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COLLEGE OF BUSINESS AND ECONOMICS

MASTER OF BUSINESS ADMINISTRATION

**THE EFFECT OF LEADERSHIP STYLE ON EMPLOYEE COMMITMENT
IN THE CASE OF COMMERCIAL BANK OF ETHIOPIA**

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**A Thesis Submitted to the School of Graduate Studies of Addis Ababa
University, College of Business and Economics for the Partial Fulfillment of
the Requirement of the Degree of Master of Business Administration**

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ADDIS ABABA, ETHIOPIA

JUNE, 2024

STUDENT'S DECLARATION

I, the undersigned, confirmed that this study entitled “The effect of leadership styles on employees’ commitment in case of Commercial Bank of Ethiopia.” This work is submitted by me for the grant of the Degree of Masters of Business Administration in Addis Ababa University., is my study and has not offered for a degree in any other University, and that all sources of materials used for the study have duly acknowledged.

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**THE EFFECT OF LEADERSHIP STYLE ON EMPLOYEE COMMITMENT:
IN CASE OF COMMERCIAL BANK OF ETHIOPIA**

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STATEMENT of CERTIFICATE

This is to certify that this study, "The assessment of the effect of leadership style on employees' commitment in case of Commercial Bank of Ethiopia" undertaken by **HAMID RESHID** for the partial fulfillment of Masters of Business Administration (MBA) at Addis Ababa University, is an original work and not submitted earlier for any degree either at this University or any other University.

Advisor: Dr. Habtamu Endris

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Date _____

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ACCRONYMS & ABBRIVATIONS

SPSS = Statistical Package for Social science

ANOVA= Analysis of Variance

CBE= Commercial Bank of Ethiopia

ABSTRACT

The study aimed at assessing the effect of leadership styles on employees' commitment at Commercial Bank of Ethiopia. In guiding this research, the researcher adopted mixed research approach. Descriptive and explanatory research design was deemed appropriate due to the fact that it allows analysis about causation and relation of variables. Structured and unstructured questionnaires were collected from 183 questionnaires distributed. And 10 respondents were participated during interview. The study adopted probability and non-probability methods. The leadership styles were measured through the Multi factor Leadership Questionnaire developed modified to fit the context of the study. Descriptive and inferential statistical techniques were used for data analysis. In inferential statistics, Pearson's correlation and regression analysis were used to assess both relationships and effects as per the hypotheses of the study. The findings show that transformational leadership style significantly affect employee commitment at the Commercial Bank of Ethiopia followed by the servant leadership style and supportive leadership style. Employee commitment is above average. Overall, scores in transformational leadership style were found to be strongly correlated with of employee commitment. Transactional and participative leadership significantly affect employee commitment. Both the qualitative and quantitative data indicated that transformational leadership style has the most significant effect on employee commitment followed by servant leadership and supportive leadership style. It has been recommended that supervisors and managers in CBE need to use transformational, servant and supportive leadership style since they significantly affect employee commitment.

Key words: leadership style, employee commitment, CBE.

CHAPTER ONE

1. INTRODUCTION

This chapter presents an overview of the research. It covers the background of the study topic, statement of the problem, objective of the study, significance of the study, limitations of the study, organization of the research work, and definition of terms. Each of the subtopics is discussed in detail.

1.1 Background of the Study

The banking industry is a dynamic and competitive environment, making effective leadership even more important for organizational performance and employee engagement. Employee commitment has crucial effect on enhancing efficiency and effectiveness of the banking industry. Leadership is among the basic factor that affect either negatively or positively the commitment of employee (Northouse'a, n.d.).

Leadership is crucial in influencing organizational culture and motivating staff members, as service quality, customer happiness, and operational efficiency are of the highest priority (Liden et al., 1993). As per Avolio (2013) a leader's style has a big effect on the attitudes, actions, and performance of their staff. Within the banking sector,

The success of any organization is dependent upon the collection of individuals, including leaders and subordinates, and the amount of effort each individual puts into it (Hughe, 1997). Leadership enables an organization to translate its potential for good performance into productivity (Bono & Judge, 2003). To get best result from subordinates, managers need to encourage high morale, a spirit of involvement and cooperation, and a willingness to work by adopting desirable leadership behavior (Anyngo, 2015) pointed out that leadership is one of the most observed phenomena on earth, but least understood. It's often regarded as the most critical factor in the success and failure of an institution (Avolio B. &., 1999). Early leadership studies focused on trait and behavior theories where the trait approach emphasizes attributes of suggest that great leaders possess a trait or characteristic that creates an innate ability to lead such as personality, motives, values, and skills. However, researchers have realized that there is no trait that would guarantee leadership success (Yukl & Chavez, 2002). Then researchers turned to studying the —behavior of the leaders and how this would affect their followers. The success is joint interaction between them in accordant to the situation; this led to the emergence of the situational approach (Yukl & Chavez, 2002). Situational leadership theory as presented by (Hersey & Blanchard, 1981) hypothesizes the importance of a manager's relationship

orientation and task orientation in conjunction with effectiveness. However, they had modest success in identifying consistent relationships between patterns of leadership behavior and group performance (Robbins, 1997). Leadership is widely recognized as a critical factor in the success or failure of an organization (Haverty, 2003). Nevertheless, leaders must understand their effect on both employees and ultimately the organization. Leaders mobilize employees toward organizational commitment (Gardner, 1990).

Despite extensive research on leadership, dramatic social changes over the past two decades have made the issue of leadership and its relationship with other organizational factors more significant (Elspeeth, 2003). Leaders must understand their impact on both employees and the organization. This research aims to provide in-depth insights into how different leadership styles affect employee commitment in the banking industry, addressing gaps in existing literature by using a mixed-methods approach.

1.2 Statement of the Problem

The existence of a consistent relationship between leadership styles and employee commitment has wide recognition so the nature of leadership style and behavior of a leader has an enormous effect on employees and organizational outcomes (Prasetio et al., 2015). The capability of a group, to effectively implement business strategies, gain a competitive advantage, and optimize human capital, largely depends on the leadership styles that encourage employee commitment (Kolzow, 2014).

Bass's theory of transformational leadership suggests that no single leadership style is universally effective; effectiveness depends on context (Bass, 1985; Hater & Bass, 1988). Transformational leadership includes idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Avolio & Bass, 1995). According to Avolio and Bass (1995), FRLT includes transformational, transactional, and laissez-faire leadership styles. It is considered effective in identifying characteristics of successful leaders (Antonakis et al., 2003). Organizational commitment can be categorized into affective commitment (emotional attachment), continuance commitment (cost of leaving is too high), and normative commitment (moral obligation to stay) (Russell & Stone, 2002; Ismail, 2001).

Regarding the effect of different leadership styles. Firstly, Supportive Leadership Promotes employee commitment through empathy, respect, cooperation, and trust (Motowidlo, 1993). However, its impact on job performance is mixed; some studies show it less effective than directive or participative styles (Hwang et al., 2015). Secondly, Participative Leadership**:

Positively associated with employee commitment, especially for those with certain personality traits (Nguyen, 2016). Its impact on job performance varies, with some studies showing significant long-term influence and others showing no significant relationship (Awosusi, 2017; Hwang et al., 2015). Thirdly, Transactional Leadership Uses contingent rewards and punishments to motivate employees. It can boost short-term compliance but may harm long-term engagement and corporate citizenship behaviors (Felfe & Heinitz, 2019; Obiwuru et al., 2011). Finally, Transformational Leadership**: Enhances commitment and performance by providing common goals, tailored support, and intellectual stimulation. Its effectiveness depends on the quality of the leader-employee relationship (Mhatre & Riggio, 2014; Ejere & Abasilim, n.d.). Human capital is essential for organizational success and competitive advantage (Holland, Sheehan, & de Cieri, 2007). Effective leadership styles enhance the utilization of human capital, boosting productivity and profitability (Javaid, 2012).

Apart from the above independent explanation of the nexus between the leadership style and its effect on employees' commitment, there are empirical researches with inconsistent and mixed results. For example, some research has shown that a supportive leadership style positively influences employee commitment and performance (Motowidlo, 1993). Some other studies show that supportive leadership style does not have a strong influence on job performance as do directive or participative leadership styles (Hwang et al., 2015).

Besides, the participative leadership style was found to have a significant and positive influence on employee commitment in the long term (Awosusi, 2017). However, some recent research shows that participative leadership does not have any significant relationship with job performance (Hwang et al., 2015). Further, past research shows a mixed result of transactional leadership on employee job performance. Some studies show that transactional leadership has a negative influence on employee commitment (Obiwuru et al., 2011).

