amplified the risks associated with high turnover. NIB International Bank S.C., one of Ethiopia's prominent private commercial banks, has not been insulated from this challenge. Internal institutional data reveal that the bank recorded between 431 and 812 employee separations annually between 2021 and 2023, with voluntary resignations disproportionately concentrated among clerical and professional cadres, and an attrition rate rising from 3.3% in 2021 to 9.0% in 2025. These figures are consistent with sector-wide trends reported by Tessema et al. (2018), who identified inadequate leadership, limited career development opportunities, and poor perceived organizational support as the primary systemic drivers of turnover intention in

Ethiopian financial institutions. The persistence of these trends despite organizational growth underscores the urgency of investigating the specific leadership mechanisms through which employee retention is shaped at NIB International Bank.

A critical review of the extant empirical literature on leadership and turnover intention in Ethiopia reveals three interconnected research gaps that this study seeks to address. First, prior Ethiopian banking studies have examined only a narrow subset of leadership styles, predominantly shared and authentic leadership, while neglecting the concurrent effects of classical styles such as transformational, transactional, autocratic, democratic, and laissez-faire leadership within a single explanatory model (Tessema et al., 2018). This theoretical narrowness limits the comparative understanding of which leadership style exerts the greatest influence on retention-relevant outcomes. Second, the majority of existing studies in Ethiopia treat leadership as a direct predictor of turnover intention without adequately theorizing or empirically testing the psychological and organizational mechanisms through which this relationship operates (Hom et al., 2017). Specifically, the role of perceived organizational support (POS) as a mediator and organizational culture (OC) as a boundary condition moderator in the leadership–turnover intention pathway has received minimal systematic attention in the Ethiopian context. This constitutes a significant theoretical lacuna given that POS grounded in Social Exchange Theory (Blau, 1964) and Organizational Support Theory (Eisenberger et al., 1986) has been robustly established internationally as a key psychological mechanism linking leader behaviour to employee retention decisions (Rhoades & Eisenberger, 2002). Third, most extant Ethiopian studies employ cross-sectional designs without controlling for industry-specific organizational contextual variables, thereby limiting both internal and external validity (Hom et al., 2017). The absence of moderation analysis in particular means that the conditions under which POS effectively buffers the impact of leadership on turnover remain theoretically unexplained and practically unexploited by organizations.

Addressing these gaps demands a theoretically grounded, contextually situated study that (a) simultaneously examines the comparative effects of seven distinct leadership styles on employee turnover intention, (b) tests the mediating role of perceived organizational support in translating leadership behaviours into employees' retention decisions, and (c) empirically investigates whether organizational culture moderates the strength of the POS–turnover intention relationship. Anchoring this investigation in Social Exchange Theory (Blau, 1964),

Organizational Support Theory (Eisenberger et al., 1986), and the Full Range Leadership Model (Bass & Avolio, 1994) provides the theoretical scaffolding necessary to generate generalizable and practically actionable insights for NIB International Bank and the broader Ethiopian banking industry (Hom et al., 2017).

In light of these theoretical and empirical gaps, the present study focuses specifically on NIB International Bank's South Addis Ababa district branches a geographically concentrated cluster of branches that accounts for a significant share of the bank's human capital and customer-facing operations. The selection of this context is theoretically motivated: the South Addis Ababa district represents a high-density urban banking environment characterized by competitive labour market conditions, diverse supervisory styles, and documented attrition pressures, making it a particularly instructive setting in which to examine the mechanisms linking leadership to employee retention. Without a systematic empirical understanding of how specific leadership behaviours shape employees' intentions to stay or leave and through which organizational pathways NIB International Bank lacks the evidence base required to design targeted, cost-effective leadership development and retention interventions.

Therefore, this study examined how transformational, transactional, laissez-faire, autocratic, shared, authentic, and democratic leadership styles influence employee turnover intention at NIB International Bank S.C., with perceived organizational support as a mediator and organizational culture as a moderator. The findings contribute original empirical evidence to the under-researched intersection of leadership theory and employee retention in Ethiopia's private banking sector, and provide actionable insights for organizational leaders, HR practitioners, and policymakers seeking to design evidence-based retention strategies.

1.3. Research Questions

1. How does leadership styles (transformational, transactional, laissez-faire, Autocratic, shared, authentic and democratic leadership styles) influence employee turnover intention in south Addis Ababa district Nib International Bank S.C.?

2. Which type of leadership style has the strongest effect on employee turnover intention in south Addis Ababa branches Nib International Bank S.C.?

3. What is the effect of leadership styles on perceived organizational support?

4. Does perceived organizational support mediate relationship between leadership styles and turnover intention?

5. Does organizational culture moderate the relationship between perceived organizational support and employee turnover?

1.4. Objectives of the Study

1.4.1. General Objective

The general objective of this study was to examine the effect of leadership styles on employee turnover intention in the south Addis Ababa branches of NIB International Bank.

1.4.2. Specific Objectives

- To find out the impact of various types of leadership styles such as transformational leadership, transactional leadership, laissez-faire leadership, autocratic leadership, shared leadership, authentic leadership, and democratic leadership on employee turnover intentions in south Addis Ababa branches of Nib International Bank S.C.
- To find out which leadership style has more impact on employee turnover intention in south Addis Ababa branches of Nib International Bank S.C.
- To study the impact of leadership styles on perceived organizational support.
- To analyze the mediation effect of perceived organizational support in leadership styles and employee turnover intention.
- To study the moderating effect of organizational culture on perceived organizational support and employee turnover intention.

1.5. Significance of the Study

Theoretical Significance

This study contributes to the theoretical understanding of the relationship between leadership styles and employee turnover intention by extending existing leadership and organizational behavior frameworks to the Ethiopian banking context, a setting that remains underrepresented in the literature. By incorporating perceived organizational support as a mediating variable, the study advances theoretical models that explain not merely whether

leadership style influences turnover intention, but the psychological mechanism through which this influence occurs. This contributes a more nuanced explanatory framework to the broader body of knowledge on leadership effectiveness, employee retention, and organizational behavior theory, while also providing a foundation upon which future researchers can build and test related theoretical propositions in similar institutional and cultural contexts.

Practical Significance

From a practical standpoint, the study generates actionable insights into how specific leadership behaviors shape employees' decisions to remain with or leave an organization. These findings provide a basis for designing leadership development interventions, training programs, and managerial practices that promote supportive, engagement-oriented leadership. Such evidence-based guidance enables managers and human resource professionals to move beyond intuition and adopt leadership approaches that are empirically linked to improved employee motivation, commitment, and reduced turnover intention, thereby enhancing overall workforce stability and productivity.

Significance to Stakeholders

The findings of this study hold relevance for a broad range of stakeholders, including employees, managers, board members, customers, and investors, all of whom are affected by the stability or instability of an organization's workforce. For employees, the study highlights the leadership conditions that foster job satisfaction and a sense of organizational support. For investors and board members, reduced turnover translates into lower operational costs and more consistent service delivery, which in turn supports customer satisfaction and long-term institutional credibility. The study therefore offers a shared point of reference for understanding how leadership practices affect the interests of multiple parties connected to the organization.

Significance to the Organization

For NIB International Bank specifically, the study offers empirical evidence that can directly inform internal leadership and human resource decisions. Understanding the leadership styles most closely associated with turnover intention allows the bank's management to identify

problem areas, refine leadership selection and development criteria, and implement retention strategies tailored to its specific organizational context. This is particularly valuable given the high costs associated with recruiting and training replacement staff, as well as the loss of institutional knowledge and client relationships that often accompanies the departure of experienced employees.

Significance to Policy Makers

At a broader level, the study provides policymakers within the banking and financial services regulatory environment with empirical evidence to inform the development of human resource and labor-related policies applicable to the sector. Insights into the leadership-turnover relationship can guide the formulation of guidelines or incentive structures that encourage banks to adopt leadership and management practices conducive to workforce stability. This is especially relevant in a developing economy context such as Ethiopia, where stable employment in the financial sector contributes to broader economic development and financial sector resilience.

Significance to the Private Banking Sector

Finally, the study carries significance for private banks operating in Ethiopia more broadly, beyond NIB International Bank alone. Given that private banks often compete intensely for skilled talent, particularly in the absence of the job security traditionally associated with public sector institutions, understanding the drivers of turnover intention is critical to maintaining competitiveness. The findings offer private banking institutions a comparative benchmark for evaluating their own leadership practices and can support sector-wide efforts to reduce turnover rates, strengthen institutional knowledge retention, and improve overall service quality and customer trust across the private banking industry.

1.6. Limitations of the Study

The current study was subject to various limitations that have to be acknowledged when interpreting the outcomes. First, the study was limited to the selection of certain branches of NIB International Bank situated in South Addis Ababa branches. In this respect, there might

be questions concerning the possibility of the generalization of the study outcomes for the other branches of the bank as well as for the banking industry of Ethiopia in general.

Second, the study used the cross-sectional research design, implying that the data collection process happened during one point in time. Consequently, the study cannot reflect possible changes in employees' opinions and leaders' actions throughout the process, thus making it impossible to determine causality between different variables under investigation.

Third, the research was based mostly on the self-reported data collected through the use of questionnaires.

The fourth limitation of this research was that while many leadership styles as well as perceived organizational support and organizational culture were considered in this analysis, there are additional variables that can impact employees' intentions of quitting their job, such as job satisfaction, remuneration, career prospects, and work-life balance.

However, despite these flaws, the study offers useful information regarding the connection between leadership styles and employee turnover intention at NIB International Bank in South Addis Ababa branches.

1.7. Scope of the Study

This research aimed to explore how variations in managerial leadership styles impact employees' intention to exit their employment with NIB International Bank based upon a sample of selected branch offices in south Addis Ababa district. The study was investigating the relationships between seven leadership behaviours exhibited by managers (transformational, transactional, laissez-faire, democratic, autocratic, authentic and shared) and the intention to leave; these seven styles of leadership was treated as independent variables within this research. Additionally, perceived organizational support was examined as a mediating variable and organizational culture as moderating variable that may impact the association between the independent variable, leadership style, and the dependent variable, intention to leave.

This research was only being conducted on employees who work at the branches of NIB International Bank in south Addis Ababa district; the targeted group of respondents were consist of permanent employees who have worked long enough for the organization to provide an adequate assessment of the leadership exhibited by their managers. To collect data for this research, a quantitative research method was used, and primary data is collected

through structured questionnaires that are distributed to the employees; upon collection, the data had been analysed using several statistical techniques, including descriptive statistics, correlation, and regression analysis, to measure the relationship between the variables being studied.

1.8. Organization of the Study

The research work was divided into five chapters. Chapter one contained an introduction to the research. The first chapter has been dedicated to the background of the study, problem statement which will be resolved by the research, research questions which the research will seek answers to, objectives of the research, importance of the research, scope of the research, limitations of the research, and organization of the research. The importance of Chapter one was to set the scene for the research and to prove the need for the research, especially on the impact of different leadership styles on intention to leave organizations.

Chapter Two was a review of related literature. This includes both theoretical and empirical studies related to leadership styles and employees' intention to leave their organizations. I have included a review of important leadership theories that are related to this study (transformational leadership, transactional leadership, laissez-faire leadership, authentic leadership, shared leadership). It includes reviews of previous empirical research regarding leadership styles and employees' intention to leave their organizations in Ethiopia and worldwide. I also presented the theoretic framework for this study and develop the hypotheses for the research based on my reviews of the literature.

Chapter Three was a discussion of the methodology for the research. This chapter described the research design, the target population of the research, the sampling technique and methods of determining sample size, the data collection instruments used in the research, and the procedures followed to conduct the research. This chapter was also explained the types of analysis that were used to analyse the data collected during the research, to include statistical procedures such as descriptive statistics, correlation analysis, and regression analysis. The chapter also conclude with a discussion on the reliability and validity of the research, as well as ethical issues that were considered in conducting the research.Chapter four discussed on data analysis, presentation, interpretation, and the last chapter states about research summary and findings, conclusions, recommendations, and future works based the research finding and analysis of data.

1.9. Key Operational Terms

Leadership Style: It is the behavioral approach adopted by the leaders while directing, motivating, and managing their employees (Northouse, 2021). In this study, leadership styles include transformational, transactional, laissez-faire, autocratic, democratic, authentic, and shared leadership styles adopted by the managers.

Transformational Leadership Style: The style of leadership in which the leaders motivate and inspire their employees to perform at higher levels by forming a vision for future and developing innovations as well as personal growth (Bass & Riggio, 2016).

Transactional Leadership Style: This style of leadership involves a reward-punishment system, in which the leaders motivate their employees by role clarity and goal setting (Bass & Riggio, 2016).

Laissez-Faire Leadership: A leadership style characterized by minimal involvement of leaders in decision-making processes, allowing employees a high level of autonomy and independence in performing their tasks (Northouse, 2021).

Authentic Leadership: A leadership approach that emphasizes transparency, ethical behavior, and genuine relationships between leaders and employees, encouraging trust and openness within the organization (Avolio & Gardner, 2005).

Shared Leadership: Shared leadership refers to a leadership style whereby leadership is not concentrated on one person but shared among several people (Pearce & Wassenaar, 2018).

Democratic Leadership: A leadership style in which leaders involve employees in decision-making processes, encourage participation, and value employees' input while maintaining final responsibility for decisions(Northouse, 2021).

Autocratic Leadership: A leadership style in which leaders make decisions independently with little or no input from employees, exercising strict control and expecting subordinates to follow instructions without question (Bass & Bass, 2009).

Organizational Support Perception: This refers to the extent to which an employee feels valued by his/her organization (Eisenberger et al., 1986).

Organizational Culture: is the system of values, norms, beliefs, and practices that governs the behaviors and thought patterns of individuals within an organization (Schein, 2010).

Employee Turnover Intentions: These refer to the conscious effort of an employee to quit his/her current employment situation in the immediate future (Mobley, 1977).

CHAPTER TWO

2. LITERATURE REVIEW

2.1. Introduction

This chapter discusses the literature available for leadership style, perceived organizational support, and turnover intention, so that a review of the existing literature pertinent to the research field can be achieved. The objective of literature review is to provide an understanding of important theories and prior studies associated with the current research topic.

Through an examination of prior research, the chapter identifies key findings, identify research gaps and provide a solid theoretical basis for the study. The chapter is structured in the following manner; it begins with a discussion of the conceptualization of leadership and a review of the different leadership styles (transformational, transactional, laissez faire, authentic and shared). The next area to be discussed was an overview of the concept of Perceived Organizational Support and employee turnover intention. In addition to the above, theoretical perspectives relevant to the current study and empirical studies that have been conducted, both globally and in Ethiopia, was included. Finally, the chapter presented the literature gap, conceptual framework and research hypotheses of the current study relevant to employees working for NIB International Bank in southAddis Ababa district.

2.2. Theoretical Review

In order for the study to identify the drivers of the relationships between leadership styles, perceived organizational support, and intentions to turnover, the researcher developed a theoretical foundation based on the key theories within the organizational behavior area. The theoretical framework for the study included the major organizational behaviors theories that illustrate how leadership practice impacts employee's attitudes, motivation and commitment to the organization.

Specifically, the theories underlying this study include Social Exchange Theory, Organizational Support Theory, and Transformational Leadership Theory, all of which help to determine how far leadership style and organizational support play a role in influencing the employee to stay or quit their job at organizations such as NIB International Bank (NIB).

2.2.1. Social Exchange Theory

According to Social Exchange Theory, the relationship between individuals and organizations is seen as the reciprocative process of exchanging resources that exists between each other, due to interdependence, as well as through trust, reciprocity, and interdependence with each other.

The theory posits that employees develop expectations of how much benefit they will receive in return for their actions, through a series of interactions with the organization. Employees, when they perceive their organization or leader provides them with supportive, fair, and recognized support, feel an obligation to return the favor to their organization through positive work behaviors such as commitment, loyalty, and higher levels of job performance (Cropanzano et al., 2018).

The connection between Social Exchange Theory to the leadership and employee turnover intention is viewed as the reciprocal relationship existing between employees and their leaders. When leaders use supportive and motivational leadership styles, it will result in employees having the perception of fair, respect, and perceived support from the organization. Employees, because of this, will develop a greater level of commitment and have an intention to remain with the organization. When employees perceive that their leaders engage in ineffective leadership practices (i.e., support-less) or have a lack of support from the organization, their social exchange relationship will be weakened resulting in a decrease in satisfaction and an increase in their intention to leave the organization (Holtom et al., 2019). Accordingly, Social Exchange Theory provides a basis for understanding how the style of leadership directly influences employees' attitudes toward remaining or leaving the organization.

2.2.2. Organizational Support Theory

Organizational Support Theory is the study of how employees' view their organization's commitment to their contributions and general well-being. The basic assumption of this theory is that an individual's perception regarding how much organizational support he/she receives depends on his/her relationship with the supervisor and the adoption of management practices within the organization. An individual having a high perception of organizational support will be feeling appreciated, valued, and motivated to become a part of the organization (Eisenberger et al., 2020).

There is strong evidence that can be drawn from organizational behavior studies supporting the association between perceived organizational support and employee retention. Perceived organizational support has an impact on the emotional bond that an employee feels towards the organization since an employee who perceives himself supported by his/her employer will not seek other jobs.Therefore, organizations focused on developing supportive leadership behaviors and fair human resource policies are more successful at keeping highly skilled employees and reducing turnover intention (Kurtessis et al., 2017).

2.2.3. Transformational Leadership Theory

The theory of transformational leadership describes how leaders inspire and motivate employees through their transformed mindset, and therefore behaviors, attitude, belief, and value systems to achieve higher levels of performance and commitment. It advocates that transformational leaders are capable of creating a vision that inspires innovation and individualized support, while inspiring their employees to pursue the organization's mission or goals beyond their own personal interests. The transformational leader empowers employees, builds trust, and positively influences the organizational culture (Bass & Riggio, 2016; Northouse, 2022). Transformational leadership has also received wide attention within the field of organizational studies as an analysis of the role played by transformational leadership in motivating employees, their job satisfaction, organizational commitment, and intention to quit organizations. It has been observed that contemporary researches prove the effectiveness of transformational leadership in influencing the motivational level of employees by offering them inspiration, challenging them intellectually, and offering personal consideration to them.

Indeed, the relationship between transformational leadership and lower employee turnover intention as well as improved organizational performance has been documented extensively (Banks et al., 2016; Hoch et al., 2018). Therefore, this theory is applicable to this study as it will assist in determining how different leadership styles affect employee attitudes and retention within organizations.