Finally, one study found that transformational leadership positively influences extra effort, effectiveness, and satisfaction. It was argued that the high performance of employees depends on the quality of the relationship between transformational leadership and employees (Ejere & Abasilim, n.d.). Thus, such inconsistent results and arguments imply the need for investigating each of the styles at one or more specific organizations. In line with this, the purpose of this study is to evaluate the effect of each of the five leadership styles on employees' organizational commitment in the Commercial Bank of Ethiopia.

Other researchers have made contributions to the area. For example, Seblewongel conducted research entitled "The Relationship between Leadership Style and Employee Commitment" in the context of the Yeka sub-city education office in 2017 and also (Gebregziabher, 2019; Tadesse, 2018) indicated that leadership style significantly influences employee commitment and organizational performance in the context of Ethiopian public organization and banking sector respectively. Another researcher researched the relationship in the context of organizations found in Kenya in 2019. Ms. (Yukl et al., 2019). All of these researchers investigated only the relationship between leadership style and employee commitment based on the transformational leadership model and styles such as autocratic, democratic, transformational, and transactional leadership.

Internationally, (Lor & Hassan, 2017) examines the leadership influence on employee job performance in the jeweler industry in Malaysia. This study has selected leadership styles such as supportive, participative, servant, transactional, and transformational leadership styles for their direct influence on employee job performance, which is a sector with different organizational characteristics, purposes, and different governmental policies.

1.3 Objectives of the Study

1.3.1 General Objective of the study

The general objective of the study was to explore the effect of leadership style on employee commitment at the Commercial Bank of Ethiopia.

1.3.2 Specific Objectives

The specific objectives of the study were:

- To examine the effect of transformational leadership style on employee commitment
- To examine the effect of Servant leadership style on employee commitment
- To examine the effect of supportive leadership style on employee commitment
- To examine the effect of transactional leadership style on employee commitment
- To examine the effect of participative leadership style on employee commitment

1.4 Scope and delimitation of the study

The study aimed at examining the effect of leadership styles being practiced in the Commercial Bank of Ethiopia based on the Full Range Leadership Theory which has three leadership styles having three components (Affective, Continuance and Normative commitment) for the institution with special focus on employee and leaders of Commercial Bank of Ethiopia.

1.5 Significance of the Study

This research will be significant for the study of the practice of leadership style on employee organizational commitment in the Commercial Bank of Ethiopia. The regulatory body would benefit from the result of this research in getting insights into the determinants that have been relationship. Furthermore, other researchers may also use the research findings as a reference in their subsequent effort to search for answers to their queries, thus it added value to the existing body of knowledge. Also, the outcome of the research helped to fill the existing gap in the subject matter that has been studied. The study has provided information for the concerned bodies such as policymakers and managers to introduce a measure that improves or increases employee's organizational commitment.

1.6 Definition of key terms

For this research, the researcher has operationalized the key terms as follows.

- **Leader:** a person who is in charge of leading the implementation of the development of agency objectives.
- **Employees:** members who work with the leader of the agency.
- **Leadership** is a process by which an individual influences a group to achieve a commonly stated goal by the member of the organization (Kolzow, 2014).
- **Leadership style** is the manner and approach of providing direction, implementing plans, and motivating the group and is also viewed as the combination of traits, characteristics, skills, and behaviors that leaders use when interacting with their subordinates (Teshome, 2013).
- **Employee commitment** refers to the ability of employees to achieve organizational goals more effectively and efficiently (Haverty, 2003).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides an appropriate theory on the concept of leadership, leadership styles, and employee commitment. The definition, theories, and different models of leadership were explored. Concepts of employees' performance existed to be considered at and an assessment of earlier results on the relationship between leadership styles and employee commitment is presented. At the termination of the chapter, the conceptual framework on behalf of the study was presented.

2.1.1 The Concepts of Leadership

Thought leadership is an age-old concept, it remains a complex term that researchers and scholars grapple with constantly. The leading motives are the extensive number of definitions for this term. As cited by (Smith T. &, 2021) explanations of the concepts of leadership as an emphasis on different dimensions of the paradigm. Some emphasize the association between anticipated outcomes and the actions of leaders, others focus on the association between leaders and supporters, while some concentrate on the situational aspects of leadership, and still others highlight the dynamic collaboration of all three dimensions.

(Squires, 2018) recognized four shared themes in the way leadership now is likely to be considered (1) leadership is a process; (2) leadership involves influence; (3) leadership occurs in a group context; and (4) leadership involves goal attainment. The author emphasized the interactive process that takes place between the leader and the followers. Influence is concerned with how the leader affects groups, which is the context where leadership takes place. Overall, Northouse specified that leadership is a process whereby an individual influences a group of individuals to attain shared objectives. Additionally, he emphasized that unsuccessful or unsuitable leadership styles can directly impact the performance and retention of employees in modern society (Northouse'a, n.d.).

The common component in the definition of leadership is the application of influence by the leader to the followers to achieve the best out of them. Some scholars and researchers agree that leadership is a combination of skills and behaviors that exhibit those skills (Bass. Mahwah, (1997).); (Bolden et al., 2003); (Iqbal, 2015)). (Jing & Avery, 2008) Defines leadership as the

process of influencing the activities of an individual or a group in efforts toward goal achievement in a given situation.

In an organizational situation, leadership is a social tool for molding members and resources of the organization in the manner to the effective achievement of organizational goals and objectives. It includes defining the direction of a team and collaborating with people, encouraging, inspiring, and empowering them to contribute to achieving organizational success (James & Collins, 2008). The presence of a strong link between leadership style and employee commitment is recognized by different scholars in their attempt to clarify the concept of leadership accordingly (Carreras et al., 2009).

The significance of leadership style for the performance of individuals specified that leadership styles have a substantial effect on the performance and satisfaction of their employees, and leaders have control over social and physical rewards and punishments. A leadership style used by leaders can also upset the organizational performance in a positive as well as in a negative way. In this concern, the leadership style used by leaders had a dominant role in the improvement of worker performance as well as organizational performance (Bolden et al., 2003).

Overall, leadership styles are methods used to inspire followers. Leadership styles must be designated and modified suitably to organizations, circumstances, teams, and individuals. Therefore, useful to have a detailed thoughtful of the diverse styles as such awareness increases the tools accessible to lead effectively and efficiently.

2.2 Leadership Styles

As per Hiller (2011) leadership style as the reliable strategy of behaviour which you exhibit as perceived by others when endeavoring to influence others. Leadership style is also defined as a procedure that the leader uses to accomplish the objective of an organization (Hiller et al., 2011) Leadership style is a design of emphases, indexed by frequency or strength of exact leadership manners or attitudes which a leader places on the different leadership functions, i.e., leadership style is a system that leaders use to attain the objectives of an organization (Dyer & Reeves, 1995).

Leadership scholars have identified different types of leadership styles. This researcher focuses on five major leadership styles namely supportive leadership style, participative leadership

style, servant leadership style, transactional leadership style, and transformational leadership style. They also delivered different conceptualizations, models, and descriptions of each of the styles for effect on the performance of employees. Each of the five leadership styles relevant to this study is discussed in the following subsections.

2.2.1 Servant Leadership Style

The term servant-leadership was first developed by (Russell & Stone, 2002) in his book "The Servant as Leader." According to Greenleaf (2002), the great leader is initially realized as a servant, and this was the simple reason behind his greatness (Ahmed & Abdullahi, 2017). Servant leaders deliver vision, earn followers' trustworthiness and belief, and influence others who serve others without expecting anything from others (Smith T. &., 2021). Servant leadership involves a higher concern for people because the primary focus of the leader is on his or her followers (Jing & Avery, 2008).

Servant leadership is close to the transformational components of inspiration and individualized consideration; it is a logical extension of transformational leadership (Van Dierendonck, 2011). Servant leadership is a belief that organizational goals will succeed on a long-term basis only by first facilitating the growth, development, and general well-being of the individuals who comprise the organization. The servant leader's motive is not to direct the activities of followers; instead, the servant leader's behavior motivates, influences, inspires, and empowers followers to focus on ways to serve others better. It is a humble means of affecting follower behavior (Nguyen, 2016).

In (Smith T. &., 2021) it is argued that servant-leaders should have the desire to serve others as well as help them to strive and flourish, even claiming that managers should love their subordinates, peers, superiors as well as their competitors. The primary concern of the servant-leader is, therefore, the followers and their well-being, while organizational concerns are more peripheral; this is in stark contrast to the essential management understanding, i.e., that managers should aspire to serve the organization above anything else (Russell & Stone, 2002). Greenleaf generally agrees ten basic behaviors are central to the development of servant-leader characteristics (Smith A. &., 2019).

Such as listening means Leaders have usually been valued for their communication and decision-making skills. Listening, coupled with regular periods of reflection, is essential to the growth of the servant-leader (Smith A. &., 2019).

Empathy: - Servant-leaders try to empathize with and understand others' feelings and emotions. It is assumed that an individual has good intentions even when he or she performs poorly. Workers may be considered not only as employees but also as people who need respect and appreciation for their personal development (Argyris, 1955).

Healing: - A servant leader tries to help people solve their problems and conflicts in relationships because he or she wants to encourage and support the personal development of each individual (Geyery & Steyrer, 1998).

Awareness: -Servant-leaders are very self-aware of their strengths and limitations. They can view situations from a more integrated, holistic position. As a result, they gain a better understanding of organizational ethics and values (Smith T. &, 2021).

Persuasion: - Servant-leaders rely on they do not take advantage of their power and status by coercing compliance instead, they try to convince those they manage. The servant-leader is therefore effective at building consensus within a group (Smith A. &, 2019).

Conceptualization: - Servant-leaders take the time and effort to develop a desirable vision of the future. They seek an appropriate balance between a short-term, day-to-day focus and a long-term positive direction (Smith T. &, 2021).

Foresight: -Foresight is the ability to anticipate the likely outcome of a course of action or a situation. The servant-leader can learn from the past to achieve a better understanding of the current reality. This foresight also enables the servant leader to identify the consequences about the future, a characteristic closely related to conceptualization (Jing & Avery, 2008).

Stewardship: - Servant-leaders assume that they are stewards of the people and resources they manage. Servant leadership is seen as an obligation to help and serve others. Openness and persuasion are considered more important than control (Smith T. &, 2021).

Commitment to: - the growth of people servant-leaders are committed to people beyond their immediate work role. Servant leaders are convinced that people have an intrinsic value beyond their contributions as workers. Servant-leaders believe that their role is to help other people achieve their goals (Smith A. &, 2019).

Building Community: - Servant-leaders strive to create a sense of community both within and outside the work organization (Smith T. &, 2021).

2.2.2 Transactional Leadership Style

The transactional leadership style assumes that people are motivated primarily by reward and punishment. The belief is that workers perform their best when the chain of command is definite and clear, and that reward or punishment is contingent upon performance. The focus of the transactional leader is on maintaining the status quo, and the primary goal of the followers is to obey the instructions and commands of the leader (Kolzow, 2014). Transactional leaders lead through specific encouragements and inspire through an interchange of one thing for another (Bass, 2013).

(Li, 2020) looked at the connection between employee commitment and transactional leadership in the Chinese banking sector in another study. The researchers discovered that several elements of transactional leadership, such as contingent rewards, were positively correlated with employee commitment through the use of quantitative surveys given to bank employees. Nevertheless, there was no obvious association between contingent punishment and commitment.

Transactional leaders clarify employees' roles and task requirements, initiate structure, be responsible for rewards, and exhibit respect for employees. Transactional leaders take pride in keeping things running well and efficiently and generally adapt to rules and regulations (Hater & Bass, 1988). Transactional Leaders use a process of motivating subordinates by appealing to their self-interest (Avolio., Manual for multifactor leadership questionnaire, 2000). According to (Bass, 1990) leadership style has three dimensions including:

Contingent reward includes clarification of the work required to obtain rewards and the use of incentives and contingent rewards to influence motivation. These leaders provide others with assistance in exchange for their efforts and they clarify expectations and offer recognition when goals are achieved (Lor & Hassan, 2017).

Management by Exception (Active) These leaders specify the standard for compliance and may punish staff for not being compliant with standards. In other words, it focuses on irregularities, mistakes, exceptions, and deviations from standards. It entails actively looking for infractions and enforcing rules to avoid mistakes being made (Northouse'a, n.d.).

Management by Exception (Passive) means failing to interfere until the problem becomes serious and waiting for things to go wrong before taking action. It includes the use of contingent

punishments and other corrective actions in response to deviations from acceptable performance standards (Lor & Hassan, 2017).

2.2.3 Transformational Leadership Style

Transformational leaders pursue high levels of performance by showing inspiration and motivation, this type of leadership inspires individuals to work together, change organizations, and generate effective productivity (Smail, 2001). Bass and Avolio (B. J., 2013) proposed that transformational leaders raise the ability of followers to think for themselves, to come up with their ideas, and to question the status quo (Avolio & B., 1990). Transforming leaders appeal to followers' ideal and moral values such as self-determination, trustworthiness, impartiality, and humanitarianism rather than to their baser motives such as terror, disbelief, starvation, and resentment (Northouse, n.d.). The transformational leader asks followers to transcend their self-interests for the good of the group, organization, or society (Hater & Bass, 1988).

Generally, the primary focus of transformational leadership is on the organization's goal, with follower development and empowerment secondary to accomplishing the organizational objectives (Casimi, 2007). The transformational leader can help the employee attain esteem and self-actualization needs; consequently, the followers of transformational leaders are quicker to adapt to changing internal and external environments (Bass, Bass, Bass, and Stogdill's handbook of leadership, 1990). The focus of transformational leadership is on what the leadership accomplishes, not on the leader's personal characteristics, a transformational leader is characterized by having the ability to bring about innovation and change (Haverty, 2003).

Employee engagement was found to be highly impacted by transformational leadership in a study by (Smith T. &, 2021) that was conducted in the Nigerian banking industry. The researchers discovered that leaders who demonstrated transformational behaviors—such as motivating vision and showing individual consideration—were more likely to encourage commitment among their team members through surveys and interviews with bank employees.

Transformational leaders are those who drive the motivation of followers to higher levels of effort, inspire their followers to exceed their expectations and self-interests change their awareness of certain issues, and excite their followers to exert effort (Haverty, 2003). Additionally, transformational leadership model is a more complete model of leadership than that advocated by the trait, contingency, or exchange theorists (Northouse, n.d.). Transformational leaders do more than transact with subordinates and make a positive

impact on empowerment, motivation, and morality. As cited by (Hinkin & Schriesheim, 2008) transformational leaders tend to have four basic behaviors such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Idealized influence is the capability of exercising influence by serving as a role model, arousing egotism in followers and representing high standards of ethical and moral conduct, high-performance values, fulfill what they expect others to do, and can be counted on to do the exact object they earn trust and confidence (Avolio B. J., 2013) Inspirational motivation focuses on the way leaders articulate a vision that appeals to and inspires followers (Den Hartog et al., 1997). In other words, the leader should be optimistic and enthusiastic about the future. Inspirational motivation is the ability to develop and communicate a convincing and attractive vision of the future (Hater & Bass, 1988). Intellectual stimulation means that the leader is likely to challenge subordinates to identify and solve problems by themselves. Intellectual stimulation associate's ideas and values include various kinds of involvement and participation (Tims et al., 2011).

Thus, leaders who practice individual consideration are likely to treat associates, on a one-to-one basis, differently but equitably (Beryy, 1990b).

2.2.4 Supportive Leadership Style

Supportive leadership is defined as a leadership style that focuses on concern for the requirements and well-being of followers and the facilitation of a required climate for collaboration (Northouse'a, n.d.). Leaders who are aware of their duties and responsibilities and able to inspire their subordinates are considered to be supportive leaders, it is also stated that friendly with their subordinates, show empathy, and treat equally among the subordinates and also leaders using supportive behaviors go out of their way to make work pleasant for followers and leaders enable to increases employee commitment by creating an environment to respect each other, fostering cooperation and trust, and via emotional support (O'Regan & Ghobadian, 2004).

To bring together the inconsistencies found in the relationship between supportive leadership and employee work behavior and performance, believe in employees' task performances and organizational citizenship behaviors, Task performance refers to the extent to which an employee successfully fulfills his or her formal job requirements in contrast organizational

citizenship behaviors is defined as voluntary, discretionary extra-role behavior that can contribute to organizational effectiveness (Argyris, 1955).

Supportive leadership consists of behaviour such as consideration, caring and listening, positive feedback, building confidence and self-control (Lor & Hassan, 2017) Consideration is the degree to which a leader is likely to have job relationships characterized by mutual trust and respect for subordinates' ideas (Northouse'a, n.d.). Caring is the principle to focus on followers' needs to help these followers become more autonomous and knowledgeable (Avolio B. J., 2013) Listening is communication between leaders and followers is an interactive process that includes sending and receiving messages (i.e., talking and listening). Positive feedback such as essential to the health and effectiveness of the team, and it is essential that the leadership of the team be assessed along with the others by some criteria of team excellence (Northouse'a, n.d.).

Build confidence in their ability to compete and finish well, they lacked an element of excitement about running in the new event. Confidence refers to having self-efficacy the belief that one can accomplish a specified task (Northouse'a, n.d.). It is a self-control process because people have control over the extent to which they allow others to influence them (Kaplan & Norton, 2001).