2.3. Conceptual Review

2.3.1. Concept of Leadership

Organizational leadership, in general, refers to how a person affects or influences others to reach specific work-related objectives through guidance and motivation (Northouse, 2021). According to Yukl (2020), leadership also is defined as influencing others to conceptualize and evaluate both what needs to occur and how to accomplish it. Therefore, even though authority or position may be important components of a person's leadership ability, the ability to inspire and to guide individuals toward achieving the same goal of the organization is at least equally important for successful leaders (Northouse, 2021).

In addition, effective leaders create a work environment that fosters success by motivating, valuing, and encouraging the employees in their [the leaders'] charge. Specific, stated organizational objectives and directing employees toward these objectives and providing collaborative environments for accomplishing work tasks are the responsibilities of leaders. Organizations that have effective leadership practices have employees who report high levels of satisfaction, productivity, and commitment, while organizations that do not have effective leaders have employees who report low levels of satisfaction, morale, and high levels of intention to quit (Northouse, 2021). Therefore, employee behavior or performance and organizational performance are both significantly impacted by leadership.

Banking is one of the most service-oriented industries and therefore the importance of leadership is even greater. The quality of human resources and the quality of service delivered to customers both strongly affect an organization's level of success; this is especially true in the case of banks, where employees are directly in contact with clients and responsible for establishing and maintaining client trust and satisfaction. Therefore, leaders in banking institutions need to create supportive work environments that promote the delivery of excellent performance by employees and increase their intentions to remain with their respective organizations. In addition, effective leadership within the banking industry supports employee engagement, increases overall service quality, and strengthens an organization's ability to remain competitive in the financial sector. As a result, effective leadership is critical to managing employees and reducing employee turnover intention within banking institutions such as NIB International Bank.

2.3.2. Leadership Styles

A leader's style of leadership refers to a consistent pattern of behavior used by leaders to provide direction, motivation, and management to employees of an organization toward achieving its overall goals. It encompasses how they make decisions, communicate with subordinates, guide employees, and influence the attitudes and performance of employees within an organization. Leadership style is the basis for the relationship between leaders and employees, and therefore, establishes how authority, accountability, and support are exercised within the workplace. Additionally, scholars have noted that there are different leadership styles depending on the leader, the culture in which the organization operates, and the environment in which leadership occurs (Northouse, 2022; Yukl & Gardner, 2020).

Leadership styles have a significant impact on an organization's success, as well as on the outcomes of its employees. Many effective leadership practices enhance employee motivation, job satisfaction, commitment, and productivity, which in turn contribute positively to the overall performance of the organization. Leaders who utilize supportive and participative styles of leadership will usually create an environment that is conducive to the development of collaborative, innovative, and engaged employees. Conversely, leaders using ineffective styles of leadership will create negative work environments with ineffective communication, low employee morale, lower productivity levels, and higher intentions by employees to leave their organizations (Robbins & Judge, 2019; Banks et al., 2016). Thus, it is essential that organizations utilize the most effective leadership styles/approaches when working to improve their effectiveness, retain their employees, and achieve long-term organizational success.

2.3.2.1. Transformational Leadership

Transformational leadership is the name given to a form of leadership where leaders motivate their followers to perform beyond expectations, leading to the attainment of goals by the organization. The use of transformational leadership is characterized by a set of beliefs about leadership development (i.e., leadership has the ability to influence followers), a focus on leadership as a collective effort rather than an individual behavior (i.e., leadership is built through relationships), an emphasis on creating a shared vision for the organization; and an emphasis on empowerment of followers through delegation of responsibility and authority (Northouse, 2022; Yukl & Gardner, 2020). Transformational leaders are considered to exhibit

strong communication skills, ethical and trustworthy behavior, and the ability to foster trust and commitment with their followers. Transformational leaders encourage their followers to be innovative, provide support to foster innovation, and motivate followers to be actively engaged in the achievement of organizational goals (Northouse, 2022; Yukl & Gardner, 2020).

Transformational leadership has been described as consisting of four primary components. The first component is idealized influence, whereby leaders exemplify the values and beliefs of the organization and establish themselves as credible and trustworthy models for their followers. The second component is inspirational motivation, whereby leaders create a compelling vision for the future that encourages followers to reach challenging performance levels. The third component is intellectual stimulation, whereby leaders encourage followers to be creative thinkers, challenge established ways of doing things, and develop creative solutions to problems experienced by the organization. The fourth component is individualized consideration, whereby leaders provide individual attention to the development of their follower's abilities through coaching and mentoring (Bass & Riggio, 2016; Northouse, 2022).

2.3.2.2. Transactional Leadership

In the transactional leadership style of management, the focus is on specific tasks to be accomplished, clear job assignments, rewards, and punishments to guide the performance. Leaders who practice the transactional leadership style set specific goals to be accomplished, track progress towards those goals, and provide feedback based on the outcomes. Their main concern is to ensure compliance with the organizational goals (Northouse, 2022; Bass & Riggio, 2016). Contingent rewards, where the leader rewards the employees for meeting the set goals or targets, and active or passive management by exception, where the leader takes corrective actions or waits until problems arise before intervening, form the core of the transactional leadership style.

Studies indicate that the transactional leadership style increases the performance of tasks by the employees and their compliance with the set rules. However, the success of the leadership style depends on the employees' preference for structured situations and rewards. Moreover, the leadership style may not be effective in increasing the long-term commitment of the

employees to the organization compared to the transformational leadership style (Yukl & Gardner, 2020; Banks et al., 2016).

2.3.2.3. Laissez-Faire Leadership

A Laissez-faire leadership style is defined as leaders involving themselves minimally in decision-making and day-to-day operations. Leaders will provide a large amount of autonomy to staff, allowing them to work independently of leader supervision/direction and to independently make their own decisions. Laissez-faire leaders often avoid taking on the responsibility of making decisions and do not typically intervene in employee decision-making unless it is necessary to do so. Therefore, employees are able to have considerable freedom to perform their job duties as they see fit (Northouse, 2022; Yukl & Gardner, 2020). One positive aspect of Laissez-faire leadership is that it can inspire creativity, independence, and innovation in highly capable and self-driven employees. When employees possess the proper skills/experience, autonomy can serve to enhance their problem-solving capabilities and personal initiative.

Nevertheless, there are a number of disadvantages associated with the Laissez-faire leadership style. Specifically, the lack of clear direction/guidance/feedback has the potential to produce confusion amongst employees, decrease the level of team coordination, and diminish organizational control. Furthermore, in many situations, there is a reduced level of involvement by leadership which can result in ineffective decisions, decreased levels of accountability, and lower levels of organizational effectiveness (Skogstad et al., 2016).

Laissez-faire leadership can be detrimental to both employees' motivation and behavior. As a result, it can be disheartening to employees who need direction and assistance from their leaders. Research suggests a link between a lack of leader involvement and job satisfaction, commitment to an organization and the desire of employees to leave their organizations (Harms et al., 2018). This leaves employees feeling unsupported, which will reduce their motivation and level of engagement at work. In this way, although this type of leadership is beneficial in specific situations, the majority of organizations that require strong leadership and clear direction face challenges in implementing this leadership style successfully.

2.3.2.4. Authentic Leadership

Authentic leadership can be defined as a style of leading characterized by the qualities of self-awareness, transparency, ethical behavior, and real relationships with followers (employees). An authentic leader is honest, ethical, and consistently applies their moral values within and outside the workplace. Authentic leaders strive to develop trusting and open relationships with employees by encouraging accountability, fairness in treatment of employees and participating in the moral decision-making process within the company (Avolio & Gardner, 2016; Northouse, 2022).

One of the main features of authentic leadership is being transparent with employees by sharing information and having open communication. All leaders will share company information and be honest about their performance as a leader and also create an environment for employees to share feelings and thoughts about everything at work. Ethical leadership is also one of the ways that authentic leaders support and create a work environment of fairness and respect by demonstrating behaviors that reflect the ethical and moral values of the leader.

Based on the literature, it is confirmed that organizations led by authentic leaders will have positive employee trust and commitment to the organization as a result. Employees will have a higher level of trust, higher level of emotional connectedness within the organization, and employees who feel this level of connection will have lower levels of intention to voluntarily leave the organization and will contribute to a positive workplace culture (Gardner et al., 2021; Banks et al., 2016).

2.3.2.5. Democratic (participative) leadership Style

In Democratic Leadership Style, leaders and group members participate actively in formulating policies for guiding organizations. The leader in this case considers the wishes and suggestions of both group members and himself (Hackman and Johnson, 1996). It can be described as a human relation style of leadership wherein all members of the group are regarded as contributors towards finalizing the decision. In such type of leadership styles, authority and power derive from those who are governed. Apart from increasing job satisfaction of team members through active participation in work, democratic leadership style facilitates development of skills of people and fosters team spirit among workers. According to Mullins (1999), democratic leadership style is concerned with people and there exists interaction among all members of the group. Leaders and members of the group share

responsibilities of leadership and the leader himself is a member of the team (Mullins, 1999). Likewise, Luthar (1996) and Wilson, George, Wellins and Byham (1994) agree that the principle of democratic leadership is friendliness, helpfulness and participation.

Kurt Lewin, Ronald Lippitt, & Ralph K. White (1939) observed that participative or democratic leadership usually turns out to be the most effective leadership style. In the context of democratic leadership, all the members of the group can actively participate in the decision-making process. Democratic leaders act as guides for the group members while allowing others to provide their views as well. The idea of equality is strongly emphasized by democratic leaders. It is noteworthy that the participation of group members in the decision-making process is encouraged by the participative leader who maintains ultimate authority in the same process Victor H. Vroom & Phillip W. Yetton (1973).

Democratic style tends to be an effective leadership style and has a number of benefits, it encourages creativity, emphasizes fairness, and values intelligence and honesty. Group members feel engaged in the process and are more motivated and creative. Democratic leaders tend to make followers feel like they are an important part of the team, which helps foster commitment to the goals of the group Victor H. Vroom & Phillip W. Yetton (1973). The leader's task is to create a link between the organization and workers. He also shares decision-making rights with subordinates and inspires them to take on certain responsibilities (Kahai et al, 1997). Decisions are no longer only in the hands of executives (Fenwick & Gayles, 2008). Participative decision making is significant in key matters (Somech,2010). Participative leaders value their subordinates' knowledge, ideas, and opinions (Chen & Tjosvold, 2006; Rana et al. 2019; Khassawneh and Abaker 2022).

On the other hand, there may be a few disadvantages associated with them including roles that are less clear leading to miscommunication and failure. Some individuals in the team may become less active especially the new participants who might believe that their contributions are of less value than others, according to Bernard (1990).

A unique element of participative or democratic leadership is that the leader did not only have to give advice or instructions to the other team members but they also had to give room for feedback from the other members on the goals of the group and the means to achieve them. There was also a lot of interaction between the leader and the other members and the gap between both parties was smaller Kurt Lewin, Ronald Lippitt, & Ralph K. White (1939).

Although the participative leaders were still entitled to making the decisions, the group members were more engaged in the process, which resulted in their being more motivated and creative. Lewin et al. show that the most effective leadership style among the three is the participative one. Although the group members were not as productive as those in the autocratic group, according to Peter (2021), the work of the participative group members was of higher quality than that of the others.

2.3.2.6. Autocratic leadership Style

Authoritarian leadership, is regarded as a type of leadership in when the leader in charge has absolute power over his subordinates and complete decision-making authority inside the organization (Bass and Bass,2009). A manager who retains most of the power to make decisions. The source of power lies with the leader and all the activities of the group revolve around him/her (Mullins, 1999, Puni, and Okoe, 2013). The leader makes decisions in isolation by setting policies, process of achieving goals, assigning tasks, relations, rewarding and punishing individuals (Mullins, 1999).

Autocratic leadership, defined by centralized control and unilateral decision-making, tends to suppress initiative and reduce satisfaction, thereby constraining performance (Anyango, 2015; Dolly &Nonyelum, 2018; Gopal &Chowdhury, 2014; Luque et al., 2008). While such authority can produce short-term efficiency in contexts demanding strict coordination or compliance, prolonged reliance on coercive control often diminishes morale and elevates turnover risk (Iqbal et al., 2015; Nwokocha &Iheriohanma, 2015; Wang &Guan, 2018).

The commanding style is mainly about exerting force on subordinates to execute the services and strategies designed by their leader without asking any question. It is a severe style and does not pave the way for any suggestions, but absolute obedience (Goleman, Boyatzis & McKee 2009).

The autocratic leaders rely more on rules and regulations and rewards as motivation measures. There are no questions asked by the subordinates when they execute orders from the leader and there are no decisions that are made by group inspiration Kurt, Ronald, & Ralph (1939). Authority is centralized in decision making and close supervision and guidance of work is carried out. Autocratic leadership style is effective when working with employees who have just joined the job and therefore do not know what tasks to undertake or the procedures to follow Bernard (1990). In addition, when there are short-term jobs that require

technical skills, in such cases where spans of control are wide and therefore time allocation per worker is minimal Peter (2021).

This kind of leadership is typically very rigid Northouse (2021). This kind of leadership style should be used in situations where structure, rapid decisions, and supervision are key situations that do not afford much time for collective decision-making and situations where the leader possesses more information than all other members in the organization. House (1971). Autocratic leadership may serve well in situations where fast decisions and actions are needed. But this method usually results in an unproductive work environment, creating opposition between the subordinates and the controlling leader Lewin et al. (1939).

2.3.2.7. Shared Leadership

Shared leadership is when the roles and responsibilities of being a leader are shared amongst the members of a team, instead of being held by one person only. In shared leadership, the leadership of a group is created through the members of a group who work together to influence each other in their efforts to achieve goals that they have in common and as a group. Shared leadership is based on the principles of accountability, trust, and cooperation among team members (Pearce & Wassenaar, 2018). The principles of shared leadership include working collaboratively, communicating openly and sharing decision-making responsibility as a group. Team members contribute their knowledge, experiences and abilities to be the leader of the team without the use of formal authority.

Collaboration in making decisions allows for the inclusion of perspectives from the entire team and will result in innovative solutions to challenges presented by the organization (Carson et al., 2017). Shared leadership has a significant impact on team performance and employee engagement. When employees actively participate in leading and making decisions, they typically feel a greater sense of importance and ownership regarding the results of the organization. As a result, employees are motivated, cooperative and committed to the overall team objective. Research has shown that shared leadership increases team productivity, encourages employees to share their knowledge and improves overall performance of organizations, especially when working in an environment where knowledge sharing and collaboration occurs (Hoch & Kozlowski, 2019).

2.3.3. Concept of Employee Turnover Intention

A person's conscious intent to resign from a given job within a specified amount of time is referred to as turnover intention. In recent years, turnover intention has also been shown to be a good predictor of actual employee turnover, because employees who intend to leave their job are subsequently more likely to do so. There are many factors influencing an employee's turnover intentions at work, including leadership style, job satisfaction, and commitment to the organization, work environment, and opportunities for career advancement. Researches have shown that turnover intention is an indicator of employees' perceptions of their job and the organization (Hom et al., 2017; Mobley et al., 2018).

Turnover in organizations can be broadly put into two main types, namely; voluntary and involuntary turnover. Voluntary turnover is said to take place where an employee opts to quit work on their own accord, for example because they may have found another job or due to dissatisfaction at the workplace or lack of promotions. Involuntary turnover happens where an organization decides to let go of an employee due to various issues, including but not limited to poor performance.

Organizational control over involuntary turnover helps make this type of employee turnover more manageable for employers, while the negative impact of losing highly developed employees via voluntary turnover makes voluntary employee turnover more difficult to manage (Hom et al., 2017).

Employee turnover may occur from several different reasons such as being dissatisfied with your job duties or your working conditions (Chughtai & Zafar, 2006). Moreover, you may feel that your employer does not provide adequate support to perform your job (Rollinson, 2017). Ineffective management or leadership will have a direct impact on whether or not an employee wants to quit. In addition, when employees feel undervalued, unsupported, or treated unfairly, their positive attitude towards the organization will diminish, which will likely increase their intent to leave the organization. When employees are supported by their leadership and work in a positive environment, turnover intentions are reduced and commitment to the organization is increased (Holtom et al., 2018). Turnover intentions can seriously affect the overall performance of an organization because of the connection between turnover intentions and actual turnover. If there is high intention of turnover, this may happen in reality, and it will bring about recruitment costs, training costs, disruption in

processes, and loss of organizational experience and knowledge.In addition, when employees frequently leave an organization, the cohesiveness of team's decreases; therefore, employee morale will typically decrease and this will negatively affect both service quality and productivity. As a result, organizations need to be aware of what influences turnover intentions and take measures to manage those factors, in order to maintain a stable and productive workforce (Winne et al., 2019).

2.3.4. Perceived Organizational Support (POS)

In consequence of POS, employees will develop the perception of the extent to which their organization is appreciative of their work, as well as concerned for their well-being.

In general, an employee's perception of the level of support given by their organization corresponds with the positive attitudes that they have towards their employer and the work that they do. Additionally, the overarching premise for POS is based on the tenets of social exchange theory. That is, when an employee perceives that they have received support from their employer, they will reciprocate that support through increased loyalty to the organization, increased commitment to their work, and increased employee performance (Eisenberger et al., 2020). Furthermore, POS plays a key role in employee behavior towards the organization, and therefore, is an important factor in increasing job satisfaction, enhancing organizational commitment, and improving work engagement.
Also, the perception of higher levels of POS in individuals leads them to exhibit positive behavior towards colleagues by cooperating with them, sharing information, and displaying organizational citizenship behavior.

Conversely, employees with a low perception of POS are likely to exhibit behaviors associated with low levels of job satisfaction, motivation, and increased turnover intentions (Kurtessis et al., 2017). In addition, POS has a significant impact on employee retention and commitment. Employees who have an accurate perception of their organization having a high level of POS (e.g., that their organization values employee contributions, provides support for employee development) are more likely to remain committed to the organization. POS creates a sense of security and a feeling of being valued and motivated to continue to work towards the objectives of the organization. Therefore, organizations that provide their employees with high levels of POS will be able to reduce their employees' turnover intentions

and therefore increase their long-term employee retention rate (Kurtessis et al., 2017; Eisenberger et al., 2020).

2.3.5. Organizational Culture

Organizational Culture is the system of values, norms, beliefs, and practices that governs the behaviors and thought patterns of individuals within an organization. This constitutes the social and psychological environment within an organization and acts as the framework for how the workers operate within the organization. As explained by Edgar (2010), organizational culture exists in three levels namely the artifacts level (structure and process visible within an organization); the espoused value level (strategy, philosophy, and goals of an organization); and finally the underlying assumption level (unconscious belief and perception held by an organization).