2.2.5 Participative Leadership Style

Participative leaders encompass their subordinates in the decision-making process, these leaders pay attention to subordinates' values and seek their input on important decisions in this leadership style there is no formal distinction between leaders and followers' participative leaders can be deliberated as a temporal coordinator for the group of like-minded people (Motowidlo, 1993) A participative leader possesses consultative behaviors such as imploring subordinates for ideas before making an ultimate decision, although they retain final decision authority, the participative leader shares duties with subordinates by encompassing them in the preparation, decision-making, and implementation phases (Smith T. &, 2021).

A study by (Smith T. &, 2021) looked at how participative leadership affects employee commitment in the UK banking industry. The researchers discovered a strong positive correlation between employee commitment and participatory leadership by using quantitative surveys given to bank workers. Team members were more likely to feel committed to their leaders when they were actively participating in decision-making.

Participative leadership is associated with consensus, consultation, delegation, and involvement. The main task of the Participative leadership is consulting with subordinates and evaluating their opinions and suggestions before making the final decision. The main vehicle for the success of participative leaders is their use of participative decision making which allows employees across all levels in the organization to be involved in the final decision. The main emphasis of this style is on management consultation with followers before making key organizational decisions. When companies enter the decision-making process, the outcomes from the decisions made can greatly affect both the company's stability and that of its employees. Bringing employees on board when making decisions about the company's future, helps strengthen the existing relationship between them and the (Furnham, 2002) The benefits associated with this approach include increased trust in the leaders by their followers' Involving employees in the company's decision-making process enables leaders to bring transparency to the workplace Participative leadership also points to employee motivation as a building block to superior employee commitment, Employee's motivation plays a crucial role in leadership effectiveness which leads to high productivity (Furnham, 2002). According to (Shafie, 2013), the effectiveness of leadership rests on a process of influence, in this case, employees are motivated to work towards goals, not through intimidation, but individual inspiration can be considered as one of the most important factors that can help an organization to achieve its goals (Simegn, 2018)(Northouse'a, n.d.) argues that participative decision-making is the most suitable approach for managers because many people take part in the decision-making process and a large number of employees feel committed to the decision.

The rapid rate of changes in the environment, leadership, and organizational structures indicates that the use of participative decision-making is a must for future organizations and also has the following basic behavior such as consultative behavior, pay attention to subordinate's values, empowerment, Joint decision/sharing, responsibilities, and intrinsic motivation (Lor & Hassan, 2017).

Consultative behavior is a leader behavior that will be motivational when subordinates have a high need for independence and/or knowledge that can contribute to effective decision-making by the leader. Paying attention to subordinate's values is how leaders work with followers to reach common goals. Delegation/empowerment means conferring authority from one executive to another to accomplish a particular assignment. Delegation gets the decision-making closer to the locus of where the decision is implemented (Kaplan & Norton, 2001).

Joint decision-making, where the influence of parties to the decision-making process is equally balanced. For some, the continuum of influence extends to a situation where the employee or group of employees makes the decision alone (Nicholson, 1998). Intrinsic Motivation is the motivation to do work because it is interesting, engaging, or positively challenging (Prasetio et al., 2015).

2.3 Theoretical Concepts of Organizational Commitment

According to Mathieu and (Simegn, 2018) if organizational commitment is intact or together, then there will be relatively no turnover. Employees with a sense of organizational commitment are less likely to engage in withdrawal behavior and more willing to accept change (Yukl et al., 2009).

It is therefore important for managers and leaders to pay more attention to the employee's organizational commitment. Application of an internal marketing program is one of the best ways to achieve the commitment of employees in an organization ((Calleya, 1998) Research done by (Lings, 2001)suggested that one of the key means of enhancing the commitment of employees towards their organization is the application of an internal marketing approach. (Kyriazopoulos, 2007) explored the positive impact of internal marketing practices on employee's commitment to organization by examining the Bank's branches.

In addition, (Bregenzer et al., 2019)examined Iranian financial service sector from the perspective of internal marketing practices and found their significant impact on organizational commitment. (James & Collins, 2008)Assured the existing link between organizational commitment and internal marketing. Additionally, (Li et al., 2020)worked on Taiwan's International Hotel Industry management system and found a positive relationship between internal marketing and organizational commitment. A study of 27 large Korean firms analyzed commitment antecedents and found that commitment is significantly related to employee-focused structure or environment 18 (Sommer, 1996)Literature empirically supports the internal marketing link with the end customers' satisfaction (Yukl et al., 2009)also suggested that to gain personnel commitment internal marketing could be the solution and internal marketing actions can be used by any firm to convey a clearer firms vision and goals to its personnel. Job satisfaction, motivation, and commitment of employees towards the whole organization can be achieved and enhanced through effective design and implementation of HR systems of management for the approach of internal marketing (Shafie, 2013).

Internal marketing is also positively related to organization commitment in which effective training, reward systems, a positive interaction between employees, and sharing vision among

them emotionally attach employees to their organization (Awosusi, 2017)Chang & Chang (2009) point out that employees can be retained by satisfying their needs and expectations so internal marketing strategies can be used effectively to enhance and develop organizational commitment. Hence internal marketing has positive effects on organizational commitment (Hinkin & Schriesheim, 2008).

2.3.1 The Multidimensional Concept of Commitment

Various researchers support the notion that organizational commitment should be seen as a multidimensional concept. (Jing & Avery, 2008) indicated that different factors within the organization will influence the advancement of different components of organizational commitment. Other organizational factors that can influence the development of organizational commitment include trust and leadership behavior (Michael & Portia, 2011).

added to the concept that organizational commitment should be seen as a multidimensional construct by developing their multidimensional approach based on the assumption that commitment represents an attitude towards the organization and the fact that various mechanisms can lead to the development of attitudes. They argue that commitment could take three separate forms that are compliance, identification, and internalization taking Kelman's work (1958, as cited in Michael & Portia, 2011) as their basis. (Meyer & Allen, 1991), based on Becker's side-bet theory, introduced the dimension of continuance commitment to the already existing dimension of affective commitment. As a result, organizational commitment will be regarded as a bi-dimensional concept that includes an attitudinal aspect as well as a behavioral aspect. Allen and Meyer added a third component, that is, normative commitment to their two dimensions of organizational commitment and proposed that commitment as a psychological attachment may take the following three forms: the affective, continuance, and normative forms which has become the most popular multi-dimensional approach to organizational commitment (Meyer & Allen, 1991).

2.3.2 The Three-Component Model of Organizational Commitment

Allen and Meyer (1990; 1991; 1997 and 2001, as cited in Michael and Portia, 2011) propose a three-dimensional model of organizational commitment comprised of affective commitment (commitment characterized by an emotional bond with the organization), normative commitment (commitment based on thoughts or feelings of obligation to the organization) and continuance commitment (commitment based on the costs that would have to be earned to leave the organization) (Jaros, 2012).

Previous studies have emphasized the significance of MO as an antecedent to enhance organizational performance and profitability (e.g., Farrell et al., 2008; Gonzalez-Benito et al., 2009; Subramanian et al., 2009; Silva et al., 2009; Qu, 2009; Van Raaij & Stoelhorst, 2008). Jaworski & Khohli (1993) explored that OC can be enhanced through the adoption of MO and found OC has a direct effect on MO.

Similarly, Awwad and Agti (2011) revealed market orientation (MO) as a culture and behavior cannot be implemented without a compact commitment from top management and all employees within the organization. So for a market-based reward system, it is an obligation to formulate a MO culture and point out that organizational commitment (OC) has a direct influence on organizations' MO (Sivaramakrishnan et al., 2008). Also, Lings (2004) specified that external MO has been directly affected by organizational performance internal aspects (employee satisfaction, employee commitment, and employee retention). Likewise, Jones et al., (2003) suggested that the market orientation of the firm acknowledged by the salesperson would increase the OC of the salespersons and a lack of commitment from employees toward an organization can be destructive (Caruana & Calleya, 1998). Further, Waris (2005) explored a positive relationship between OC and MO and explained that top level of commitment of employees to provide service excellence acts as a stimulus for 20 employees as well to be aware of the needs and wants of customers and the moves of competitors.

A) Affective Commitment

This according to Allen and Meyer (1991) is an emotional attachment to an organization in which an employee identifies with and enjoys membership in the organization. Thus, affective commitment consists of three dimensions: development of an emotional involvement with an organization, identification with an organization, and a desire to maintain its membership.

Antecedent variables which are variables about the organization and the employee's experiences that influence the development of the organizational commitment once the individual has selected membership in an organization and which are associated with affective commitment are in three major forms, that is, personal characteristics, organizational characteristics and work experiences (Meyer & Allen, 1991).