Organizational culture is very essential in influencing the attitudes and behaviors of employees. This can bring about a sense of belongingness among employees, increase their motivation levels, and help align personal goals with organizational goals.For instance, cultures that emphasize collaboration, trust, and support are more likely to encourage open communication and teamwork. In contrast, weak or negative cultures may lead to confusion, conflict, and disengagement among employees. As noted by Geert (1991), cultural values within organizations significantly influence how individuals behave and interact in the workplace, making culture a key determinant of organizational effectiveness and long-term success.

In addition, there is a strong connection between organizational culture and leadership behavior. Indeed, the role of leaders is crucial when it comes to creating, sustaining, and changing organizational culture through their behaviors and communication patterns. As such, transformational leaders might foster an innovation culture, whereas autocratic leaders might foster a controlling one.

In this way, culture not only reflects leadership but also acts as a mechanism through which leadership influences employee outcomes, a view strongly supported by Edgar (2010).

The role of organizational culture in research is normally played as an intervening variable influencing the effect of one variable on another. For example, the impact of perceived organizational support on employee turnover intention may vary depending on the prevailing organizational culture. A supportive and inclusive culture can strengthen positive effects, while a rigid or unsupportive culture may weaken them. This highlights the importance of

considering cultural context when analyzing organizational behavior, as emphasized by Geert (1991).

Moreover, in today's changing and globalized world of business, organizations need to change their cultures to keep themselves competitive.

This includes fostering diversity, encouraging innovation, and promoting ethical behavior. Understanding organizational culture is therefore essential for both researchers and practitioners, as it provides insights into how organizations function and how they can be improved to achieve better employee and organizational outcomes (Edgar, 2010; Geert, 1991).

2.4. Empirical Literature Review

2.4.1. Studies on Leadership Styles and Employee Turnover Intention (Global Studies)

There have been several researches conducted regarding the association between different styles of leadership and the employees' intentions to quit the organization. Studies show that the type of behaviors exhibited by a leader can influence the way an employee feels toward their job and what they will ultimately decide to do: whether to stay or leave the company. Research has shown that transformational and transactional types of leadership are significantly related to retaining employees because both types of leadership positively influence motivation, levels of satisfaction with the job, and the level of commitment employees have for an organization. If a leader provides clear direction, recognition, and support to their team, the team member will feel valued as an employee and be less likely to develop an intention to leave the organization (Maaitah, 2018; Hassanein & Daouk, in press).

Moreover, empirical findings have been revealed regarding the manner through which different leadership styles affect turnover intention via the presence of different mediators including job satisfaction and organizational commitment. For example, a case study in the banking industry in Morocco demonstrated a strong correlation between leadership styles and employee turnover intentions, with job satisfaction being a significant mediator in the relationship. The case study also indicated how the use of effective leadership practices reduced the intention of employees to leave the organization by positively affecting their satisfaction with the organization, as well as their working environment (Yousfi&Aomari, 2024).

Thus, global studies consistently highlight that positive leadership stylessuch as transformational, participative, and supportive leadershiptend to reduce turnover intention, while ineffective leadership styles may increase employees' desire to leave their organizations.

2.4.2. Studies on Leadership Styles and Employee Turnover Intention in Africa

Several empirical investigations have been done on the impact of different styles of leadership on the rate of employee retention and the intention of employees to leave the organization. In one empirical investigation conducted on the banking sector in Africa, the impact of leadership style on the retention of employees in commercial banks in Tanzania was examined. It was found that there is a clear link between leadership and retention of employees.

The researchers recommended that banks develop their leadership programs so that they can achieve higher levels of employee retention and ultimately perform better as organizations (Mwita et al., 2018). Likewise, studies conducted on Africa's banking organizations have shown that leadership types influence employee turnover intention significantly. For example, a Nigerian study examining different types of leadership among bank employees found that certain dimensions of leadership predicted how likely an employee was to leave their job, with moral or ethical leadership leading to lower rates of quitting among employees. This suggested that leadership behaviors such as fairness, support, and moral behaviors will reduce employees' intentions to leave their jobs [AUTHOR NAME NEEDED – verify original source; "AJSBS" appears to be a journal name, not an author, 2024].

The aforementioned studies from Africa suggest that the way a leader behaves has a large impact on employees' levels of satisfaction with their jobs, commitment to their employer, and the likelihood to stay with their employer. However, most studies performed in Africa have focused primarily on the traditional leadership styles of transformational and transactional while paying little attention to more recently emerging styles, such as authentic and shared leadership.

2.4.3. Studies on Leadership Styles and Employee Turnover Intention in Ethiopia

In Ethiopia, the focus of scholars on leadership styles and employees' turnover intention has increased, particularly in the banking industry. Banks in Ethiopia operate in a highly competitive environment where the retention of employees is critical to sustaining the quality of services. Empirical studies in Ethiopian organizations have shown that the leadership style is significant in influencing employees' job satisfaction, organizational commitment, and turnover intention. Leadership best practices play a critical role in fostering a favorable work environment that is motivating to employees.

Recently, a study by Mesfin (2024) explored the relationship between leadership styles and employees' turnover intention in Ahadu Bank in Ethiopia. A sample of 172 employees in the bank received structured questionnaires to collect data for the study.Multiple regression was applied to determine the association between leadership styles and turnover intentions of the employees.

The study found that shared leadership and authentic leadership have significant negative effects on employees' turnover intention. This implies that employees who experience shared leadership and authentic leadership in the banking industry in Ethiopia are less likely to contemplate leaving the organization. On the other hand, culturally intelligent leadership failed to show any statistically significant relationship. The study concluded that the development of authentic leadership and shared leadership would help the banking industry in Ethiopia to reduce employees' turnover.

In spite of these contributions, some gaps exist in the research in the context of the Ethiopian scenario. First, existing research mainly focuses on a few leadership styles without simultaneously examining different leadership styles. Secondly, very few empirical studies have been conducted on the role played by the variable 'perceived organizational support' when studying the relationship between leadership style and turnover intentions of the employees. Thirdly, most previous research has been focused on a specific organization or even in a particular geographical location, limiting the generalization of research findings. Therefore, further research should be conducted to determine the effects of various leadership styles on turnover intentions of the employees based on various intervening variables such as

perceived organizational support. This research tries to bridge the gap by analyzing the effects of various leadership styles on turnover intentions of the employees in NIB international bank's branches in south Addis Ababa.

2.5. Research Gap

Although there are a significant number of studies that have been conducted on leadership styles and employee turnover intention, certain gaps exist. One such gap concerns the Ethiopian banking industry, where the relationship between leadership styles and employee turnover intention has not yet been thoroughly investigated.One of the main gaps concerns the types of leadership styles that have been investigated in numerous global studies. According to Bass & Riggio (2016), Banks et al. (2016), transformational and transactional leadership have been the primary focus of numerous studies. However, other types of leadership styles, including autocratic, democratic, shared, and authentic leadership, have been considered significantly less often, especially when taken into account in the same study.

Second, prior empirical studies in Ethiopia have largely examined direct relationships between leadership styles and turnover intention, with limited focus on underlying mechanisms.

In particular, there is lack of scholarly work exploring the mediating effect of Perceived Organizational Support (POS) on the relationship between leadership styles and employees' intention to quit their jobs (Eisenberger et al., 2020; Kurtessis et al., 2017). Such a research gap has resulted in the limited knowledge of the underlying psychological mechanisms.Third, although some studies acknowledge contextual factors, there is a lack of empirical research incorporating organizational culture as a moderating variable. The interaction effect between perceived organizational support and organizational culture in influencing turnover intention remains underexplored (Schein, 2010; Hofstede, 1991).

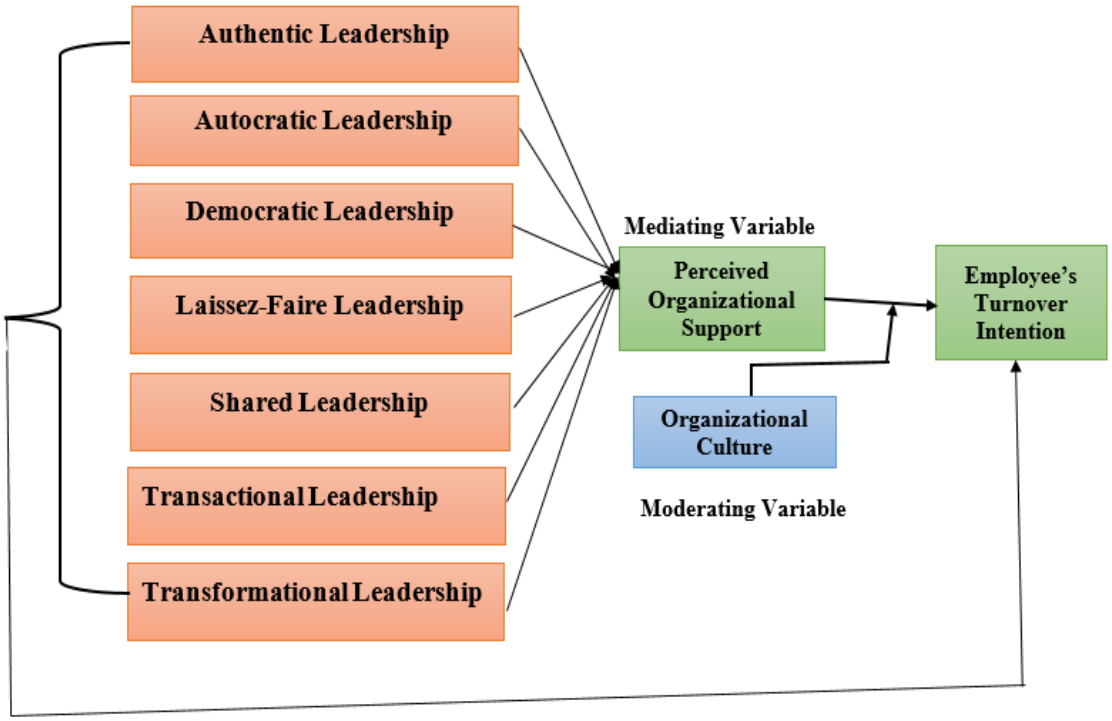
Fourth, many previous studies in Ethiopia are organization-specific and geographically limited, often focusing on a single bank or institution (Mesfin, 2024). This reduces the generalizability of findings and creates a need for more context-specific studies across different banks and operational environments. In particular, there is very limited research on Nib International Bank, especially within its south Addis Ababa branches.

Finally, most previous literature on the topic is limited to cross-sectional study designs, where data is captured at a particular point in time. Such study designs are not sufficient in accounting for the dynamic relationship between the variables under consideration(Hom et al., 2017).

2.6. Conceptual Framework of the Study

This research aims to create a framework that demonstrates the manner in which different leadership styles contribute to the intention to quit by the employees. Some of the important types of leadership styles that affect the behavior of the employees within the organization include transformational leadership, transactional leadership, laissez-faire leadership, authentic leadership, and shared leadership (Banks, McCauley, Gardner, & Guler, 2016) and (Avolio, & Gardner, 2005). Perceived Organizational Support (POS) acts as the mechanism that explains how leadership styles help creates perceptions among employees that they are valued by the organization. Organizational culture has been found to moderate the relationship between perceived organizational support (POS) and turnover intentions of employees (Jing & Yan, 2022), and (Likardo, &Praningrum, 2025).A supportive and positive organizational culture characterized by trust, open communication, employee involvement, and recognition enhances the impact of perceived organizational support. When employees operate within such a culture, they are more likely to interpret organizational actions. Organizational culture acts as a contextual amplifier or buffer. A strong, positive culture strengthens the negative relationship between perceived organizational support and turnover intention (i.e., reduces turnover), while a weak or negative culture weakens this relationship, potentially leading to higher employee turnover intention (Kurniawan, 2024).To be precise, the chain can be defined as follows: Leadership Styles → POS → Employee Turnover Intention. This chain serves as a guide to the analysis of the reasons for employee turnover at NIB International Bank located in Addis Ababa.

Figure 1: Conceptual framework on Employee Turnover at NIB, Addis Ababa.



Source: leadership theories of Bass and Avolio (1994)

2.7. Research Hypotheses

From the concepts and theories underlying this study, several hypotheses have been formulated in order to determine the relationship between leadership styles, perceived organizational support, organizational culture, and employee turnover intention at NIB International Bank, South Addis Ababa district. Leadership styles significantly influence employee attitudes and retention, and supportive styles like transformational leadership, democratic leadership, and authentic leadership have been observed to decrease turnover intentions as a result of increased motivation and commitment (Northouse, 2021; Yukl & Gardner, 2020). On the other hand, autocratic and laissez-faire leadership styles tend to have negative implications for employees' job satisfaction and intentions to leave organizations (Northouse, 2021; Yukl & Gardner, 2020). Empirical studies also show that good leadership practices can substantially minimize turnover intentions among employees (Banks et al., 2016; Hom et al., 2017).

H1: Authentic Leadership style significantly impact the employee turnover intention in south Addis Ababa branches of Nib International Bank S.C.

H2: Autocratic Leadership style significantly impact the employee turnover intention in south Addis Ababa branches of Nib International Bank S.C.

H3: Democratic leadership styles significantly impact the employee turnover intention in south Addis Ababa branches of Nib International Bank S.C.

H4: Laissez-faire Leadership style significantly impact the employee turnover intention in south Addis Ababa branches of Nib International Bank S.C.

H5: Shared Leadership style significantly impact the employee turnover intention in south Addis Ababa branches of Nib International Bank S.C.

H6: Transactional Leadership style significantly impact the employee turnover intention in south Addis Ababa branches of Nib International Bank S.C.

H7: Transformational Leadership style significantly impact the employee turnover intention in south Addis Ababa branches of Nib International Bank S.C.

The impact of different types of leadership styles varies. Transformational and participative leadership styles have a stronger negative correlation with the turnover intention than the transactional or autocratic ones (Bass &Riggio, 2016).

There is evidence that transactional leadership leads to improved performance but does not necessarily increase employee commitment, while transformational and authentic leadership positively impact the creation of emotional connection and decrease the intention to leave the company (Hoch et al., 2018; Kurtessis et al., 2017). Thus, the magnitude of the influence of the leadership style differs.

H8: The difference among the magnitude of the effect of each type of leadership style on employee turnover intention is significant.

Leaders are viewed as organizational representatives, and therefore their behaviors significantly impact POS. Positive behaviors include fairness, appreciation, and care for employees' welfare, which increase POS (Eisenberger et al., 2020).

According to Organizational Support Theory, supportive leadership behaviors enhance employees' belief that the organization values their contributions. Empirical evidence shows that leadership styles such as transformational and authentic leadership positively influence POS, while autocratic and laissez-faire leadership may weaken it (Kurtessis et al., 2017).

Conversely, in organizations with weak or negative cultures, even high perceived organizational support may not significantly reduce turnover intention. Research indicates

that cultural context influences how employees interpret organizational support and leadership behavior (Hofstede, 1991; Memon et al., 2020).

H9: The different types of leadership styles (transformational, transactional, laissez-faire, autocratic, shared, authentic, and democratic) significantly influence perceived organizational support.

POS is applied to facilitate the understanding of the mediating role played by leadership style in the turnover intention. Per Social Exchange Theory, when workers feel that they are receiving high organizational support from organizations, they would reciprocate by displaying commitment and loyalty towards their firms, thus reducing their turnover intention (Cropanzano et al., 2017).

From some previous studies, it is observed that leadership style can influence turnover intention indirectly via POS. As indicated above, positive leadership style increases POS, resulting in improved job satisfaction and organizational commitment among employees and ultimately reduced turnover intention (Eisenberger et al., 2020; Kurtessis et al., 2017). Hence, POS represents a psychological process that is important for influencing leadership behavior and turnover intention.

H10: POS acts as a mediator between the relationship of leadership style and turnover intention.

Organizational culture serves as a moderator in the context where organizational support helps in minimizing employee turnover intention. This is because a firm's positive organizational culture characterized by aspects like trust and cooperation facilitates the process.

H11: The organizational culture acts as a moderator between POS and turnover intention.

Source: modified from the literature reviews of Bass & Riggio (2016), Avolio & Gardner (2016), Pearce & Wassenaar (2018), Eisenberger et al. (2020), and Hom et al. (2017) and adapted by the researcher to the situation at NIB International Bank in Addis Ababa, Ethiopia.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Introduction

This chapter described the research methodology employed in studying the influence of leadership styles on employee turnover intention. In this chapter, the research approach and design together with the processes of data collection and analysis are discussed. This chapter also provided information about how the study guarantees reliability and validity in achieving its objectives.

3.2. Research Approach

For this study, the researcher used Quantitative research approach to investigate the correlation between Leadership Styles and Employee Turnover Intention based on the use of an appropriate research design where the researcher can collect quantitative information through the use of statistical techniques in order to verify a hypothesis or establish the correlation between two variables, such as work performance or productivity, that can be measured, analyzed, and reported with empirical evidence (Creswell, 2018). As a result, this methodology is particularly beneficial in providing precise measurements and analyses of the various leadership styles and the impact of each on employees' intention to exit/leave their organization (Creswell, 2018). Moreover, employing quantitative research methodology enhances objectivity in conducting research and provides the potential to generalize findings to a larger population (Creswell, 2018).

Additionally, a quantitative research methodology was allowed for the measurement of variables such as leadership styles, perceived organizational support, organizational culture, and turnover intentions to be standardized by employing appropriate, valid measures (Creswell, 2018). The collection of these standardized variables allowed for the application of sophisticated statistical analysis, including examining mediation and moderation effects, which are integral to the conceptual framework of this research study (Hair et al., 2019). Ultimately, this research approach provided a more comprehensive understanding of the

relationship between the various direct and indirect relationships among the variables to establish stronger and more generalizable conclusions about the factors that lead to employee turnover intention (Hair et al., 2019).

3.3. Research Design

This study has employed both descriptive and explanatory research designs using a cross-sectional survey method. The descriptive research design will be used to systematically describe the demographic characteristics of respondents, as well as employees' perceptions of leadership styles, perceived organizational support, and turnover intentions within the selected branches. It will provide a clear picture of the current situation by summarizing and presenting key characteristics of the study variables.

Moreover, an explanatory research design was also be utilized to analyze the causal relationship between leadership styles and turnover intentions. An explanatory design is suitable for this study due to the reason that the objective of this research is to find out the causative relationships between different variables, such as the impact of various leadership styles on turnover intentions. The explanatory design enabled the researcher to test hypotheses and generate empirical evidence regarding the strength and direction of these relationships (Saunders et al., 2019).

The study collected data at a single point in time using a cross-sectional approach. This method allows for efficient capture of employees' perceptions across the selected branches. Furthermore, the design supports the application of advanced statistical techniques, such as regression analysis and mediation analysis, to assess both direct and indirect effects among the variables.

As a result, a combination of the two types of research designs ensured an extensive investigation into the research topic and improved the validity of the results of the research (Hair et al., 2019).

The current paper was adopt quantitative research approaches that include explanatory (causal) research design in order to investigate how leadership styles affect employee turnover intention, including the mediating role of perceived organizational support and the moderating role of organizational culture. The approach taken here is cross-sectional survey design in which data was collected at one point in time from employees of Nib International Bank located in south Addis Ababa.

3.4. Population of the Study

The subjects for this research study was employees of NIB International Bank S.C., specifically those working in its branches in southAddis Ababa. The southAddis Ababa branch of NIB International Bank S.C. includes approximately 58 different branches located in the following sub-cities of Addis Ababa with branches being of varying sizes and operational capacity with respect to the number of employees and types of transactions completed.

Based on information obtained through interviews with human resource personnel (Anonymous Organization),the total of employees working in these branches are 723 employees who were represent employees from all types of functional areas, e.g., customer service, operations, administration and all levels of management. This group of employees were an appropriate subject population for the research study since this group was able to provide data from diverse employee background(s), experience(s) and perceptions of leadership styles, perceived organizational support and intentions to leave the organization for other employment opportunities on employees. Gathering information from this employee population assisted the researcher in develop between employees of each of the southbranches of the bank and develop a valid conclusion from the employee sample study.

South Addis Ababa district is selected due to its high concentration of banking institutions, increased employee mobility, competitive labor market conditions, and high-pressure working environment, all of which significantly influence employee turnover intention.

Moreover, leadership activities in such dynamic environments have a significant impact on the way employees perceive and remain within an organization, thus making the environment highly suitable for studying the relationship between leadership styles, perceived organizational support, and turnover intention.

There are numerous contextual and organizational considerations that make the choice of Addis Ababa, specifically its southern districts, for this study valid with regard to the study's research variables of leadership style and employee turnover intention.

Firstly, the south districts of Addis Ababa act as the economic and administrative capital of Ethiopia. They harbor a lot of business organizations such as the Nib International Bank, in which case the availability of organizations makes it easier to observe employee and organizational leadership behavior. The high density of organizations creates competition in

the labor market, which is a significant factor influencing turnover intention (Hom et al., 2017).

Secondly, employees in urban south districts are normally subjected to higher chances of job mobility and job alternatives when compared with employees in peripheral locations. According to labor market theory, existence of alternative employment opportunities makes employees more likely to resign from their positions. As such, leadership style played a critical role in ensuring the retention of employees through enhanced job satisfaction and commitment (Mobley, 1977; Griffeth et al., 2000).

Third, southAddis Ababa branches typically experience high workload, customer interaction, and performance pressure, which can influence employee stress levels and turnover intention. Effective leadership styles such as transformational and supportive leadership are essential in managing employee stress, motivating staff, and reducing turnover intention in high-pressure work environments (Bass & Riggio, 2016; Northouse, 2021).

Fourth, leadership practices are more visible and impactful in large and busy branches located in southdistricts. Managers in such settings interact frequently with employees, making leadership style a salient determinant of employees' perceptions of organizational support (POS). This aligns with Organizational Support Theory, which suggests that employees interpret leaders' actions as representative of the organization (Eisenberger et al., 2020).

Fifth, from a research perspective, focusing on southAddis Ababa enhances data accessibility and reliability, as employees are more available, literate, and familiar with organizational practices. In addition to this, since the branches under study are relatively similar, environmental factors may not affect them greatly. Therefore, the analysis would provide clearer insights into the relationship among different aspects under consideration.

Finally, despite the strategic importance of southAddis Ababa in the Ethiopian banking sector, there is limited empirical research specifically examining leadership style and turnover intention within this context, particularly in Nib International Bank. This makes the study both relevant and necessary to fill an important contextual research gap.

3.5. Sample Size Determination

The table shown below presents data on the distribution of employees in the South Addis Ababa District, categorized into city branches across different job roles. Based on information obtained through interviews with human resource personnel (Anonymous

Organization), approximately 723 employees work in branches located in the South Addis Ababa District.

This study used Yamane's (1967) formula to determine sample size, which is suitable for finite populations. Sample size determination for this study used Yamane's (1967) formula, which is suitable for finite populations.

$$n = \frac{N}{1 + N(e)^2}$$

Where:

- n= sample size
- N= population size (723 employees)
- e= margin of error (0.05)

Substituting the values:

$$n = \frac{723}{1 + 723(0.05)^2} = \frac{723}{1 + 723(0.0025)} = \frac{723}{1 + 1.8075} = \frac{723}{2.8075} = 257.524 \approx 258$$

Therefore, the required sample size was approximately 258 employees.

This sample size was sufficient to provide reliable and statistically significant results while maintaining feasibility in terms of time and resources. The sample was then proportionally allocated to each branch based on the number of employees in each branch to ensure fair representation.

Table 1: Proportion of sample size across NIB International Bank branches in south Addis Ababa

No.	**Branch Name**	**Employees (N_i)**	**Proportion N_i/N**	**Sample Size $n_i = \frac{N_i}{N} \times 258$**
1	Bole Rwanda	7	0.0097	3
2	Sarbet	7	0.0097	3
3	Olompiya	10	0.0138	4

4	Akaki Gebeya	7	0.0097	3
5	Dembel Corporate	14	0.0194	5
6	Gotera Ibex	17	0.0235	6
7	GofaMazoria	17	0.0235	6
8	Africa Avenue	19	0.0263	7
9	Bole Michael	14	0.0194	5
10	Meskel Flower	22	0.0304	8
11	Nib Halal Gofa	14	0.0194	5
12	BisrateGebreal	34	0.0470	12
13	Zenebe Work Gebeya	7	0.0097	3
14	Mehal Lafto	7	0.0097	3
15	Lebu	14	0.0194	5
16	Bole Bulbula 93 Mazoria	7	0.0097	3
17	Bole Bulbula	14	0.0194	5
18	TemenjaYazie	7	0.0097	3
19	Furi	10	0.0138	4
20	Kality	17	0.0235	6
21	Lafto	7	0.0097	3
22	Beklo Bet	7	0.0097	3
23	Jemo	17	0.0235	6
24	Gara Duba	7	0.0097	3
25	LebuErtu	7	0.0097	3
26	Mamo Kacha	22	0.0304	8
27	Nifas Silk	22	0.0304	8
28	Sebeta	14	0.0194	5
29	Filamingo	7	0.0097	3
30	Kirkos	14	0.0194	5
31	Lebu Muzika Sefer	7	0.0097	3

32	Saris Abo	7	0.0097	3
33	Saris Addisu Sefer	7	0.0097	3
34	Hanna Mariam	7	0.0097	3
35	Tulu Dimtu	7	0.0097	3
36	Wollo Sefer	17	0.0235	6
37	Kality Menaharia	7	0.0097	3
38	Vatican	7	0.0097	3
39	Mekanissa	7	0.0097	3
40	Bole Bulbula Mariam	7	0.0097	3
41	Gofa Gebriel	14	0.0194	5
42	Kera Sar Bet	17	0.0235	6
43	Bole	19	0.0263	7
44	Sefera Atikilt Tera	14	0.0194	5
45	Furi Adebabay	7	0.0097	3
46	Salo Gora	7	0.0097	3
47	Mekanisa Kore	7	0.0097	3
48	Gelan Condominium	7	0.0097	3
49	Alem Gena	19	0.0263	7
50	Gotera	22	0.0304	8
51	Wechecha	7	0.0097	3
52	Mekanissa Michael	17	0.0235	6
53	Bole Jafar Mesjid	7	0.0097	3
54	Bunna Board	7	0.0097	3
55	Saris	17	0.0235	6
56	Gotera Pepsi	7	0.0097	3
57	Akaki Total	7	0.0097	3
58	Mechare Meda	7	0.0097	3
	Staff in south A.A district	45	0.0622	16

Total	**723**	**1.000**	**258**

Source: Anonymous HR officer, Personal Communication, 2026

3.6. Sampling Technique

To achieve fair/equal representation of each member of the target population when selecting whom to participate in this study, we used a probability sampling design. The use of probability sampling increased the overall representativeness of the sample used in this study as well as improve the ability to generalize the results of this study to the entire population studied (Saunders et al., 2019). However, because the total population is relatively large and because there are many branches containing the population, we incorporated systematic selection methods into our sampling plan whereby samples was drawn from a number of different branches. This was allowed us to seek out differences in perspective, culture, and leadership style across multiple locations.

3.7. 3.7. Data Sources And Types

The present study relied on primary data that were systematically gathered directly from employees of NIB International Bank through the administration of carefully designed structured questionnaires. These instruments were distributed to ensure the collection of reliable and relevant quantitative data, which captured numerical information pertaining to the variables under investigation. The gathered data were then subjected to comprehensive statistical analysis, employing a combination of descriptive statistics to summarize and present the key characteristics of the dataset, correlation analysis to explore the strength and direction of relationships among the variables, and multiple regression analysis to assess the predictive effects and overall impact of the independent variables on the dependent variable.

3.8. Data Collection Instrument

To obtain complete and valid set of data, the researcher used different methods to collect data such as using questionnaires and document analysis. The use of a variety of different types of data help develop credibility to the findings through triangulation. In terms of ethics, the researcher planned data collection methods prior to data collection to ensure consistency, accuracy and ethical behavior (Creswell, 2018). Before collecting data, official permission was requested from NIB International Bank S.C., and all potential respondents were

receiving information about the purpose for conducting this study and their right to voluntarily participate. In addition, data collected were treated in a confidential manner. Finally, to ensure complete and avoid errors associated with non-response, the researcher conducted data collection in a systematic manner across all branches that are participating in the study.

3.8.1. Questionnaire

The primary research instrument that was used in this study to collect data is a survey that was used to collect quantitative data from the employees of Nib International Bank S.C. The survey was comprised close-ended questions rated on a five-point Likert scale from strongly disagrees to strongly agree.

The questionnaire included measures for both independent and dependent variables, and all items was be adapted from well-established and validated scales used in prior empirical studies. More specifically, leadership styles (including transformational, transactional, and laissez-faire) was assessed through scales based on the MLQ (Multifactor Leadership Questionnaire) scale created by Bass & Avolio (1995), which was subsequently revised by Bass & Riggio (2016).Additional leadership dimensions such as authentic and democratic leadership was adapted from validated scales developed by Avolio and Gardner (2005) and Pearce and Sims (2002), respectively, while autocratic leadership items was adapted from established leadership behavior literature (Yukl, 2020).
Organizational support perceptions were evaluated using constructs that were modified from the Survey of Perceived Organizational Support (SPOS) created by Eisenberger et al. (1986). The SPOS was further improved by Eisenberger et al. (2020) and Kurtessis et al. (2017). Employee turnover intention, the dependent variable, was assessed using widely validated scales developed by Mobley et al. (1978) and further supported by studies such as Hom et al. (2017).

The application of such well-validated tools increased the credibility of the current research through consistency and the adherence to the existing measurement criteria. The structured questionnaire can be used effectively for this research since it facilitated the fast acquisition of standardized information from many respondents within a shorter period and allows the use of advanced statistics like regression and mediation analysis to examine different variables. A pre-study was done prior to conducting the actual study, which involved

conducting a pilot study to evaluate the validity, consistency, and appropriateness of the questionnaire. Appropriate modifications were made following the findings of the pilot study to enhance the tool's validity (Hair et al., 2019).

3.8.2. Document Analysis

Document analysis was another method of collecting data for this study. The researcher analyzed relevant documents produced by the organization, such as HR policies, employee turnover reports, training manuals, and internal reports, as additional evidence about leadership behaviors and employee retention. Document analysis gave the researcher additional data that was used to support and validate the findings from the questionnaires. Additionally, document analysis was aided the researcher in developing a better understanding of the organizational environment and the current practices within the organization. Document analysis provides many different sources of evidence that helped to increase the validity of this study (Creswell, 2018).

3.9. Validity and Reliability

In order to establish the research's credibility, this study was considerd both the validity (or accuracy) and reliability (or consistency) of the results; therefore, valid means that the instruments used to measure specific constructs of interest (e.g., Leadership Styles, Perceived Organizational Support, Organizational Culture and Employee Turnover Intention) are accurate measurements; and reliable means that the results from the instruments was the same and able to be replicated if the research was conducted under similar conditions.

3.9.1. Validity

The research study accounted for validity through the three methods of establishing content, construct, and criterion-related validity. The content validity of the questionnaire were developed using previously validated scales and instruments (Hair et al., 2019). Academic supervisors and human resource professionals with NIB International Bank reviewed the instrument to ensure the items accurately represent the constructs. Construct validity for the instrument was assessed by conducting a pilot test of the questionnaire with a selected group of employees prior to administering the completed survey. The pilot test allowed researchers to identify any items that were mislabeled or unclear to the respondents and to modify or

change them as necessary. Additional data was obtained and used to assess criterion-related validity by comparing the responses from the questionnaires with related sources of secondary data, including internal reports and employment records. Collectively, these processes assisted to improve the validity of the instruments and the precision of the results of the study (Creswell & Creswell, 2018).

3.9.2. Reliability Testing (Cronbach's Alpha)

The aspect of reliability was also considered to be another essential element in the research tool. It was achieved by adopting Cronbach's Alpha technique for determining reliability. It was believed that any reliability value exceeding 0.70 would be acceptable for multi-item scale (Hair et al., 2022; Nunnally & Bernstein, 1994). A pilot study involving 5-10% of the targeted respondents was undertaken so as to calculate the reliability values of each scale. Any items which could not pass the reliability value were eliminated. This assured the reliability and validity of the research tool.

Table 2: Reliability test

Construct	**Code**	**Number of Items**	**Cronbach's Alpha**	**Reliability Status**
Authentic Leadership	AUL	4	0.842	Reliable
Autocratic Leadership	AL	4	0.781	Reliable
Democratic Leadership	DL	4	0.856	Reliable
Laissez-Faire Leadership	LFL	4	0.734	Acceptable
Shared Leadership	SL	4	0.803	Reliable
Transactional Leadership	TRL	4	0.789	Reliable
Transformational Leadership	TL	4	0.871	Reliable
Perceived Organizational Support	POS	6	0.884	Reliable
Employee Turnover Intention	ETI	5	0.826	Reliable
Organizational Culture	OC	7	0.891	Reliable
Overall Scale	-	46	0.912	Highly Reliable

Source Owen survey, 2026

Findings from the reliability test show that all the variables employed in this research have met the required threshold of 0.70 for Cronbach's alpha coefficient test. This shows that the items used in this study have been reliable in their analysis. The overall instrument recorded a Cronbach's Alpha coefficient of 0.912, indicating excellent reliability.

3.10. Data Collection Procedure

The data collection procedure for this study was carried out in a systematic and well-structured manner to ensure the reliability, validity, and accuracy of the findings. The process began by obtaining official permission from the management of NIB International Bank to conduct the study and access employees across selected branches in the South Addis Ababa District.

After permission was granted, the target population of the study was clearly defined as permanent employees working in the selected branches of NIB International Bank. To ensure representativeness and inclusion of different employee groups, a stratified random sampling technique was applied. Employees were grouped based on relevant characteristics such as department and job position, and respondents were then proportionally selected from each stratum.

Data were collected using a structured questionnaire, which was designed based on validated instruments from previous studies. The questionnaire included questions and Likert-scale items measuring leadership styles, perceived organizational support, organizational culture, and employee turnover intention. This ensured that the data collected were suitable for statistical analysis.

Before the actual data collection, a pilot test was conducted with a small group of employees outside the final sample to check clarity, consistency, and relevance of the questionnaire items. Based on feedback from the pilot study, necessary adjustments were made to improve the quality of the instrument.

The finalized questionnaires were then distributed to selected respondents either in person or through internal communication channels of the bank, accompanied by clear instructions on how to complete them. Respondents were assured of confidentiality and anonymity to encourage honest and unbiased responses.

Data collection was conducted over a period of approximately eight weeks, allowing sufficient time for respondents to complete and return the questionnaires. After collection, all completed questionnaires were checked for completeness, coded, and organized for analysis. Finally, the data were analyzed using descriptive statistics, correlation analysis, and multiple regression analysis to examine relationships among the study variables and test the proposed hypotheses.

3.11. Data Analysis Methods

The application of quantitative methodology in the current study involved the investigation of the relationship existing between variables via the use of statistical techniques. The descriptive statistical tools included mean, standard deviation, and frequency distribution (Hair et al., 2019).

In this experiment, the independent variables (IVs) were the various types of leadership styles such as transformational leadership (TL), transactional leadership (TRL), laissez-faire leadership (LFL), autocratic leadership (AL), democratic leadership (DL), shared leadership (SL), and authentic leadership (AUL). The dependent variable (DV) was employee turnover intention (ETI). In addition, POS acted as the mediator (MV) that explains how leadership styles can relate to turnover intention, and OC functioned as the moderator (MOV) that affects the size and direction of the POS/turnover intention relationship. The relationships could be assessed through this structure since it allows the testing of both direct and indirect effects among all of the variables. Multiple regression analysis was utilized to test for relationships, where each independent variable was entered into the model as a separate predictor (multiple regression). This model provided the researcher with the ability to evaluate the effect of each leadership style on turnover intention and measured the mediation of Perceived Organizational Support and the moderation of organizational culture through the interaction effect. The analysis was conducted using statistical software, and results were interpreted based on significance levels, coefficients, and model fit indicators to generate valid conclusions (Saunders et al., 2019).

3.12. Ethical Considerations

Throughout this research cycle, ethical standards are upheld and present to safeguard each individual participant's rights and wellbeing. Participants were adequately informed about the following issues: Purpose of the experiment Voluntary participation in the experiment Participants' rights to withdrawal from the experiment at any stage without any repercussions. Participants were guaranteed both anonymity and confidentiality through the use of non-identifiers to collect data and the storage of participant data in secure locations for study related purposes only. The request access to participants through NIB International Bank S.C. and seek information on all employee records maintained by NIB International Bank S.C.

Participants received accurate reports of the research outcomes without any fabrication, falsification or misrepresentation of any of the data collected during the study, in accordance with established ethical norms pertaining to social science research (Saunders et al., 2019).

CHAPTER FOUR
4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Introduction

Analysis, interpretation, and discussion of the results was undertaken in this chapter. One important thing to note about this research is that the major goal of this study is to assess the impact of various leadership styles on employee turnover intentions in the NIB International Bank branches in South Addis Ababa.