According to them, the relationship between demographic variables and affective commitment is neither strong nor consistent. For organizational characteristics, they explain that, employees who perceive a high level of support from the organization are more likely to feel an obligation to repay the organization in terms of affective commitment and characteristics that can induce perceptions of organizational support to induce organizational commitment include structure,

culture and organizational level policies. The affective commitment dimension has paramount importance with desirable work behaviors such as improved productivity, personnel firmness, lower absenteeism rate, job satisfaction, and organizational citizenship, and it is the most widely discussed form of psychological attachment to an employing organization (Mowday, Porter & Steers, 1982).

B) Continuance Commitment

The employee feels compelled to hand over to the organization because the monetary, social, psychological, and other costs associated with leaving are high. Allen and Meyer (1991) defined continuance commitment as an awareness of the costs associated with leaving the organization which is the form of psychological attachment to an employing organization that reflects an employee's presence in an organization as the high costs involved in leaving therefore the 21 decision to stay in an organization and retain the created benefit. Because continuance commitment reflects the recognition of costs associated with leaving the organization, anything that increases perceived costs can be considered an antecedent.

The most frequently studied antecedents have been side bets or investments, and the availability of alternatives. Becker (1960) suggested that commitment to a course of action develops as one makes side bets that would be lost if the action were terminated. These side-bets can take many forms and may be work or non-work-related, which can be the threat of will be ting the time and effort spent acquiring non-transferable skills, of losing attractive benefits, of giving seniority-based privileges, or of having to uproot family and disrupt personal relationships, can be seemed as potential costs of leaving a company (Meyer & Allen, 1991).

They summarize two types of antecedent variables associated with continuance commitment to include investments and employment alternatives. Investments can also take the form of time devoted to a particular career track or the development of work groups or even friendship networks (Romzek, 1990). Romzek again indicated that investment factors such as promotion prospects, development of workgroup networks, performance bonuses, the accrual of vacation and sick leave, family-friendly policies, and retirement benefits get employees to feel that they have made big investments in the organization. Unlike affective commitment, which involves emotional attachment, continuance commitment reflects a calculation of the costs of leaving versus the benefits of staying (Romzek, 1990).

C) Normative Commitment

The third of Allen and Meyer's (1991) dimensions of organizational commitment is normative commitment which indicates an employee's sense of duty to remain in an organization. Randall

and Driscoll (1997) also added that normative commitment is an employee's moral commitment that manifests itself when an organization provides moral and financial support for the employee's development. This explains that, when employees start to feel that the organization has spent either too much time or money in developing and training them, they might feel obligated to stay with the organization especially, individuals whose organization paid for their tuition while they were improving qualifications. In general, normative commitment is most likely when individuals find it difficult to reciprocate the organization's investment in them. These 22 types of commitment differ from continuance commitment because it is not dependent on the personal calculations of sunken costs. (Randall and Driscoll, 1997).

2.4 The Relationship between Leadership Styles and Employee Commitment

Numerous studies found a positive relationship between the two variables. For instance, Lo *et al.*, (2010) concluded that the leadership styles of supervisors are important dimensions of the social context because they shape subordinates' organizational commitment in various important ways. Likewise, Ponnu & Tennakoon (2009) indicate that ethical leadership behavior has a positive impact on employee organizational commitment and employee trust in leaders. On the other hand, the study results on the relationship among leadership style, organizational culture, and employee commitment in university libraries by Awan & Mahmood (2009) show that the leadership style (in their case, autocratic or laissez-faire) does not affect the commitment of employees in university libraries.

Instead, most of the library professionals seemed to be highly committed to their organizations i.e., they favoured a result-oriented culture. Similarly, Lok & Crawford, (2006) reported that the leadership style variable, a bureaucratic environment, often resulted in a lower level of employee commitment and performance, whereas Hunt and Liesbscher (1973) [as cited in Buciuniene & skudiene, 2008] discovered a negative association between these two variables. In another study involving 156 participants, Lo *et al.* (2009) examined leadership styles and employee's organizational commitment in the Malaysia manufacturing industry to ensure the successful management of employees and to enhance the productivity and achievements of an organization. They discovered that several dimensions of transactional and transformational leadership have a positive relationship with organizational commitment but the impacts are stronger for transactional leadership style. Similarly, another researcher investigated the employee's perceptions of leadership style among Malaysian managers and its impact on

organizational commitment and then found that leadership tends to be more transformational than transactional (Marmaya et al., 2011).

2.5 Empirical Review

The finding shows that supportive leadership has a positive and significant influence on employee commitment. This means that managers engage themselves in displaying supportive leadership behaviors such as consideration, listening and caring, providing positive feedback, building confidence, and enabling self-control towards employee resulting in high employee commitment. Transformational leadership behavior positively and significantly influences employee commitment. This means when managers engage in behaviors such as idealized behavior, inspirational motivations, individualized considerations, and intellectual stimulation enables to motivate employees to improve their job performance.

Participative, servant, and transactional leadership behavior do not have any significant influence on employee commitment in the study context of the jeweler's industry. This means we do not find any influence of such behaviors on employee commitment. However, it is important to investigate further whether these leadership behaviors might influence employee commitment as vast literature shows that these three behaviors positively influence employee commitment. Managers must find ways to cultivate supportive and transformational leadership behaviors to improve employee job performance, especially among jeweler industry managers (Lor & Hassan, 2017).

The other one is by (Anyngo, 2015) study aimed at assessing the effect of leadership styles on employees' performance at the Bank of Africa, in Kenya.

It is recommended therefore that Transformational and transactional leadership are the most effective leadership styles (Anyngo, 2015)

(Iqbal et al., 2015) conducted a study to investigate the effect of leadership styles on employee commitment. They aimed to understand the impact of different leadership styles - autocratic, democratic, and participative - on employee commitment. The study concluded that autocratic leadership is beneficial in the short term, while democratic leadership is advantageous in the long term. Additionally, participation leadership style was found to have a positive effect on employees. The study also provided recommendations (Iqbal, 2015).

(Awosusi, 2017) Examined the influence of leadership style on employee performance. The study found that only the transactional leadership style had no significant influence on employees' performance, while charismatic and transformational leadership styles had positive and significant influences on employees' performance (Iqbal, 2015) The validation of charismatic and transformational leadership styles as the key influencers of employees' performance in this study provides predictive implications for improved performance, given the activities of these leadership styles (Obiwuru et al., 2011).

(Yiheyis, 2017) conducted a study on the effect of different leadership styles on employee job performance in the Ethiopian agricultural investment land administration sub-city. The study identified three leadership styles, namely autocratic, democratic, and transformational, and examined their relationship with enhancing employee commitment. The findings of this research suggest that leaders in the Ethiopian agricultural investment land administration sub-city prefer to accomplish work through an authoritative leadership style. They typically have well-defined and controlled disciplinary processes with an emphasis on punishment for non-compliance. Additionally, they implement prescribed policies, procedures, rules, and goals.

These behaviors are generally believed to be unsatisfactory, and there is a need to identify situations that demand the employment of autocratic leadership for better performance and avoid it in other situations. This is because different situations may require appropriate and more productive leadership styles. On the other hand, democratic and transformational leadership styles are the least commonly used in the Ethiopian agricultural investment land administration sub-city. Hence, to increase organizational performance and the level of competitiveness, the organization should identify a leadership approach, especially democratic and transformational leadership styles, that facilitates organizational performance (Yiheyis, 2017) Therefore, it is recommended that leaders mostly practice democratic and transformational leadership styles, and autocratic leadership styles should be used based on the situation for better job performance (Yiheyis, 2017).

(Laub, 1999) Examined the relationship between leadership styles and employees' performance in selected Sub-city Education Offices of the Addis Ababa City Administration. The findings of the study indicated that employee performance had a weak, positive, and statistically significant relationship with transformational and transactional leadership styles but a statistically insignificant relationship with laissez-faire leadership styles. The findings also exposed that the transactional leadership style was the dominant leadership style. Moreover,

transactional leadership styles contribute more than transformational to predict and influence employees' performance.

From the findings, it was concluded that Sub-city Education Offices employees' performance was assumed to be enhanced when leaders exercised a transactional leadership style. It was a dominant leadership style; it played a role in attaining educational goals especially the quality of education as well as the implementation of BSC which is being run in the selected Sub-City Education Offices. Thus, it has been recommended that educational leaders use both transformational and transactional leadership styles in combination to enhance employee commitment as well as to achieve educational goals effectively and efficiently (Hinkin & Schriesheim, 2008).

(small, 2001)The purpose of this study was to investigate the effect of leadership styles on employee work performance in the Ministry of Education and Higher Studies of Somaliland. There were many leadership styles, so the researcher selected four styles which various researchers identified namely: autocratic, transformational, democratic, and transactional leadership styles. Besides, the result has pointed out that an autocratic style of leadership negatively affected employee commitment to the ministry which is explained in terms of high absenteeism, low productivity, deterioration of work quality, and turnover.