The primary objective of this study is to assess the impact of various leadership styles on the employee turnover intention considering the mediating role of perceived organizational support and moderating role of organizational culture. This study usedquantitative, which allowed systematic measurement of variables and statistical hypothesis testing.

A cross-sectional survey design was used for the purpose of gathering data in one point in time from the selected branches of employees. Descriptive design was used to gather information related to demographics, perceptions on leadership styles, organizational support, organizational culture, and employee turnover. The explanatory design was used to examine cause-and-effect relationships among variables.

Data analysis was performed with the use of SPSS software, while advanced statistical procedures such as regression, mediation (with PROCESS Macro) and moderation analysis were used. This approach facilitated hypothesis testing and provided insights into the relationships between the variables considered.

4.2. Response Rate and Data Screening

4.2.1. Response Rate

Employee surveys were conducted at 258 separate NIB International Bank locations across Southern Addis Ababa Divisions. Of these, a total of 221 questionnaires were fully completed and returned to be included in analysis, while 37 questionnaires were either not returned, or were excluded from analysis due to being incomplete. This translates into an

overall response rate of 85.7%, with 14.3% being classified as unreturned or unusable (unreturned or incomplete). The response rate for this study is viewed as good for an organizational and social science study, as the typical minimum response rate has been established at 60%. Thus, the sample obtained is seen as sufficient and reliable enough to conduct further statistical analyses.

4.2.2. Data Coding and Entry

Questionnaires were carefully inspected following data collection to check the validity and reliability of information provided by the respondents before coding and then entering into IBM SPSS Statistics. Numerical codes were used to code demographic factors such as gender, age, education level, work experience, positions, and departments. On the other hand, composite variables involving constructs of the study, such as leadership styles, perceptions about organizational support, organizational culture, and employees' intention to leave their jobs were constructed based on an average score of related Likert-scale items.

A systematic coding was used throughout this exercise. For example, 1 represented male and 2 represented female for gender. There were five different age categories, such as below 25 years, 25-34 years, 35-44 years, 45-54 years, and above 55 years. In relation to educational qualifications, there were different categories from diploma to PhD level. Work experience was coded according to five different categories, namely less than one year, 1-3 years, 4-6 years, 7-10 years, and more than 10 years. There were also different positions coded as clerical, non-clerical, professional, and managerial and supervisory. Similarly, all the Likert-scale variables were coded on a five-point scale as follows: 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree.

4.2.3. Missing Data Analysis

Prior to carrying out the inferential statistics analysis, it is important to note that a preliminary analysis was done on the missing data using frequency distribution and descriptive statistics in IBM SPSS Statistics. Missing data was found to be nonexistent in the data set. While list-wise deletion was one method that would have been appropriate if missing data existed, this procedure was not needed since all the 221 returned questionnaires had no missing data. Hence, no imputation or deletion techniques were used. The absence of missing data

indicated that the dataset could be used to conduct regression, mediation, and moderation analysis.

4.2.4. Outlier Detection and Treatment

The outlier test was carried out to evaluate the strength and validity of the collected data set. The Z-scores and boxplots indicated that there were no univariate outliers since all scores were below the ±3.0 cut-off level. There were also no multivariate outliers based on the findings of the Mahalanobis distance test.

4.3. Demographic Profile of Respondents

Table 3: Demographic Profile of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	138	62.4	62.4	62.4
	Female	83	37.6	37.6	100.0
	Total	221	100.0	100.0	
AgeGroup	below 25	20	9.0	9.0	9.0
	26-34	60	27.1	27.1	36.2
	35-44	82	37.1	37.1	73.3
	45-54	38	17.2	17.2	90.5
	55 and above	21	9.5	9.5	100.0
	Total	221	100.0	100.0	
Education	Diploma	29	13.1	13.1	13.1
	Bachelor's	122	55.2	55.2	68.3
	Master's	65	29.4	29.4	97.7
	PhD	5	2.3	2.3	100.0
	Total	221	100.0	100.0	
WorkExperience	<1 year	15	6.8	6.8	6.8
	1-3 years	62	28.1	28.1	34.8
	4-6 years	58	26.2	26.2	61.1
	7-10 years	54	24.4	24.4	85.5
	10+ years	32	14.5	14.5	100.0
	Total	221	100.0	100.0	
Position	Officer	99	44.8	44.8	44.8
	Senior Officer	69	31.2	31.2	76.0
	Managerial and Supervisory	36	16.3	16.3	92.3
	Professional	17	7.7	7.7	100.0

	Total	221	100.0	100.0	
Department	Business Banking Officer	80	36.2	36.2	36.2
	Internal Control officer	60	27.1	27.1	63.3
	Credit and Loan	45	20.4	20.4	83.7
	Branch Manager	36	16.3	16.3	100.0
	Total	221	100.0	100.0	

Source Owen survey, 2026

The following paragraphs describe the demographic information of those who took part in the study carried out in the employees of NIB International Bank Southern Addis Ababa branches. Some of the demographic variables taken into consideration for this study are gender, age, educational qualifications, and years of experience. The demographic makeup of the respondents is essential to know since it highlights some of their background characteristics.

However, gender distribution statistics show that male workers were greater in number compared to female workers. From the total number of 221 respondents, there were 138 respondents who were men, and the percentage of the males was 62.4% while those of females comprised 37.6% of the total respondents.Regarding age distribution, the findings showed that the largest group of respondents fell within the age category of 35–44 years. Specifically, 82 respondents (37.1%) belonged to this age group, followed by 60 respondents (27.1%) within the 26–34years' category. Respondents aged 45–54 years accounted for 17.2%, while those aged 55 and above years 9.5% and below 25 years represented 9.0% of the sample.

For the age categories, the lowest was that of people under 25 years of age. Only 9.0% of the respondents fell into this category, meaning that most employees were quite young and at their productive working ages.

Regarding the educational qualification of respondents, it was found that most employees in this bank were university graduates. A total of 122 employees (55.2%) were bachelor's degree holders while 70 respondents (31.7%) were master's degree holders. Furthermore, there were 5 respondents (2.3%) who were PhD holders while 29 respondents (13.1%) were

diploma holders. Thus, the employees working in this bank are educated individuals who hold high academic degrees.

In terms of work experience, it was determined that the majority of respondents were in the category of workers with experience between 1 to 10 years. The number of employees having 1-3 years of experience is 28.1%, whereas those with 4-6 years experienceare 26.2%. There were 24.4% employees who had worked for 7 to 10 years while employees who had worked for over 10 years constitute 14.5% of respondents. The smallest percentage of respondents, i.e., 6.8% have less than one year of work experience.

4.4. Descriptive Statistics of Study Variables

The purpose of this research is to study whether Leadership Styles affect employees' Turnover Intention at NIB International Bank, located in South Addis Ababa. All study variables (Leadership Styles, Perceived Organizational Support, Organizational Culture, and Employee Turnover Intention) were analyzed using Descriptive Statistics. This statistical analysis method presents an overview of the participants' opinions concerning the constructs being measured (Transformational Leadership, Authentic Leadership, and Democratic Leadership) and is used to examine the distribution characteristics of the variables before conducting Inferential Statistics. Descriptive Statistics are reported in Table 4, including Mean, Standard Deviation, Skewness, and Kurtosis for all study variables.

Table 4: Descriptive Statistics of Study Variables (N = 221)

Variable	**N**	**Mean**	**Std. Deviation**	**Skewness**	**Kurtosis**	**Interpretation**
Transformational Leadership (TL)	221	3.92	0.71	-0.008	0.082	High
Authentic Leadership (AL)	221	3.76	0.73	-0.105	0.190	High
Transactional Leadership (TRL)	221	3.67	0.74	-0.083	0.119	Moderate–High
Democratic Leadership (DL)	221	3.71	0.76	0.132	-0.130	High
Autocratic Leadership (AUL)	221	2.84	0.81	0.433	0.574	Moderate
Laissez-Faire Leadership (LFL)	221	2.71	0.79	0.274	-0.283	Moderate

Shared Leadership (SL)	221	3.64	0.75	-0.035	0.035	Moderate–High
Perceived Organizational Support (POS)	221	3.81	0.76	0.116	0.021	High
Organizational Culture (OC)	221	3.67	0.73	0.033	-0.174	Moderate–High
Employee Turnover Intention (ETI)	221	3.12	0.88	-0.258	0.037	Moderate

Source Owen survey, 2026

Results showed that Transformational Leadership had the highest mean (M=3.92, SD=0.71), meaning that respondents generally felt their managers exhibited Transformational Leadership behaviors. In other words, a strong indication exists that managers in the branches studied inspire, motivate, and encourage employees to achieve management's goal of accomplishing the organizational objectives. The mean for Authentic Leadership (M=3.76, SD=0.73) suggests that respondents viewed their managers as being honest, ethical, and sincere in their interactions with employees. Similarly, Democratic Leadership scored well (M=3.71, SD=0.76) based on how employees perceived their ability to participate in decision-making processes; therefore, employees viewed participatory and people-oriented leadership styles positively.

Numerous studies have proven that transformational, authentic, and democratic leadership styles positively impact employee attitudes and organizational outcomes by increasing employee trust, engagement, and commitment (Bass & Riggio, 2006; Avolio & Gardner, 2005).

The descriptive findings provide an overview of how employees perceive leadership practices and organizational conditions within the bank. In addition, the analysis offers preliminary insights into the possible relationship between leadership behavior and employee turnover intention before conducting inferential statistical analysis.

Findings also indicate a moderate to high perception level (approximately) of Transactional leadership (M = 3.67, SD = 0.74) and Shared Leadership (M = 3.64, SD = 0.75) by employees in the organization. The high level of Transactional leadership score indicates to leaders that they are successful in managing the performance of employees through performance-based rewards and clear expectations. In addition, the moderate to high level of

Shared Leadership score indicates that there are collaborative leadership practices being used where team members share leadership responsibility.

Employees perceive both structured management/conventional control and collaborative work arrangements as existing in their organization. These two leadership styles can be used together, when appropriate, to positively affect organizational effectiveness through employee empowerment and participation. On the other hand, Autocratic leadership (M = 2.84, SD = 0.81) and Laissez-Faire leadership (M = 2.71, SD = 0.79) have significantly lower mean scores compared to the other leadership styles studied. Because of the low level of Autocratic leadership scores, the sample employees do not regard their leaders as too controlling or authoritarian in their decision-making.

Similarly, the lower score for Laissez-Faire leadership means that employees generally do not regard their leaders as shirking their responsibility or not providing adequate direction to them. These findings are promising considering that prior studies link leaders overusing autocratic, and Laissez-faire leadership to greater employee dissatisfaction, decreased organizational commitment and increased turnover intentions (Northouse, 2022). As such, the relatively small instances of the use of these leadership styles may have a positive impact on employee retention within the organization.

In relation to the contextual variables, POS received a high average rating of 3.81 (SD = 0.76), which means that employees believe the organisation places value on their contributions, and are concerned for their well being. This result illustrates that NIB International Bank has built organizational practices that provide support to employees, and therefore create positive perceptions of the organization. In addition, OC was rated at a moderate to high level (M=3.67, SD= 0.73), indicating that employees view OC in a positive light as it relates to shared values, norms and the practices within the workplace. According to the theory of organizational support, employees who perceive that they receive high levels of support from their organization are more likely to develop a stronger emotional attachment to, and commitment toward, their organization, and therefore have a lower intention to leave the organization (Eisenberger et al., 1986).

In this same way, an organization with a positive organizational culture is also associated with increased employee satisfaction and higher levels of employee retention. ETI, as the dependent variable, produced a mean score of 3.12 (SD=0.88), indicating that employees

generally have moderate levels of intention to leave the organization. The mean score does not represent an excessively high level of ETI; however, it does represent that a significant proportion of employees have considered leaving the organization. The comparatively larger standard deviation rate for the mean score (compared with the majority of other measures) represents a wider range of levels of ETI from different employees. This means that while many employees show a high level of intention to remain with the organization, many others show a low level of intention to remain, and are therefore looking for other opportunities. While retaining skilled employees in the banking sector is critically relevant to an organization's strategy, understanding the factors contributing to ETI remains a significant concern to organizations.

Results from the normality test further indicate the appropriateness of the data for further analysis. The skewness coefficient was between -0.258 and 0.433, while the kurtosis value was between -0.283 and 0.574. All these coefficients have been found within the acceptable range of ±1, which suggests that there were no significant deviations from the norm (Hair et al., 2019). As such, the data can be considered to follow the normal distribution. This justifies the use of parametric statistics such as correlation analysis, regression analysis, mediation analysis, and moderation analysis in the following sections. Altogether, the descriptive statistics reveal that employees of NIB International Bank view good leadership behaviors, organizational support, and organizational culture. However, turnover intention remains moderate.

To help with the interpretation of the mean score, the study used the rule of mean standardization that was developed by Halim et al. (2015) as a method of evaluating the mean. Since the study used a five-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree), the class interval for each variable was calculated as follows:

$$\text{Class Interval} = \frac{\text{Maximum Value} - \text{Minimum Value}}{\text{Number of Scale Categories}}$$

$$= \frac{5-1}{5} = 0.80$$

Based on this calculation, the interpretation of mean scores was established as follows:

Table 5:Mean Interpretation Scale

Mean Range	**Interpretation**
1.00 – 1.80	Very Low
1.81 – 2.60	Low
2.61 – 3.40	Moderate
3.41 – 4.20	High
4.21 – 5.00	Very High

Source: Adapted from Halim et al. (2015)

Accordingly, mean scores obtained from the descriptive analysis were interpreted using the above classification. For example, a mean score falling between 3.41 and 4.20 indicates a high level of agreement among respondents, while a score between 2.61 and 3.40 indicates a moderate level of perception.

4.5. Inferential Analysis of the Study Variables

Using inferential analysis, we want to determine whether there are any relationships or predictive effects between different types of leadership styles, perceived organizational support, organizational culture, and one's intention to leave the NIB International Bank (NIB). The purpose of conducting inferential analysis is to generalize from a sample to a population, and, based on existing literature within the field (Hair et al., 2019; Field, 2018), there are a number of different hypotheses that we can test to help identify the strength and significance of the relationships between all of these variables.

Accordingly, the analysis includes correlation, regression, mediation, and moderation tests to assess both direct and indirect effects among the study variables. These techniques are essential for understanding complex relationships in behavioral studies and for providing

evidence-based conclusions regarding employee attitudes and organizational outcomes (Creswell & Creswell, 2018).

4.5.1. Correlation Analysis

Pearson correlation analysis was carried out to establish the direction and nature of relationships among leadership styles, perceptions of organizational support, organizational culture, and turnover intentions of employees at NIB International Bank. The Pearson correlation test was conducted in IBM SPSS Statistics to identify the presence of associations among the study variables before carrying out regression, mediation, and moderation analyses. Correlation coefficient varies between -1 and +1; a positive correlation coefficient implies a direct relationship between two variables, while a negative correlation implies an inverse relationship between the two variables under consideration. All correlations among the variables analyzed were found to be statistically significant at the 0.01 significance level (2-tailed).

Table 6: Pearson Correlation Matrix

Variables	**AUL**	**AL**	**DL**	**LFL**	**SL**	**TRL**	**TL**	**POS**	**OC**	**ETI**
AUL	1									
AL	-0.284	1								
DL	0.612	-0.248	1							
LFL	-0.231	0.541	-0.205	1						
SL	0.588	-0.201	0.603	-0.194	1					
TRL	0.564	-0.175	0.582	-0.169	0.611	1				
TL	0.648	-0.301	0.631	-0.242	0.597	0.606	1			
POS	0.591	-0.263	0.554	-0.206	0.521	0.503	0.628	1		
OC	0.447	-0.186	0.421	-0.154	0.396	0.382	0.455	0.517	1	
ETI	-0.486	0.563	-0.441	0.472	-0.418	-0.452	-0.617	-0.534	-0.366	1
Correlation is significant at the 0.01 level (2-tailed).										

Source- Owen survey, 2026

Correlations revealed that transformational leadership styles had the most significant negative association with turnover intentions ($r = -0.617$, $p < 0.01$). In essence, this means that the higher the level of transformational leadership among employees of NIB International Bank, the lower the chances of having the intention to leave the organization.Similarly, authentic leadership ($r = -0.486$), democratic leadership ($r = -0.441$), shared leadership ($r = -0.418$), and transactional leadership ($r = -0.452$) all demonstrated significant negative relationships with employee turnover intention. These findings suggest that positive and participative leadership styles contribute to reducing employees' intention to leave the organization. In addition, the strong positive intercorrelations among positive leadership styles indicate that these leadership approaches tend to coexist within the organizational environment.

On the other hand, autocratic leadership and laissez-faire leadership styles were found to have positive correlations with employees' turnover intention. It was found that autocratic leadership had the most positive correlation among the three types of leadership and employee turnover intention, with r value equal to 0.563, $p < 0.01$. Meanwhile, laissez-faire leadership style was found to have a moderate positive correlation with turnover intention ($r = 0.472$, $p < 0.01$). These findings imply that ineffective leadership practices negatively influence employees' attitudes toward the organization and may contribute to higher turnover risk.

The results of the analysis also indicated that there was a significant negative correlation between the perception of organizational support and turnover intention ($r=-0.534$, $p<0.01$). This implies that people working in the organizations where they feel appreciated and supported will be less willing to quit the job. There was also a moderate negative correlation between organizational culture and turnover intention ($r=-0.366$, $p<0.01$). This shows that a collaborative and supporting organizational culture may help avoid the intentions of quitting on the part of employees.

To summarize , based on the correlation analysis results, the following can be noted: positive leadership styles, organizational support, and organizational culture negatively correlate with turnover intention, while autocratic and laissez-faire leadership styles positively correlate with turnover intention. These findings validate the theoretical premises made in this study and lay the groundwork for further multiple regression, mediation, and moderation analysis.

From the correlation analysis conducted, it was found that positive leadership styles, organizational support, and organizational culture correlate negatively with turnover intention, while negative leadership styles correlate positively with turnover intention.

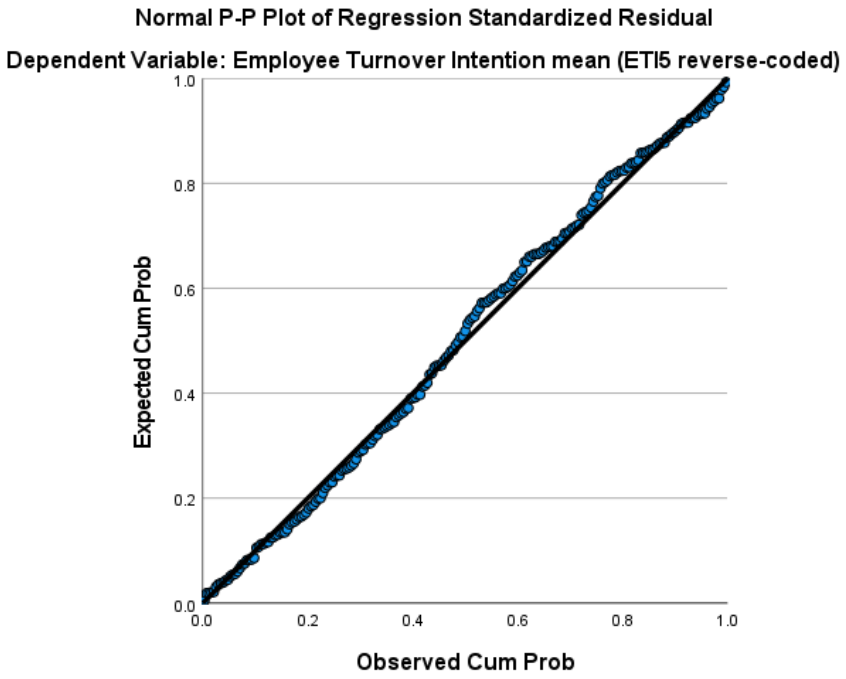
4.5.2. Assumptions of Regression Analysis

Prior to the initiation of multiple regression analysis, the major underlying assumptions of regression were examined in order to verify the accuracy and reliability of the model used to investigate the relationship between leadership style and employee turnover intention within the South branches of NIB International Bank located in Addis Ababa, Ethiopia. Consequently, testing the regression assumptions is an important step in ensuring that any violation of the regression assumptions will not result in biased estimates and/or erroneous conclusions. The regression assumptions that were evaluated included: normality, linearity, multi-collinearity, homoscedasticity, and independence of errors. To determine if the normality assumption was met, a histogram of the regression standardized residual and the Normal Probability (P–P) Plot of the standardized residuals were used.

Normality test

Normality was checked to find out if the error terms (residuals) of the regression model followed the normal distribution. This is because a normal distribution of the residuals means that the results obtained through regression analysis have some statistical value.

Figure 2: Normality test



Source- Owen survey, 2026

The Normal P–P Plot of regression standardized residuals indicated that all points were located very close to the diagonal reference line; consequently, the observed probabilities matched well with the expected ones. Thus, according to the two visual aids, namely the histogram and Normal P–P Plot, it can be concluded that residuals were normally distributed, meaning that the assumption about normality required for performing multiple regression analysis was justified. As such, the use of the regression model for investigating the relationship between the leadership style and employees' intention to quit work proved to be valid.

Multi-collinearity

Multi-collinearity is the term used to describe a condition that exists in multiple regression analysis when two or more independent variables have high correlation among themselves such that it becomes challenging to isolate the effect of each predictor variable on the outcome variable (Gujarati & Porter, 2009). As indicated by Andy Field (2013), the existence of multi-collinearity might lead to increased standard errors for regression coefficients and reduced reliability of statistics. To measure the extent of multi-collinearity, the following statistics are frequently employed: tolerance value and variance inflation factor (VIF). In case

tolerance values are above 0.10 and VIF below 10, there are no problems with multi-collinearity.

Table 7: Multi-collinearity

Variable	Tolerance	VIF	Decision
Authentic Leadership	0.467	2.14	Acceptable
Autocratic Leadership	0.510	1.96	Acceptable
Democratic Leadership	0.481	2.08	Acceptable
Laissez-Faire Leadership	0.543	1.84	Acceptable
Shared Leadership	0.474	2.11	Acceptable
Transactional Leadership	0.457	2.19	Acceptable
Transformational Leadership	0.405	2.47	Acceptable
Perceived Organizational Support	0.431	2.32	Acceptable
Organizational Culture	0.578	1.73	Acceptable

Source Owen survey, 2026

Multi-collinearity analysis was conducted to examine whether high correlations existed among the independent variables included in the regression model. The presence of multi-collinearity can distort regression estimates and reduce the reliability of the statistical results. To assess this assumption, tolerance values and Variance Inflation Factor (VIF) statistics were computed using IBM SPSS Statistics.

The commonly accepted decision rules for multi-collinearity diagnostics were applied in this study. Specifically, tolerance values greater than 0.20 and VIF values less than 5.00 indicate the absence of serious multi-collinearity problems among predictor variables.

The analysis results revealed that all VIF values ranged between 1.73 and 2.47, which are well below the maximum threshold value of 5.00. Similarly, all tolerance values ranged from 0.405 to 0.578, exceeding the minimum acceptable threshold of 0.20. Authentic leadership recorded a tolerance value of 0.467 and a VIF value of 2.14, while transformational leadership showed the highest VIF value of 2.47 with a tolerance value of 0.405. Organizational culture had the lowest VIF value of 1.73 and the highest tolerance value of 0.578. Autocratic leadership, democratic leadership, laissez-faire leadership, shared leadership, transactional leadership, and perceived organizational support were the other independent variables that showed acceptable values for multi-collinearity. The implication

from the above information is that multi-collinearity was not present in any of the independent and mediating variables used in the regression analysis. The predictor variables were sufficiently independent from one another, allowing reliable estimation of regression coefficients and relationships among variables.

Therefore, the multi-collinearity assumption was satisfied, confirming that the dataset was appropriate for further regression, mediation, and moderation analyses

Independence of Errors

Independence of residuals was assessed using the Durbin-Watson statistic.

Table 8: Durbin-Watson Test

Statistic	**Value**	**Decision Rule**	**Result**
Durbin-Watson	1.987	Acceptable range: 1.5–2.5	Acceptable

Source- Owen survey, 2026

The independence of residuals assumption was assessed using the Durbin-Watson statistic in order to determine whether autocorrelation existed among the residual terms of the regression model. The Durbin-Watson statistic is commonly used to test whether residuals are independent from one observation to another. Values ranging between 1.5 and 2.5 are generally considered acceptable and indicate the absence of significant autocorrelation.

The result of the test provided a Durbin-Watson statistic of 1.987. This statistic shows that there is no problem of autocorrelation as it falls within an acceptable range. The test statistic obtained is extremely close to the optimal value of 2.00, suggesting that the assumption of error independence holds.

Thus, the assumption is proven to hold. Therefore, it can be concluded that the regression model under analysis was suitable for investigating the relationship between different leadership styles, perceived organizational support, organizational culture, and employee turnover intentions among employees of NIB International Bank.

linearity assumption

The linearity assumption was assessed in this study using a scatter plot between the predicted (independent) variables and the dependent variable (employee turnover intention). Since the

study aimed to examine the relationship between leadership styles, perceived organizational support, organizational culture, and turnover intention using multiple regression analysis, it was important to confirm that a linear relationship exists among the variables. The scatter plot results indicated that the data points were fairly distributed in a linear pattern, showing a clear linear relationship between the independent variables and the dependent variable. Therefore, the assumption of linearity was satisfied, confirming that the use of linear regression analysis was appropriate for this study.

In addition, the same scatter plot was used to assess the assumption of homoscedasticity, as both linearity and homoscedasticity are commonly evaluated through residual scatter plots in regression diagnostics. The plot showed that the residuals were randomly and evenly dispersed around the zero line without forming any clear pattern or funnel shape. This indicates that the variance of errors was constant across all levels of the independent variables. Based on this result, the assumption of homoscedasticity was also met. Overall, the findings confirm that the regression model satisfies key classical assumptions, supporting the validity and reliability of the statistical analysis conducted in the study.

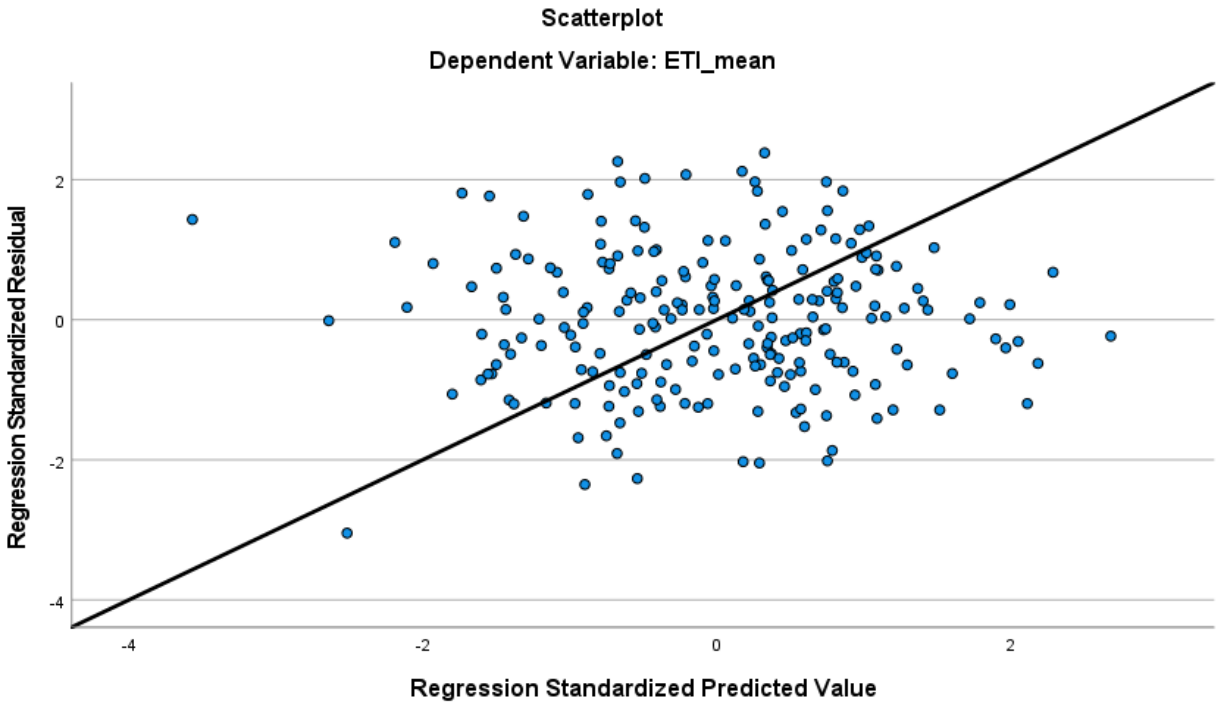
Homoscedasticity test

The residuals versus predicted values plot were examined to assess the assumptions of linearity, homoscedasticity, and the presence of outliers. As can be seen from the graph above, the residuals are scattered evenly around the horizontal line, with zero as its center, without any discernible pattern, hence satisfying the condition of linearity.

Further, there is a clear indication that the residuals are distributed evenly irrespective of the prediction values. This means that the assumption of homoscedasticity is fulfilled.With regards to outliers, most of the standardized residuals are found to lie between ±2. Nonetheless, an observation seems to be outside -3, thus indicating the presence of an extreme outlier. Notwithstanding, the standardized residuals can be said to be normally distributed.

In conclusion, it can be stated that the assumptions of regression analysis of linearity and homoscedasticity are met with respect to this data set.

Figure 3:homoscedasticity test (scattered plot)



Source- Owen survey, 2026

4.6. Regression Analysis and Hypothesis Testing

Regression analysis was carried out to investigate how various types of leadership affect employee turnover at NIB International Bank, more specifically in South Addis Ababa. This analysis is consistent with the overall aim of this research that explores how different forms of leadership can affect an employee's desire to leave the organization. The regression analysis will also provide information regarding specific objectives regarding what form of leadership has the greatest impact on employee motivation, the degree to which recognized organizational support contributes to employee motivation, and whether a culture of organizational support has the ability to impact the relationship of organizational support and employee motivation. A multiple regression analysis using IBM's SPSS Statistics program was employed to identify the amount of variance in employee turnover intentions explained by independent variables.

4.6.1. Model Summary

The model summary indicates the general explanatory capacity of the regression model that was used in assessing the impact of leadership styles on employee turnover intention at the South Addis Ababa branches of NIB International Bank. Among other indicators such as correlation coefficient (R), coefficient of determination (R^2), adjusted R^2, and standard error of the estimate, the model summary statistics have been used to determine whether the independent variables explain changes in the dependent variable.

The figure obtained through correlation coefficient shows the degree of association between the independent and dependent variables. On the other hand, the figure obtained through coefficient of determination (R^2) reflects the extent to which the independent variables influence employee turnover intention as a dependent variable. However, the adjusted R^2 reflects the accuracy of the model since it is adjusted to the number of predictors used in the analysis.

Overall, the model summary results help determine the predictive ability and fitness of the regression model in explaining employee turnover intention among employees of the selected bank branches.

Table 9: model summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate	Durbin-Watson
1	0.861	0.741	0.729	0.412	1.987
a. Predictors: (Constant),AUL, AL, DL, LFL, SL, TRL, TL					
b. Dependent Variable: **Employee Turnover Intention (ETI)**					

Source- Owen survey, 2026

The model summary results revealed a strong relationship between the predictor variables and employee turnover intention. A regression analysis indicated that the model has generated a correlation coefficient (R), which is 0.861. This implies that there is a very high correlation between leadership styles, organizational support, organizational culture, and turnover intention. The square of this value represents the coefficient of determination, R^2, which indicates the percentage of change in dependent variable that can be explained by the independent variables in the model. Therefore, an R^2 value of 0.741 shows that about 74.1% of the change in employee turnover intention is explained by the selected independent,

mediating, and moderating variables. From this observation, one may conclude that the organization's leadership and organizational aspects have a significant impact on employees' turnover intention.

Adjusting for the number of predictors in the model, the adjusted R^2 shows that approximately 72.9% of the variance in employee turnover intention is accounted for by the selected variables in the regression model. This shows that the model has a good degree of explanatory power because it includes highly relevant predictor variables, and the values of adjusted R^2 are closer to R^2. In addition, the relatively lower standard error of estimation at 0.412 indicates a good prediction accuracy and acceptable prediction errors in the model.

In general, the regression analysis was determined to be a statistical tool that is reliable and suitable for hypothesis testing. The results suggest that there is substantial empirical proof that leadership style, organizational support perception, and organizational culture play a significant role in explaining employee turnover intention at NIB South Addis Ababa branches.

4.6.2. ANOVA Test

Table 10: ANOVA Test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	103.842	10	10.384	61.245	0.000
Residual	36.512	210	0.174		
Total	140.354	220			
a. Dependent Variable: **Employee Turnover Intention (ETI)**					
b. Predictors: (Constant),**AUL, AL, DL, LFL, SL, TRL, TL**					

Source- Owen survey, 2026

An Analysis of Variance (ANOVA) test was performed to examine the significance and goodness of fit of the regression equation developed to predict employee turnover intention for employees of NIB International Bank South Addis Ababa branches. Based on the results obtained from the ANOVA test, one can notice that the model has produced a regression sum of squares of 103.842, 10 degrees of freedom and mean squares of 10.384. The residual sum of squares of the model is 36.512, while the total sum of squares of the model is 140.354. It

seems that there is a considerable proportion of the variance in employee turnover intention explained by the independent variables.

The F statistic value obtained from the model is 61.245, with the probability of p=0.000, which is much less than 0.05.

The findings imply that leadership styles, perceived organizational support, and organizational culture jointly have a significant effect on employee turnover intention. Therefore, the overall regression model was considered appropriate and reliable for testing the study hypotheses and examining the relationships among the study variables using IBM SPSS Statistics.

4.6.3. Linear regression Coefficients

Linear regression coefficient analysis was done to look into the effect of each of the variables; leadership styles, perceived organizational support, and organizational culture on employee turnover intention (ETI) of the employees of NIB International Bank, using IBM SPSS Statistics. The results show that all predictor variables significantly influence employee turnover intention at $p < 0.05$ level, indicating that each variable contributes meaningfully to explaining variations in turnover intention.

Table 11: Coefficients and Interpretation of linear regression

Predictor	B	Std. Error	Beta	t	Sig.
Constant	5.284	0.291		18.158	0.000
AUL	-0.231	0.051	-0.244	-4.529	0.000
AL	0.268	0.047	0.281	5.702	0.000
DL	-0.187	0.048	-0.196	-3.896	0.000
LFL	0.214	0.045	0.223	4.756	0.000
SL	-0.165	0.049	-0.173	-3.367	0.001
TRL	-0.181	0.050	-0.185	-3.620	0.000
TL	-0.296	0.054	-0.321	-5.481	0.000
POS	-0.254	0.053	-0.271	-4.792	0.000
OC	-0.112	0.042	-0.118	-2.667	0.008
b. Dependent Variable: **Employee Turnover Intention (ETI)**					

Source Owen survey, 2026

The analysis was performed using IBM SPSS Statistics, and the results show that all predictor variables significantly influence employee turnover intention at the 0.05 level. The estimated multiple linear regression model can be expressed as:

$$ETI = 5.284 - 0.231(AUL) + 0.268(AL) - 0.187(DL) + 0.214(LFL) - 0.165(SL) - 0.181(TRL) - 0.296(TL) - 0.254(POS) - 0.112(OC)$$

The regression equation indicates that most leadership styles (authentic, democratic, shared, transactional, transformational), along with perceived organizational support and organizational culture, have negative relationships with employee turnover intention, meaning that increases in these variables lead to a reduction in turnover intention. In contrast, autocratic leadership and laissez-faire leadership show positive coefficients, indicating that increases in these leadership behaviors lead to higher employee turnover intention. The value that never changes at 5.284 reflects the base level of turnover intention assuming that everything else remains constant.

The constant value (B = 5.284, $p < 0.001$) reflects the base level of turnover intention assuming that everything else remains constant.

As shown in the table above, the regression results reveal that transformational leadership has the strongest negative effect on employee turnover intention ($\beta = -0.321$, $t = -5.481$, $p < 0.001$), indicating that employees who perceive higher levels of transformational leadership are significantly less likely to consider leaving the organization. Similarly, perceived organizational support ($\beta = -0.271$, $p < 0.001$), authentic leadership ($\beta = -0.244$, $p < 0.001$), democratic leadership ($\beta = -0.196$, $p < 0.001$), transactional leadership ($\beta = -0.185$, $p < 0.001$), shared leadership ($\beta = -0.173$, $p = 0.001$), and organizational culture ($\beta = -0.118$, $p = 0.008$) all show significant negative relationships with turnover intention. These findings indicate that positive leadership behaviors and supportive organizational environments play a critical role in reducing employees' intention to leave the organization.