The application of democratic, transformational, and transactional leadership styles has a positive and significant impact on the employees' performance which is measured in terms of high employee productivity, satisfaction, cooperation, and commitment. As an outcome, it can be inferred that the democratic, transactional, and transformational leadership styles have a positive relationship with employee commitment while the autocratic style has a negative relationship with the performance of the employees. The company is also advised to pursue and strengthen further its strong side of exercising some features of the democratic leadership style that has a positive contribution to its performance (Lor & Hassan, 2017).

Historically, researchers in this field have looked for the one best leadership style, which will be best. Current thinking holds that there's nobody's best style. Rather, a combination of styles, depending on the situation the leader finds him or her in, has been deemed more appropriate.

According to (validity., 2011)there is no one best way of thinking about leadership; rather, different kinds of leadership reflect social and historical roots, depending on the context. (Yukl et al., 2009)Examined the influence of leadership styles on employees' job satisfaction in

public sector organizations in Malaysia. The results showed that transformational leadership style has a positive relationship with job satisfaction, whereas transactional leadership style has a negative relationship with job satisfaction in government organizations.

Further empirical studies just like the study administered by (McGraw-Hill., 1967) revealed that teachers' perception of principals' transformational leadership skills, has a significant effect on employee performance and sometimes concluded that principals of the varsity practice. Transformational leadership is more likely to foster and enhance employee performance among teachers. Leadership characterized by role modeling and openness contributes more to the reduction of integrity violations by employees than leadership characterized by strictness (Hiller et al., 2011).

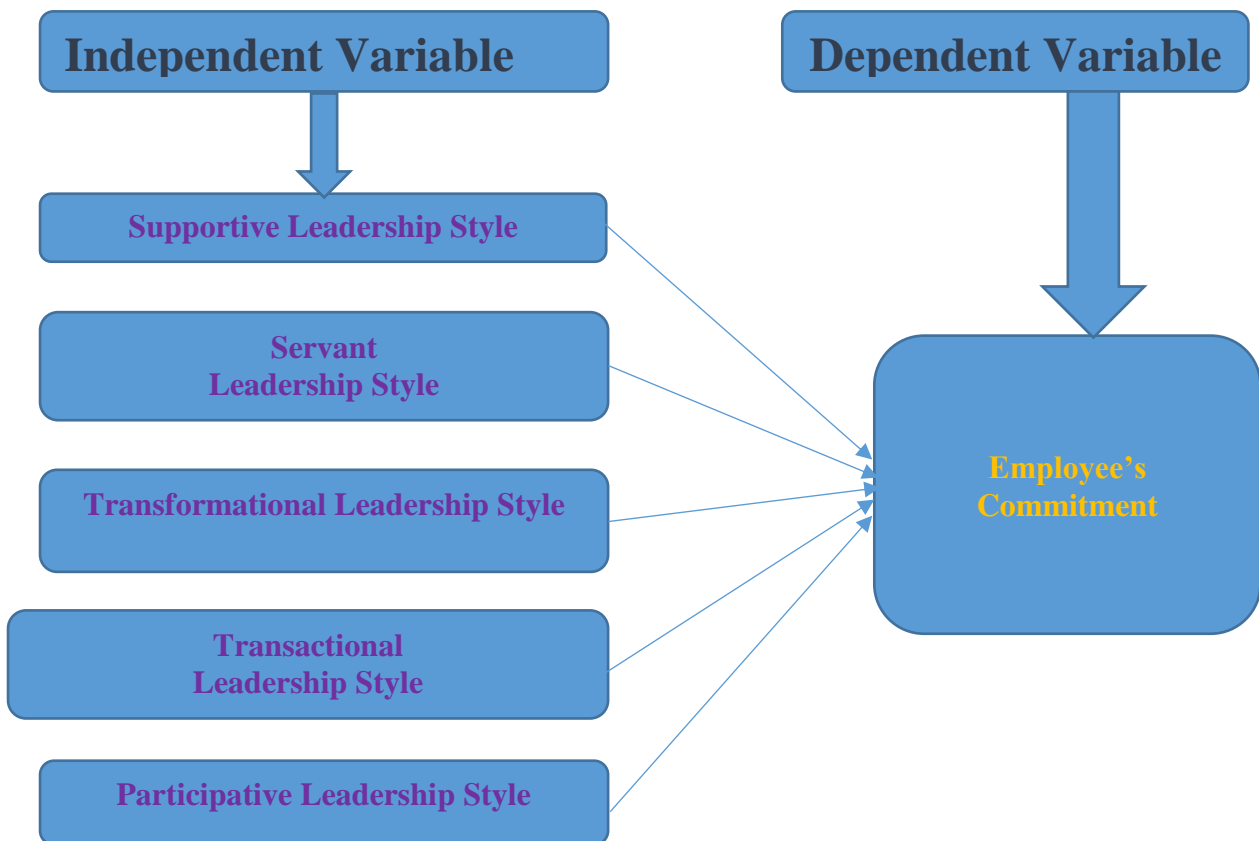
(Hiller et al., 2011) also conducted similar study by using a questionnaire, and the result showed that there's significant positive influence of the transformational leadership factor on Employee commitment. Transformational leadership behavior was found to significantly affecting predicting variables and, in some cases, transactional leadership behavior. The transactional leadership style provides high satisfaction and organizational identification as compared to the transformational leadership style (Riaz & Haider, 2010).

2.7 Conceptual Framework of the Study

The study investigated the effect of leadership styles on employee commitment. The researcher conceptualizes the framework of the study, assuming employee commitment from the perspective of five indicators: punctuality, performance improvement, career advancement, interpersonal skills, and productivity, to fulfill organizational roles and duties (Lor & Hassan, 2017). These indicators will serve as dependent variables and will be determined by five leadership styles considered as independent variables, including supportive leadership, participative leadership, servant leadership, transactional leadership, and transformational leadership (Lor & Hassan, 2017).

Therefore, employee commitment is operationally as; Punctuality, Performance improvement, Career advancement, Interpersonal Skills, and productivity and these lead to good relationships with their leaders. To make it clear, the cohesion of both leadership and employee commitment should be evident through style and approach by managers to cause efficiency (Lor & Hassan, 2017).

In summary, many works of literature state that leadership style and employee commitment from different angles. Many studies conducted in business organizations revealed that a strong relationship between employee commitment and leadership style. To study the effect of leadership style on employees' organizational commitment in Commercial Bank of Ethiopia, the researcher develops the following figure to show the relationship between the independent variables and employee commitment.



Source: Own Developed

Figure 1. Conceptual framework

2.8 Research Hypothesis

In light of the above-mentioned research questions, the study will be guided by the hypothesis below.

- H1: Supportive leadership style has a significant influence on employee's commitment.

- H2: There was a significant influence of participative leadership style on employee's commitment.
- H3: There was a significant influence of servant leadership style on employee's commitment.
- H4: There is significant influence of transactional leadership on employee's commitment.
- H5: There is a significant influence of transformational leadership style on employee's commitment.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research methodology and techniques that are used to conduct the study. It illustrates an overview of the research study area, the research approach, design and method, population and sample, data source and type, description of the data collection instrument, data collection procedure, ethical considerations, and finally the methods of data analysis present.

3.2 Research Design

Research design is the preparation of conditions for the gathering and analysis of the data required, either to solve the research problem or to succeed in the research purpose (Kothari, 2004). The descriptive and explanatory research design deemed appropriate because it allows analysis of causation and relation of variables. Moreover, it offers sufficient provisions for protection against bias thus maximizing trustworthiness (Kothari, 2004).

3.3 Research Approach

In guiding this research, the researcher followed a mixed research approach which is sequential explanatory design by collecting and analyzing quantitative data first, followed by qualitative data collection and analysis to further explain on the quantitative findings where both qualitative and quantitative approaches engage to answer the research problems. The entire awareness is that in combination, provides a better thoughtful of research problems than either approach alone (Shafie et al., 2013).

3.4 Sampling Design

The study utilizes systematic random sampling to ensure representation from different departments and hierarchical levels within the Commercial Bank of Ethiopia. This approach helps to minimize bias and enhance the generalizability of findings (Babbie, 2016).

3.5 Target Population

Generally, the study of a population refers to the total collection of elements that one likely to study or make inferences (Igella, 2014). This study conducted in the Commercial Bank of Ethiopia. The study population were managers at different levels in the Commercial Bank of Ethiopia and employees. The study population were heterogeneous, encompassing individuals with diverse characteristics, departments and traits.