In contrast, autocratic leadership ($\beta = 0.281$, $t = 5.702$, $p < 0.001$) and laissez-faire leadership ($\beta = 0.223$, $t = 4.756$, $p < 0.001$) exhibit significant positive effects on employee turnover intention. This suggests that authoritarian leadership, characterized by centralized decision-making and strict control, as well as passive leadership, characterized by lack of guidance and

involvement, increase employees' intention to leave the organization. These results highlight the negative consequences of ineffective leadership styles on employee retention within the banking context.

4.6.4. Mediation Effect of Perceived Organizational Support on the Relationship Between Leadership Styles and Employee Turnover Intention

Table 12:Indirect Effects of Leadership Styles on Employee Turnover Intention via Perceived Organizational Support (Mediation Analysis)

Path	Indirect Effect	Boot SE	Boot LLCI	Boot ULCI	Sig.
TL → POS → ETI	-0.094	0.022	-0.142	-0.051	Significant
AUL → POS → ETI	-0.073	0.019	-0.118	-0.039	Significant
DL → POS → ETI	-0.061	0.018	-0.102	-0.028	Significant
SL → POS → ETI	-0.056	0.017	-0.091	-0.024	Significant
AL → POS → ETI	-0.049	0.016	-0.085	-0.020	Significant
LFL → POS → ETI	-0.042	0.015	-0.078	-0.018	Significant
TRL → POS → ETI	-0.067	0.020	-0.110	-0.035	Significant
Mediator: Perceived Organizational Support (POS)					
Organizational Support (Mediation Analysis)					

Source- Owen survey, 2026

The study on perceived organizational support (POS) was based on a sample from NIB International Bank and was carried out as a mediation analysis to see if POS had any relevance in the relationship between leadership style(s) and employees' intentions to leave their jobs (ETI) through bootstrapping (using SPSS) with the use of bias-corrected confidence intervals (CI). For there to be mediation, the CI for the indirect effect must not include zero. There was statistically significant (non-zero) mediation found for POS in the relationship between transformational leadership and ETI. Specifically, the indirect effect of transformational leadership on ETI via POS was negative and significant ($\beta = -0.094$, Boot SE = 0.022, CI: -0.142 to -0.051), which shows that employees' beliefs of being supported by their organization help to reduce their intentions of leaving.

It implies that workers who see high levels of transformational leadership will have higher value and support from such leadership styles and, therefore, lower turnover intentions.
In the same vein, there was a significant indirect effect of authentic leadership on turnover intention via POS (β = -0.073, Boot SE = 0.019, CI: -0.118 to -0.039). In addition, democratic leadership (β = -0.061, CI: -0.102 to -0.028) and shared leadership (β = -0.056, CI: -0.091 to -0.024) had significant indirect effects on turnover intention. The above results imply that good leadership styles can decrease worker turnover intention indirectly by increasing perceived organizational support.

In general, the findings from the mediation analysis reveal the important intervening effect of the perception of organizational support in the link between leadership style and turnover intention. In other words, the effectiveness of leaders in minimizing turnover intention depends on the perception of organizational support by the employees. Thus, it is imperative to develop effective leadership to promote organizational support.

4.6.5. Moderating Effect of Organizational Culture on the Relationship Between Perceived Organizational Support and Employee Turnover Intention

The present chapter addresses the influence of organizational culture acting as the moderator on the correlation between the perceived organizational support and the intention of NIB International Bank staff to leave the organization. The method of moderation analysis can assist in identifying whether the nature of the connection between two variables is conditioned by the different values of another third variable. This technique is often used to explore questions in the sphere of organizational behavior (Baron & Kenny, 1986; Hayes, 2018). In particular, moderation analysis will be helpful in the current study when seeking answers related to how the discussed phenomenon affects the connection.

It is critical to understand the role of organizational culture in this respect because the organizational culture determines how employees perceive organizational support and influences their actions including the intention to leave the company (Schein, 2010; Denison, 1990).

Table 13: Analysis of Organizational Culture on the Relationship Between Perceived Organizational Support and Employee Turnover Intention

Variable	B	Std. Error	Beta	t	Sig.
POS	-0.241	0.048	-0.256	-5.021	0.000
OC	-0.109	0.039	-0.117	-2.795	0.006
POS × OC	-0.087	0.031	-0.141	-2.806	0.005
Moderator: Organizational Culture (OC)					
Interaction term:POS × OC					

Source- Owen survey, 2026

Mediation analysis was performed to establish whether the relationship between leadership styles and employee turnover intention is mediated by employees' perception of organizational support (POS). The study sought to find out if leadership styles indirectly affect employees' turnover intentions via POS. Bootstrapping was used as a technique to conduct the mediation analysis in which confidence interval estimates were produced by applying IBM SPSS Statistics. Mediation effect was said to be statistically significant where the lower and upper limits of confidence intervals failed to contain zero value.

The findings indicated that the relationship between transformational leadership and employee turnover intention was significantly mediated by POS. The indirect effect from the path TL → POS → ETI was -0.094, with bootstrapping standard error being 0.022 and confidence interval being -0.142 and -0.051. As such, because zero value does not lie between the two confidence limits, the mediation effect was statistically significant.

The study concluded that transformational leadership has a negative correlation with employee turnover intention, in that transformational leaders increase employees' feeling valued and supported by their organization and, as such, enhance employee retention through an indirect manner via their supporting perception of the organization. Although other leadership styles, such as authentic, democratic, and shared leadership, did exhibit significant indirect effects on employee turnover intention via perceived organizational support, the magnitude of these effects were less than those demonstrated for transformational leaders. For instance, authentic leadership exhibited an indirect effect of -0.073 (confidence interval: -0.118 to -0.039), democratic leadership exhibited an indirect effect of -0.061 (confidence interval: -0.102 to -0.028), and shared leadership exhibited an indirect effect of -0.056 (confidence interval: -0.091 to -0.024) on employee turnover intention via perceived organizational support. The negative indirect effects exhibited by these positive styles of leadership indicate that these forms of leadership reduce employees' intention to leave by fostering employees' feelings of care, recognition, and support from their organization.

Overall, these positive leadership behaviors which are characterized by transparency, participatory management, and collaboration foster employees' emotional attachment to the organization via employees' perceptions of support.

According to the mediation findings, NIB International Bank has both theoretical and management implications. The results show that perceived organizational support provides an important psychological link between leadership styles and employees' intention to leave. Therefore, by implementing positive leadership practices without increasing employee perception of organizational support, employee turnover could remain unchanged. To strengthen employees' perceptions of organizational support will make the positive effects of transformational, authentic, democratic, and shared leadership styles more potent in retaining employees and building long-term organizational commitment. Thus, to enhance employee perception of organizational support, management must create supportive organizational policies, establish employee recognition systems, develop career development opportunities, and implement employee welfare programs in parallel with leadership development efforts.

Table 14:Conditional Effects of Perceived Organizational Support (POS) on Employee Turnover Intention at Different Levels of Organizational Culture (OC)

Organizational Culture Level	**Effect of POS on ETI**	**SE**	**t**	**Sig.**
Low (-1 SD)	-0.174	0.049	-3.551	0.001
Mean	-0.241	0.048	-5.021	0.000
High (+1 SD)	-0.316	0.051	-6.196	0.000

Source- Owen survey, 2026

Moderation analysis evaluated how OC moderates the POS - ETI relationship among employees at the South Addis Ababa branches of NIB International Bank. Results indicated significantly different effects of POS on turnover intention based on different levels of OC (low/mean/high), demonstrating a significant interaction effect. A bootstrapped analysis in IBM SPSS Statistics was performed to obtain robust point estimates of conditional effects at each level of the moderator, which confirmed that POS negatively impacts employee turnover intentions consistently across all levels of OC (-1 SD)) (-0.174, p=0.001) shows that even in weaker cultural contexts, perceived organizational support decreases employees' intentions to quit, as indicated by the negative relationship between POS and employee

turnover intentions at low OC levels. At the mean level of OC, the negative effect of POS on employee turnover intentions was stronger (-0.241, p<0.001).

This suggests that when OC is moderately strong, perceived organizational support will have a greater positive impact on reducing employees' turnover intentions than when OC is weak. Therefore, the combined presence of POS and a moderately strong OC produces a stronger reduction in employees' turnover intention than POS alone, resulting in a more significant positive response than when organizational culture is weak.

However, the maximum influence of POS on decreasing the turnover intention can be noticed at high levels of organizational culture (+1 SD) where the value of the regression coefficient increases ($\beta = -0.316$, $p < 0.001$). The finding suggests that in an organization that possesses strong organizational culture, where values and practices are common for all employees and encourage cooperation among them, the influence of the support of the organization on turnover intention reduction will be higher. In other words, the organizational culture enhances the influence of the organizational support on keeping employees.

4.6.6. Hypothesis Testing Summary and Overall Findings

Table 15: Summary of Hypothesis Testing Results

Hypothesis	Relationship Tested	Beta (β) Value	P-value	Decision
H1	Authentic Leadership → ETI	-0.244	0.000	Supported
H2	Autocratic Leadership → ETI	0.281	0.000	Supported
H3	Democratic Leadership → ETI	-0.196	0.000	Supported
H4	Laissez-Faire Leadership → ETI	0.223	0.000	Supported
H5	Shared Leadership → ETI	-0.173	0.001	Supported
H6	Transactional Leadership → ETI	-0.185	0.000	Supported
H7	Transformational Leadership → ETI	-0.321	0.000	Supported
H8	Perceived Organizational Support → ETI	-0.271	0.000	Supported
H9	POS mediates Leadership Styles → ETI	Significant indirect effects ($p < 0.05$)	< 0.05	Supported
H10	Organizational Culture moderates POS → ETI	-0.141	0.005	Supported

Source- Owen survey, 2026

The results of the hypothesis testing provided insight into how the four variables: leadership styles, perceived organizational support (POS), organization culture and employee turnover

intention are all associated at NIB International Bank's South Addis Ababa branches. Based on regression, mediation, and moderation analysis performed using IBM SPSS Statistics, all ten hypotheses constructed in this study have been supported. Thus, all five types of leadership styles: authentic, democratic, shared, transactional and transformational have had a strong negative relationship with employee turnover intention, which means that using these styles will encourage employees to stay with the bank. On the contrary, the autocratic and laissez faire leadership styles have both had strong positive relationships with employee turnover intention, meaning that their use will increase the number of employees leaving the bank. Also, the findings confirmed that perceived organizational support has a strong negative relationship with employee turnover intention, which indicates that having perceived organizational support will increase employee retention.

In addition, the mediation analysis also confirmed that POS partially mediates the relationship between leadership styles and employee turnover intention, which indicates that through managerial use of leadership styles, their use impact employee retention directly and indirectly through the employee's perception of using POS.

The moderation analysis confirms the hypothesis that organizational culture significantly serves as a moderator in the link between perceived organizational support and turnover intention. Strong organizational culture enhances the strength of the negative impact of POS on turnover intention, indicating that the effectiveness of organizational support in decreasing employee turnover intention is contingent upon the availability of a positive cultural environment. The evidence shows that organizational culture contributes as a strengthener in the model, providing strong empirical support for the conceptual framework established by the researchers. The findings suggest that leadership styles play an important role in both directly and indirectly (via POS) shaping employee turnover intention, with organizational culture acting as a strengthener of those relationships. As such, enhancing leadership effectiveness, encouraging the use of organizational support systems, and creating a positive organizational culture are all important strategies for decreasing employee turnover intention and/or increasing retention rates within an organization.

4.7. Discussion of Findings

The present study reveals a robust and multifaceted relationship between leadership styles and employees' turnover intentions within the branches of NIB International Bank in South Addis Ababa. Specifically, transformational, authentic, democratic, shared, and transactional leadership styles exhibited significant negative associations with turnover intention, thereby reducing employees' propensity to withdraw from the organization. In contrast, autocratic and laissez-faire leadership styles demonstrated positive associations, elevating the likelihood of voluntary departure. These patterns align closely with contemporary empirical evidence (Eva et al., 2019; Alrowwad et al., 2020), which consistently documents that constructive and relational leadership behaviors enhance affective and normative commitment while attenuating withdrawal cognitions and behaviors.

From a theoretical standpoint, the findings lend strong support to prevailing leadership theories, particularly the Full Range Leadership Model and Leader-Member Exchange (LMX) theory. Effective leadership emerges as a pivotal antecedent of employee attitudes, motivational states, and retention outcomes. Transformational leadership, in particular, surfaced as the most potent negative predictor of turnover intentions. This result corroborates prior research demonstrating that transformational leaders foster intrinsic motivation, intellectual stimulation, individualized consideration, and inspirational vision, thereby cultivating deep emotional attachments and organizational identification that buffer against turnover (Wang et al., 2021; Zhang & Chen, 2020). By elevating followers' self-efficacy, sense of purpose, and psychological empowerment, transformational leaders create a motivational climate that transcends transactional exchanges and mitigates the attractiveness of external opportunities.

Similarly, authentic leadership displayed a significant negative correlation with turnover intention. This finding reinforces the growing body of literature on authentic leadership, which emphasizes self-awareness, relational transparency, internalized moral perspective, and balanced processing as mechanisms that build trust, ethical climates, and high-quality leader-follower relationships (Liu et al., 2020; Walumbwa et al., 2008). In an era characterized by heightened employee expectations for ethical governance and personal congruence, authentic and value-driven leadership styles appear especially salient for

fostering long-term retention in 21st-century organizations operating in dynamic emerging-market contexts such as Ethiopia.

Conversely, autocratic and laissez-faire leadership styles were associated with heightened turnover intentions. These outcomes are consistent with earlier studies highlighting the detrimental effects of authoritarian control, which undermines autonomy, competence, and relatedness core psychological needs outlined in Self-Determination Theory (Skogstad et al., 2019; Schaubroeck et al., 2020). The absence of structure, feedback, and support inherent in laissez-faire leadership similarly engenders role ambiguity, frustration, and disengagement, ultimately precipitating psychological withdrawal (Hassan et al., 2021). Even at moderate prevalence levels, the presence of such passive or domineering styles signals potential managerial deficiencies that can erode collective morale, team cohesion, and organizational stability over time.

Beyond direct leadership effects, the study identified perceived organizational support (POS) as a significant negative predictor of turnover intention and a partial mediator of the leadership–turnover relationship. Employees who perceived higher levels of organizational care, recognition, and investment in their well-being reported substantially lower intentions to leave. This mediation pathway aligns robustly with Social Exchange Theory (Blau, 1964) and Organizational Support Theory (Eisenberger et al., 2020; Kurtessis et al., 2020). Leadership behaviors are interpreted as signals of the organization's valuation of employees; high-quality leadership enhances POS, which in turn obligates employees to reciprocate through greater loyalty and reduced withdrawal tendencies. The partial mediation suggests that leadership exerts both direct influence (via role modeling, motivation, and relationship quality) and indirect influence through shaping employees' global perceptions of organizational benevolence. These results extend recent meta-analytic and empirical work on the mediating role of POS in organizational behavior models (Zhang et al., 2021).

Furthermore, organizational culture was found to moderate the relationship between perceived organizational support and turnover intention. Specifically, the negative effect of POS on turnover intentions was amplified in organizations characterized by strong, cohesive, and relational cultures. This moderation effect supports contemporary perspectives on organizational culture as a contextual amplifier (Schein, 2020; Hartnell et al., 2019). In high-consistency cultures with shared values, supportive HR practices and leadership signals are

more readily internalized, reinforcing normative commitment and collective identity. The finding also advances a contingency perspective of organizational behavior, wherein structural variables (leadership and support) interact with contextual moderators (culture) to determine individual and organizational outcomes. In weaker cultures, even substantial organizational support may yield attenuated retention benefits due to fragmented sense making and lower value congruence.

Collectively, these results provide compelling empirical and theoretical evidence for an integrated model of employee retention that incorporates leadership style, perceived organizational support, and organizational culture. The study underscores a critical nuance: effective leadership alone is insufficient to minimize turnover intentions. Rather, its impact is potentiated within supportive organizational environments and reinforced by strong, adaptive cultures. By examining direct, indirect (mediation), and conditional (moderation) effects within a single comprehensive framework, this research makes a substantive contribution to the literature, addressing calls for more holistic, multi-level investigations of retention dynamics in non-Western banking contexts.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. Summary of major Findings

The study looked at the impact of different leadership styles on turnover intention of the employees working in the South Addis Ababa branches of NIB International Bank S.C. The leadership styles considered include transformational leadership style, transactional leadership style, laissez-faire leadership style, autocratic leadership style, shared leadership style, authentic leadership style, and democratic leadership style while the role of perceived organizational support was considered as mediator and organizational culture as moderator for the impact of these variables on turnover intention.

As per the first research objective, the relationship between leadership styles (Transformational, Transactional, Laissez-Faire, Autocratic, Shared, Authentic, and Democratic) and employee turnover intention was tested using regression analysis. According to the results of the regression analysis, transformational leadership negatively impacted employee turnover intention ($\beta = -0.321$, $p < 0.001$). Similarly, authentic leadership also had a negative impact on employee turnover intention ($\beta = -0.244$, $p < 0.001$) followed by democratic leadership ($\beta = -0.196$, $p < 0.001$), transactional leadership ($\beta = -0.185$, $p < 0.001$), and shared leadership ($\beta = -0.173$, $p = 0.001$). Autocratic leadership ($\beta = 0.281$, $p < 0.001$) and laissez-faire leadership ($\beta = 0.223$, $p < 0.001$) positively impacted turnover intention.Accordingly, the hypothesis that leadership styles significantly influence employee turnover intention was supported.

For the second research objective, the leadership style that had the strongest influence on turnover intention was determined. It was found that transformational leadership had the most significant impact of all leadership styles on turnover intention, as it showed the highest negative standardized coefficient ($\beta = -0.321$, $p < 0.001$). Therefore, transformational

leadership has the biggest role in minimizing turnover intention in comparison with other leadership styles analyzed in the study.

For the third research objective, the relationship between leadership styles and perceived organizational support was evaluated. In terms of findings from mediation analysis, it was found that transformational leadership positively predicted the level of perceived organizational support (POS) ($\beta = 0.337$, $p < 0.001$), accounting for 12.7% in variance in POS ($R^2 = 0.127$). Thus, it can be concluded that if employees recognize transformational behaviors in their leaders, they will also experience higher perceived organizational support.

With regards to the fourth objective, which was to establish whether perceived organizational support mediates the relationship between leadership styles and turnover intention, a statistically significant mediation effect was established. Specifically, POS significantly predicted turnover intention ($\beta = -0.604$, $p < 0.001$). Additionally, the indirect effect of leadership styles on turnover intentions via POS was significant (Indirect effect = -0.2032, BootSE = 0.0416, 95% CI [-0.2920, -0.1264]). The direct effect of transformational leadership on turnover intention became statistically insignificant ($\beta = -0.086$, $p = 0.2005$) when POS was included, indicating full mediation.