3.6 Sampling Technique

The stratified sampling help have equal chance to be selected from each strata in this case departments of CBE. Such designs as well be called ‘mixed sampling designs of Sequential Quantitative-Qualitative Sampling’ for many of such designs represent a combination of probability and non-probability sampling procedures in selecting a sample (Kothari C. R., 2004). The research used stratify by the method of proportional allocation. Under which the sizes of the samples from the different strata are kept proportional to the sizes of the strata. That is, if P_i represents the proportion of the population included in stratum i , and n represents the total sample size, the number of elements selected from stratum i (Kothari C. R., 2004).

$$n p_i = i$$

3.7 Sample Size and Sample Determination

According to (Darling-Hammond et al., n.d.), stratifying a random sample is a simple two-stage process. First, identify those characteristics that appear in the sample divide the wider population into homogenous and if possible, discrete groups (strata). Second, randomly sample from these groups, the size of each group determined by my proportional or by reference to determine the size of a random sample or sample size, confidence levels, and sample error. According to (Yamane, 1967) for a larger population whose size is known, sample size can be determined using the following formula.

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

n = sample size

N = the size of the population

e = the margin of error

Where: n is the representative sample size, N is the total population, and e (0.05) is the desired level of precision. So the Target population for this research is 352 with the help of the above formula the sample size for this research are 187.

Sampling of each stratum

Using the formula $n_i = (N_i \div N) \times n$

Where n_i – The sample size for stratum i .

N_i – The population size of stratum i .

N – The total population size.

n – The total sample size.

NO	Departments	No. Employee	Sample from each strata ($n_i = (N_i \div N) \times n$)
1	Specification	81	43
2	Sourcing Procurement	78	41
3	Sourcing Evaluation	65	35
4	Contract Administration	67	36
5	inspection	61	32
		352	187

3.8 Source and Methods of Data Collection

The study conducted by collecting data from both primary and secondary sources. Primary data collected from the respondents based on a structurally design questionnaire and interviews made with leaders and experts in the area of study. The survey questionnaire is distributed to employees and leaders using a random and purposive sampling technique, with unstructured interviews with the Commercial Bank of Ethiopia's leader serving as the primary data source for investigating leadership style as well as predicating the style and behavior to improve employee commitment. The researcher also used secondary data-sources like report and plans from Commercial Bank of Ethiopia, employee commitment records, different magazine prepared by the Commercial Bank of Ethiopia, library books, different research papers and dissertations related to the topic, and journals/ articles used to get a better insight on the research topic. The respondents answered the questions on their own.

3.9 Measurement Scale

The researcher used a multifactor leadership questionnaire (MLQ) by Bass and (Avolio B. &, 1999) with some modifications did by the researcher. The MLQ contained 34 items tapping twenty-six conceptually distinct leadership factors and nine employee commitment outcomes. Eight subscales identified as characteristic of transformational leadership (Idealized influence attributed and behavior, Inspirational motivation, Individual consideration, and Intellectual stimulation). Four subscales defined as characteristics of transactional leadership (Contingent reward, Management-by-exception-active, and Management-by-exception-passive).

Four subscales identified as characteristics of supporting leadership (Consideration, Caring and listening, Positive Feedback, Build Confidence, and Self-control). Four subscales identified as

characteristics of Participating Leadership (Consultative Behaviour, paying attention/ to subordinates' values, Delegation/empowerment, Joint Decision/Sharing Responsibilities, and Intrinsic Motivation). Five subscales were identified as characteristics of servant leadership (Listening, Empathy, Awareness, Persuasion, and Stewardship) (Lor & Hassan, 2017). The Nine employee commitment measured by Punctuality, Performance improvement, Career advancement, interpersonal skills, and performance and productivity (Lor & Hassan, 2017). Primary data collected mainly through self-administer structured questionnaires using a 5-point Likert scale model with response classifications ranging from strongly agree to strongly disagree. For this study, the modified questionnaire contains only 34 questions items.

3.10 Method of Analysis

This study employed both quantitative and qualitative methods of data analysis. The collected data organized in tabular form to analyze the quantitative data. After making the necessary coding, the data analyzed using Statistical Packages for Social Science (SPSS- Version 26). Both descriptive and inferential statistical procedures employed to analyze the data. Descriptive statistical tools such as frequencies, percentages, means, and standard deviations and inferential statistical tools such as correlation analysis and regression used to analyze quantitative data. Whereas the narrative approach used to analyze qualitative data collected through interviews (Best & Kahn, 2006).

In addition, the strength of the correlation between the two variables analyzed by using the Pearson Correlation Coefficient. Pearson r Correlation analysis is the most appropriate statistical tool to analyze the relationship between two or more variables either interval or ratio data. Pearson r Correlation coefficient is also the most suitable measure of correlation. To test the hypothesis, an alpha level of 0.05 or 0.01 used as the level of significance for this study. The rejection or acceptance of a null hypothesis based on some level of significance (alpha level) as a criterion. A 5% (0.05) alpha (α) level of significance consider as a standard for the rejection null hypothesis (Best & Kahn, 2006).

3.11 Validity and Reliability of Data

Reliability (internal consistency) were considered when the researcher select or design the instruments (Kothari C. ..., 2004) .The reliability can be test by Cronbach's alpha. It is most commonly use when a multiple Likert questions in a survey/questionnaire used a scale and it helps to determine if the scale is reliable. commonly rule of thumb for describing Cronbach's Alpha(internal consistency) is values above 0.9 are consider to represent excellent reliability, values above 0.8 are consider good reliability and values above 0.7 are consider acceptable

(Kothari C. ..., 2004).(Manning & Munro, 2007) further stat, a high α (greater than .70) indicates that the items within a scale are measuring the same Construct.

Table 3.5 Total Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.821	6

In summary, with a Cronbach's Alpha value of 0.821 suggests that the six variables (Participative leadership, Servant leadership, Supportive leadership, Transactional leadership, Transformational leadership, and Employee commitment) are highly correlated with each other. This means that these variables tend to measure related aspects of leadership styles and employee commitment consistently within study sample.

Summery on the pre and post-test reliability of items.	
Items	Post test
	Cronbach's alpha
Participative leadership	0.703
Servant leadership	0.834
Supportive leadership	0.892
Transactional leadership	0.777
Transformational leadership	0.841
Employee commitment	0.881

Source: survey (2024) SPSS output

From the above table Participative leadership with Cronbach's Alpha 0.703 indicates moderate internal consistency for the items measuring participative leadership. While 0.703 is considered acceptable in some contexts, it suggests there may be some variability in how well the items correlate with each other. Servant leadership with Cronbach's Alpha = 0.834 indicates high internal consistency among the items measuring servant leadership. A Cronbach's Alpha of 0.834 suggests that these items are highly correlated with each other, indicating good reliability in measuring servant leadership.

Supportive leadership with Cronbach's Alpha 0.892 indicates very high internal consistency for the items measuring supportive leadership. A Cronbach's Alpha of 0.892 suggests that these items are strongly correlated with each other, indicating excellent reliability in measuring supportive leadership. Transactional leadership with Cronbach's Alpha 0.777 indicates good

internal consistency among the items measuring transactional leadership. A Cronbach's Alpha of 0.777 suggests that these items are reasonably correlated with each other, indicating acceptable reliability in measuring transactional leadership. Transformational leadership with Cronbach's Alpha 0.841 indicates high internal consistency for the items measuring transformational leadership. A Cronbach's Alpha of 0.841 suggests that these items are strongly correlated with each other, indicating good reliability in measuring transformational leadership. Employee commitment: Cronbach's Alpha = 0.881 indicates very high internal consistency for the items measuring employee commitment. A Cronbach's Alpha of 0.881 suggests that these items are highly correlated with each other, indicating excellent reliability in measuring employee commitment.

High Cronbach's Alpha (above 0.8): Servant leadership, Supportive leadership, Transformational leadership, and Employee commitment have Cronbach's Alpha values above 0.8, indicating strong internal consistency and high reliability in measuring these constructs.

Moderate Cronbach's Alpha (around 0.7): Participative leadership and Transactional leadership have Cronbach's Alpha values around 0.7, indicating acceptable internal consistency and moderate reliability in measuring these constructs.

In summary, based on these Cronbach's Alpha values, the measurement scales for Servant leadership, Supportive leadership, Transformational leadership, and Employee commitment are considered highly reliable.

3.12 Research Ethics

This research considers different Ethical issues. The researcher inform every respondent about the research objective and purpose to create informed consent. The data that collected from respondents kept confidential and the researcher use it for research purposes only. The questionnaires are not ask respondents to write their names to keep the respondent's privacy. Besides the researcher try to do the research carefully to avoid careless mistakes and also try to avoid plagiarism.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This study primarily focuses to the assessment for the effect of leadership styles on employee's commitment in case of Commercial Bank of Ethiopia. In view of this, the results of the analysis of the collected data were presented in this chapter. The collected data was analyzed with the help of SPSS V. 26 tool. The presentation, analysis and interpretation of the interviews and questionnaires were done simultaneously whereby the findings obtained from the questionnaires were presented in parallel by substantiating against the results obtained from the interview and empirical researches made before.