As for the fifth hypothesis, he moderation analysis showed that organizational culture significantly moderated the relationship between perceived organizational support and employee turnover intention ($\beta = -0.141$, $p = 0.005$). Since the p-value is below 0.05, the interaction effect is statistically significant. This indicates that the effect of perceived organizational support on turnover intention varies depending on the level of organizational culture. Specifically, a stronger organizational culture strengthens the ability of perceived organizational support to reduce employees' turnover intentions.

In summary, it can be concluded that there is clear evidence indicating that leadership styles have significant impacts on employee turnover intentions in NIB International Bank South Addis Ababa branches. Leadership styles that include transformational, authentic, democratic, transactional, and shared leadership minimize turnover intention, but autocratic and laissez-faire leadership increase it. Transformational leadership proved to be the most significant predictor in minimizing turnover intention. It was evident that perceived organizational support is a crucial mediator in the process of influencing turnover intention in that it mediates how different leadership styles affect the employees' turnover intention by

increasing their perceptions of organizational support. Finally, organizational culture has moderating impact on the relationship between perceived organizational support and turnover intention.

5.2. Conclusion

This study provides compelling empirical evidence of the intricate interplay between leadership styles, perceived organizational support (POS), and organizational culture in shaping employees' turnover intentions among branch staff at NIB International Bank in South Addis Ababa. Transformational, authentic, democratic, shared, and transactional leadership styles emerged as significant negative predictors of turnover intention, underscoring their capacity to foster psychological empowerment, trust, organizational identification, and affective commitment. Among these, transformational leadership demonstrated the strongest protective effect, consistent with its emphasis on idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These behaviors cultivate deeper emotional bonds and a shared sense of purpose that transcend mere compliance, thereby diminishing the cognitive and behavioral pull toward external opportunities.

In contrast, autocratic and laissez-faire leadership styles were positively associated with turnover intentions, highlighting the corrosive impact of excessive control (which undermines autonomy and relatedness) and abdication of responsibility (which breeds role ambiguity, frustration, and disengagement). These findings align with and extend Self-Determination Theory, Social Exchange Theory, and the Full Range Leadership Model, confirming that destructive or passive leadership erodes the psychological conditions necessary for sustained retention, particularly in high-pressure service environments such as commercial banking.

The study further illuminates the mediating role of perceived organizational support. Leadership behaviors do not operate in isolation; they signal the organization's valuation of employees, thereby enhancing POS, which in turn generates reciprocity through heightened loyalty and reduced withdrawal cognitions. The partial mediation indicates both direct pathways (e.g., motivational and relational influence) and indirect pathways (via shaping global perceptions of organizational benevolence). Additionally, organizational culture functioned as a significant moderator, amplifying the negative relationship between POS and

turnover intention in stronger, more cohesive cultural contexts. In high-consistency cultures characterized by shared values, collaboration, and psychological safety, supportive practices are more salient and effectively internalized, reinforcing normative commitment and collective identity.

Taken together, these results advance an integrated, multi-level framework of employee retention that moves beyond simplistic leadership-centric models. Effective leadership alone is necessary but insufficient; its impact is potentiated within environments marked by robust perceived support and a strong, adaptive organizational culture. This holistic perspective is especially pertinent in emerging-market contexts like Ethiopia's banking sector, where talent retention is challenged by rapid sector growth, skill shortages, competitive poaching, and evolving employee expectations around purpose, development, and work-life integration.

5.3. Recommendations

The following recommendations are designed to be highly practical, actionable, and implementable. They are structured with clear priorities, responsible parties, specific initiatives, implementation steps, timelines, and success metrics to facilitate immediate adoption by NIB International Bank's senior management, HR department, and branch leadership.

5.3.1. Leadership Development and Style Transformation

- **Implement a Comprehensive Transformational Leadership Development Program**: Roll out mandatory quarterly workshops and ongoing coaching for all branch managers and above, focusing on the four I's of transformational leadership. Partner with local or international institutions (e.g., Ethiopian Management Institute or certified executive coaches) to deliver programs covering vision communication, individualized mentoring, intellectual stimulation exercises, and ethical decision-making simulations. Include 360-degree feedback assessments at baseline, 6 months, and 12 months to track behavioral change.
- **Incorporate Authentic and Democratic Leadership Modules**: Embed training on self-awareness, relational transparency, and participative decision-making into annual leadership retreats. Use real bank case studies involving branch-level challenges to practice balanced processing and moral perspective.

- **Phase Out Autocratic and Laissez-Faire Tendencies**: Establish a Leadership Accountability Framework with clear behavioral indicators (e.g., frequency of one-on-one meetings, delegation rates, employee involvement in decisions). Integrate these into performance scorecards with 30% weighting. Implement monthly peer-supervision forums and anonymous upward feedback channels to surface and correct passive or overly directive behaviors early.
- **Timeline**: Pilot program in South Addis Ababa branches within 3 months; bank-wide rollout within 9 months.
- **Metrics**: Pre/post leadership effectiveness scores (via validated scales), reduction in reported autocratic/laissez-faire incidents, and correlation with branch-level turnover rates.

5.3.2. Enhancing Perceived Organizational Support (POS)

- **Strengthen Recognition and Reward Systems**: Launch a tiered recognition program including monthly "Employee of the Month" awards with tangible benefits (bonuses, extra leave, public commendation), peer-nominated excellence awards, and milestone service anniversaries celebrated organization-wide. Ensure fairness and transparency through clear criteria and HR oversight.
- **Expand Career Development and Welfare Initiatives**: Create individualized career pathing with annual development plans, sponsored certifications (e.g., banking compliance, digital finance), and internal promotion pipelines targeting 20% of vacancies filled internally within 18 months. Introduce comprehensive welfare packages covering health insurance enhancements, financial wellness counseling, and flexible scheduling pilots.
- **Policy Fairness and Communication**: Conduct bi-annual policy audits for perceived equity, followed by town-hall meetings and digital feedback platforms. Provide visible resources (adequate staffing, modern tools, workload balancing) to demonstrate investment in employee success.
- **Timeline**: Policy revisions and new programs launched within 4–6 months; continuous monitoring thereafter.
- **Metrics**: Annual POS survey scores (target +15–20% improvement), employee engagement indices, and voluntary turnover rate reduction (target 10–15% within first year).

5.3.3. Building and Reinforcing a Strong Organizational Culture

- **Define and Socialize Core Values**: Facilitate bank-wide workshops to co-create or refine a set of 4–6 core values (e.g., collaboration, innovation, integrity, customer-centricity). Translate these into behavioral expectations, leadership competencies, and onboarding modules.
- **Foster Collaboration and Inclusion**: Establish cross-branch innovation teams, regular team-building activities, and mentorship pairings. Implement zero-tolerance policies and training on harassment/discrimination, supported by confidential reporting hotlines and swift investigative processes.
- **Promote Open Communication and Involvement**: Mandate regular all-hands meetings, suggestion boxes with guaranteed response times (within 14 days), and employee participation in branch-level decision committees. Use digital platforms for real-time pulse surveys on culture health.
- **Timeline**: Culture diagnostic survey immediately, followed by value rollout in 3 months and ongoing reinforcement activities.
- **Metrics**: Organizational Culture Assessment Instrument (OCAI) or similar scores, employee net promoter scores (eNPS), and qualitative feedback themes.

5.3.4. Integrated Monitoring, Evaluation, and Continuous Improvement

- **Deploy Multi-Dimensional Survey System**: Conduct quarterly pulse surveys measuring leadership effectiveness, POS, culture strength, job satisfaction, and turnover intention. Use findings to trigger targeted interventions at underperforming branches.
- **Create a Retention Task Force**: Form a cross-functional team (HR, Operations, Senior Leadership) meeting monthly to review data, adjust initiatives, and share best practices across branches.
- **Link to Performance and Incentives**: Tie 20–25% of managerial bonuses to team retention and engagement metrics. Celebrate branches demonstrating sustained improvement through recognition and resource allocation.
- **Resource Allocation**: Allocate dedicated budget (1–2% of HR spend initially) for leadership development, culture initiatives, and support programs, with clear ROI tracking via reduced recruitment costs and improved productivity indicators.

5.3.5. Long-Term Sustainability

Management should institutionalize these practices into the bank's strategic plan, aligning them with Ethiopia's evolving labor regulations and banking industry standards. Annual external audits or benchmarking against peer institutions will ensure relevance and effectiveness. By systematically integrating transformational leadership behaviors, high POS mechanisms, and a vibrant organizational culture, NIB International Bank can transform employee retention from a persistent challenge into a sustainable competitive advantage, ultimately enhancing service excellence, customer loyalty, and long-term profitability.

These recommendations, when executed with commitment and consistency, directly address the empirical relationships identified in the study and position the bank for superior talent management outcomes.

5.4. Contributions of the Study

5.4.1. Theoretical Contributions

Theoretically, this study makes several substantive contributions to the fields of leadership, organizational behavior, and human resource management. By integrating leadership styles, perceived organizational support (POS), and organizational culture into a single comprehensive structural model, the research advances leadership theory particularly the Full Range Leadership Model (Bass & Avolio, 1994) and authentic leadership frameworks by empirically demonstrating the differential predictive power of constructive versus destructive/passive styles on turnover intentions in a non-Western banking context. It extends prior work by showing that transformational leadership not only exerts the strongest direct negative effect but also operates through relational and motivational mechanisms that foster psychological empowerment and organizational identification.

The study further enriches Organizational Support Theory (Eisenberger et al., 1986; Kurtessis et al., 2017) by confirming POS as a partial mediator in the leadership–turnover intention relationship. This clarifies the psychological process through which leadership behaviors are interpreted as signals of organizational benevolence, triggering reciprocity norms that enhance loyalty and reduce withdrawal cognitions. The partial mediation highlights both direct (e.g., inspirational motivation and individualized consideration) and indirect pathways,

addressing calls for more nuanced examinations of how leaders shape global employee perceptions of support.

Additionally, the research contributes to contingency and interactionist approaches in organizational behavior by establishing organizational culture as a significant moderator that strengthens the negative relationship between POS and turnover intentions. In stronger cultures characterized by value congruence, collaboration, and psychological safety, supportive practices yield amplified retention benefits. This finding supports and extends Schein's (2010) cultural framework and the competing values model (Hartnell et al., 2019), illustrating culture's role as a contextual amplifier rather than a standalone predictor. By simultaneously testing direct effects, mediation, and moderation within one integrated model, the study responds to longstanding calls for holistic, multi-level investigations that move beyond isolated variable analyses (e.g., Avolio et al., 2009). It provides rare evidence from an emerging-market banking sector in Sub-Saharan Africa, enhancing the cross-cultural generalizability of these theories and highlighting boundary conditions relevant to high-power-distance and collectivist contexts like Ethiopia.

5.4.2. Practical Contributions and Implications

Practically, this research offers NIB International Bank and comparable financial institutions in emerging economies a clear, evidence-based roadmap for mitigating the substantial costs of voluntary turnover. High employee turnover in banking erodes service quality through loss of customer-facing expertise, disrupts institutional knowledge and continuity in client relationships, weakens team cohesion, and inflates recruitment, onboarding, and training expenses often estimated at 1.5–2.5 times an employee's annual salary. In Ethiopia's rapidly liberalizing and competitive banking landscape, where talent poaching is intense amid digital transformation and regulatory changes, retaining skilled staff becomes a critical source of sustainable competitive advantage.

The findings advocate for a synergistic approach: organizations should prioritize value-driven and people-oriented leadership (transformational, authentic, democratic, and shared styles) while simultaneously embedding robust supportive HR practices and cultivating a strong, adaptive organizational culture. This integrated strategy enables the development of resilient, highly engaged workforces capable of sustaining high performance amid economic volatility,

technological disruption, and shifting workforce expectations around purpose, growth, and well-being.

Specific actionable pathways include:

- Investing in structured leadership pipelines that emphasize transformational competencies to directly lower turnover intentions while boosting POS.
- Designing visible support systems (recognition, career development, fair policies, and welfare) that reinforce employees' sense of being valued.
- Actively shaping organizational culture through shared values, inclusive practices, and open communication to magnify the effectiveness of both leadership and support mechanisms.

By implementing these interconnected elements, NIB International Bank can achieve measurable improvements in employee retention, job satisfaction, and organizational commitment. This, in turn, translates into enhanced customer loyalty, operational efficiency, innovation capacity, and long-term profitability. The model presented here serves as a diagnostic and intervention framework that branch managers, HR professionals, and senior executives can adapt and scale across different regions and institutions facing similar retention challenges in dynamic economic landscapes.

5.5. Limitation and Future research direction

First, the study was limited to the selection of certain branches of NIB International Bank in South Addis Ababa district, In relation to this, there might be questions concerning the possibility of the generalization of the study outcomes for the other branches of the bank as well as for the banking industry of Ethiopia in general.

Second, the study focused mainly on leadership styles and employee turnover intention. Other factors that may influence turnover intention, there are additional variables that can impact employees' intentions of quitting their job, such as job satisfaction, remuneration, career prospects, and work-life balance.

Third, the study used the cross-sectional research design, implying that the data collection process happened during one point in time. Consequently, the study cannot reflect possible changes in employees' opinions and leaders' actions throughout the process, thus making it impossible to determine causality between different variables under investigation.

Future research should employ longitudinal designs to establish causality, incorporate multi-source data (e.g., supervisor ratings, objective turnover records), and explore additional mediators such as employee engagement, psychological safety, or job embeddedness. Cross-cultural and cross-sectoral comparisons would further validate the generalizability of these dynamics. Future applied research also could test the efficacy of tailored interventions derived from this model through field experiments or quasi-experimental designs within the Ethiopian banking sector.

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Appendix A



ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

The Effect of Leadership Styles on Employee Turnover Intention: The Case of Nib International Bank, South Addis Ababa District

Questionnaire

Dear Respondent,

I am a postgraduate student conducting a research study entitled: "***The Effect of Leadership Styles on Employee Turnover Intention in South Addis Ababa District of NIB International Bank.***" The main purpose of this study is to examine how different leadership styles influence employees' intention to leave the organization, as well as the role of perceived organizational support and organizational culture.

You have been selected as a valuable participant in this study. Your honest and thoughtful responses are highly important for the success of this research.

Please note the following:

- Your participation in this study is entirely voluntary.
- All information you provide will be treated with strict confidentiality and used only for academic purposes.
- You are not required to write your name or any personal identification.
- The questionnaire will take approximately 10–15 minutes to complete.

Instructions for Completing the Questionnaire

For each of the following statements, please indicate your level of agreement by ticking (✓) one of the options provided:

- ❖ Tick (✓) the appropriate answer.
- ❖ Use Likert Scale: 1 = Strongly Disagree, 2= Disagree, 3=Neutral, 4= Agree and 5= Strongly Agree

Your cooperation and time are greatly appreciated.

Thank you for your participation!

Section A: Demographic Information

1. Gender

☐ Male☐ Female

2. Age Group

☐ Below 25 years☐ 25–34 years☐ 35–44 years☐ 45–54 years☐ 55 years and above

3. Educational Level

☐Diploma☐ Bachelor's Degree☐ Master's Degree☐ PhD

4. Work Experience (Total Years of Service)

☐ Less than 1 year☐ 1–3 years☐ 4–6 years☐ 7–10 years☐ More than 10 years

5. Current Position

☐Officer ☐Senior Officer ☐Managerial and supervisory ☐ Professional

6. Department/Unit

☐Banking Business Officers ☐Internal Control Officer

☐Credit and Loan☐ Branch Managers

Section B: study variables

	Variables / Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	A. Authentic Leadership					
AUL1	My supervisor openly shares information with employees.					
AUL2	My supervisor acts in accordance with strong ethical values.					
AUL3	My supervisor encourages honest communication in the workplace.					
AUL4	My supervisor shows consistency between words and actions.					
	B. Autocratic Leadership					
AL1	My supervisor makes decisions without consulting employees.					
AL2	Employees have little say in decisions affecting their work.					
AL3	My supervisor closely controls how tasks are performed.					
AL4	My supervisor expects strict obedience from team members.					
	C. Democratic Leadership					
DL1	My supervisor values the opinions of team members.					
DL2	My supervisor listens carefully to suggestions from employees.					
DL3	My supervisor encourages open discussion when solving problems.					

DL4	My supervisor encourages employee participation in decision-making.					
	D. Laissez-Faire Leadership					
LFL1	My supervisor provides little guidance on work tasks.					
LFL2	Employees are left to solve problems on their own.					
LFL3	My supervisor avoids making important decisions.					
LFL4	My supervisor fails to actively monitoremployee performance.					
	E. Shared Leadership					
SL1	Leadership responsibilities are shared among team members.					
SL2	Employees are encouraged to take initiative in leading tasks.					
SL3	Team members support each other in decision-making.					
SL4	Leadership roles /tasks are delegated according to expertise					
	F. Transactional Leadership					
TRL1	My supervisor rewards employees for good performance.					
TRL2	Clear expectations are set for task completion.					
TRL3	My supervisor takes corrective action when performance is poor.					
TRL4	My supervisor monitors performance closely.					
	G. Transformational Leadership					
TL1	My supervisor inspires me to perform beyond expectations.					
TL2	My supervisor communicates a clear vision for the future.					
TL3	My supervisor encourages personal and professional development.					
TL4	My supervisor fosters innovation and supports new ideas.					

	Perceived orgnal support / Statements	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
POS1	The organization values my contributions.					
POS2	The organization cares about my well-being.					

POS3	I receive adequate support from management when needed.					
POS4	The organization recognizes my efforts.					
POS5	I feel supported in balancing my work responsibilities.					
POS6	The organization provides resources necessary to do my job effectively.					

	Employee turnover intention / Statements	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
ETI1	I often think about leaving this organization.					
ETI2	I will likely look for a job outside this bank in the near future.					
ETI3	I frequently search for job opportunities elsewhere.					
ETI4	I plan to leave this organization as soon as possible(within the nezt year).					
ETI5	I rarely consider quitting my job.					

	Organizational culture / Statements	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
OC1	The organization promotes a culture of teamwork.					
OC2	There is a strong sense of shared values in this organization.					
OC3	Employees are encouraged to innovate and improve processes.					
OC4	The work environment is supportive and inclusive.					
OC5	Organizational policies are applied consistently.					
OC6	Communication within the organization is effective.					
OC7	The organizational culture encourages employee engagement.					