In general terms this chapter is consisted of four parts. The first part presented the response rate of the study and demographic information of the respondents. The second part presented the descriptive statistics. Frequency tables along with Mean and Std. Deviation are also employed to analyze the responses of the respondents. The third part presented the correlational analysis result and discussion. The fourth part presented the regression analysis result and discussion. The study conducted used standardized multiple regression analysis to find out the effect of the predictor variables on the explained variable.

4.2 Response Rate

The field survey result indicated that from the 187 questionnaires distributed to the respondent and 183 filled and returned.

Table 4.1 : Response rates of Respondents

Item	Response Rate	
	No	Percent
Sample size	187	100%
Collected	183	98%
Remain uncollected	4	2 %

Source: survey (2024) SPSS output

Finally, in table 4.1 showed that out of 187 distributed questionnaires 183 (98 %) were collected while 4(2 %) of the questionnaire remained uncollected. The sample size is statistically representative if collected questionnaires gerater than 95 percent response rate were considered to be adequate and significant for the purpose of this research (Simegn, 2018).

4.3 Demographic Characteristics of Respondents

For this study, the following table summarizes the demographic data of the respondents. The demographic characteristics of the respondents such as sex, age, level of education, position, year of experience and marital status of the respondents are presented and discussed below.

Table 4.2: Demographic Characteristics of Respondents

Items	Options	Frequency	Percent
Sex	Male	98	54
	Female	85	46
	Total	183	100.0
Age	18-30	31	16
	31-40	92	50
	41-50	39	21
	Above 50	24	13
	Total	183	100
Educational level	Diploma	26	14
	Bachelor Degree	116	63
	Masters	41	23
	PHD	-	-
	Total	183	100
Position	Officer	148	81
	Coordinator	10	5
	Supervisor	24	13
	Manager	1	1
	Total	183	100
Work Experience	0-3 year	13	7
	4-5 year	11	6
	6-10 year	103	57
	above10 year	56	30
	Total	183	100.0

Source: survey (2024) SPSS output

Table 4.2 presents the distribution of the respondents by gender. As it is shown in the table it is clear that the majority of the respondents, 98 (54%), were male as opposed to females who were 85 (46 %). This presupposes that generally, the margin between males and females is minimal. This implied that there was fairly equal representation of the male and female employees in Commercial Bank of Ethiopia. Item 2 presents the results of the respondent's by age. As it is indicated in the table the majority of respondents, 92 (50%) were in the age range of 31-40 years, followed by 39 (21 %) in the age range of 41-50, followed by 31 (16%) in the age range of 18-30, then 24 (13%) in the age range of above 50 this meant that the majority of respondents (who took part in the study) were employees lays at matured and active experienced age range 31-40 years.

Item 3 shows that the sample distribution by education level. As indicated in the table the majority of respondents 116 (63%) were Bachelor's degree holders whereas respondents with Masters are 41 (23%), the rest respondents which their profession tied under Bachelor's (Diploma) were least represented with only 14 % representation during data collection. There are no respondents who are PhD qualified. So this indicates that most respondents were in a situation to provide reasonable valuation of their commitment as well as that of the leadership style of the instantaneous supervisor. Item 4 shows respondents position in the Commercial Bank of Ethiopia, and 148 (81%) of the respondents were officers, followed by 24(13%) were supervisors and the rest 10 (5%) and 1 (1%) were coordinator and managers respectively. So this indicates that most of the respondents are officers. Item 5 indicated that working experience or years of service in a bank, 103 of the respondent's equivalent to 57% of the respondents were with experience of 6 to 10 years, 56 of the respondent's equivalent to 30% were with experience 10 years and above within the organization, 13 respondents equivalent to 7% of the respondents were spent between 0 to 3 years working within the organization and 11 respondents equivalent to 6% of the respondents were employee who spent 4 to 5 years. The result indicates that the majority of the employees within the organization are employee with enough work experience to generate relevant information. Item 6 indicates that marital status of respondents, 105 of the respondents' equivalents to 57.3 % of the respondents are married, 72 of the respondent's equivalent to 39.3 % of the respondents are single and 6 of the respondents' equivalent to 3.4 % of the respondents are divorced. Hence, the results revealed that majority of the respondents are married.

4.4 The perceived leadership style

4.4.1 Descriptive Statistics Measurement of Independent Variables

A total of 187 questionnaire on the effect of leadership styles on employee's commitment of Commercial Bank Of Ethiopia were asked to indicate the extent to which each respondent agrees to corresponding closed ended statements rated on a five-point Likert type scales ranging from '5' "Strongly Agree" to '1' "Strongly Disagree". The summary of the results for all the variables under the research study and the result with respect to each statement is indicated below. Accordingly, the researcher tried to interpret the mean and standard deviation of the data points. The researcher tried to triangulate and complement the result obtained from the interview and empirical researches with the results obtained from the Likert type statements pertaining to similar variables whenever appropriate relative to the independent variable (Participative leadership style, servant leadership style, transactional leadership style, and transformational leadership style, supportive leadership style) and Dependent Variable (Employee commitment).

Table 4.3: Descriptive Statistics

Item	Mean	Std. Deviation
	Statistic	Statistic
Transformational leadership	3.0412	.86393
Servant leadership	2.8445	.74579
Supportive leadership	2.4415	.60325
Transactional leadership	2.1426	.83701
Participant leadership	2.0690	.82161
Valid N (leastwise)	183	

Source: survey (2024) SPSS output

Table 4.3 above, indicated that transformational leadership has a mean distribution of 3.0412 and a standard deviation of .86393 and the second servant leadership has a mean distribution of 2.8445 and a standard deviation of .74579 and supportive leadership which has a mean distribution of 2.4415 and a standard deviation of .60325 and the fourth leadership style is transactional leadership with mean distribution of 2.1426 and with standard deviation

equivalent of .83701 and the final leadership style a participative leadership has mean distribution of 2.0690 and a standard deviation .82161.

These findings indicate that respondents support moderately the domination of transformational leadership style, servant leadership and supportive leadership, in Commercial Bank of Ethiopia.

4.4.2 Effect of Leadership styles on Employee Commitment

The study aimed at assessing the effect of leadership styles on employee commitment at workplace among the employees of Commercial Bank of Ethiopia. Hence the main objective of this study was to examine the effect of different leadership styles (participative leadership style, servant leadership style, supportive leadership style, transformational leadership style, and transactional leadership style) on the employee commitment within the bank. This research has used different analysis techniques to investigate these variables to know their effect on employment commitment with the study area. Correlation test was used to examine the effect of different leadership style on employments commitment of the bank as shown in the table below.

4.4.3 Correlation Test of leadership style and Employee commitment

Since this research has more research questions and more variables, factorial test was conducted to test whether the sample is adequate or not. For such research issues the KMO value should be greater than 6 and above. As stated in the table below in this case it is above the desired standard, hence the sample size is adequate according to this information. Having this relevant facts, Pearson correlation analysis was conducted at both 0.05 and 0.01 levels to know the correlation of leadership styles versus Employee commitment and an overall summary of correlation tests is given in table 4.4 below.

Table 4.4: Correlation Summary between Leadership-styles and Employee commitment

Correlations

		Transformational leadership	Servant leadership	Supportive leadership	Transactional leadership	Participative leadership	Employee commitment
Transformational leadership	Pearson Correlation	1				*	

	Sig. (2-tailed)	.000					
	N	183					
servant leadership	Pearson Correlation	.515**	1	*			
	Sig. (2-tailed)	.000					
	N	183	183				
Supportive leadership	Pearson Correlation	.404**	.432**	1			
	Sig. (2-tailed)	.000	.000				
	N	183	183	183			
transactional leadership	Pearson Correlation	.469**	.593**	.549**	1		
	Sig. (2-tailed)	.000	.000	.000			
	N	183	183	183	183		
Participative leadership	Pearson Correlation	.386*	.468**	.332**	.277**	1	
	Sig. (2-tailed)	.017	.000	.000	.000		
	N	183	183	183	183	183	
Employee commitment	Pearson Correlation	.831**	.810**	.519**	.453**	.269**	1
	Sig. (2-tailed)	.005	.000	.000	.000	.000	
	N	183	183	183	183	183	183

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed). N = 183

Table 4.4 above indicated the correlation results of leadership styles components and employee's commitment. According to (Spearman's rank correlation, Rho.1993) correlation

coefficient ranging between .00- .10 indicates that there is no correlation among variable, correlation coefficient ranging between .20-.39 indicates that there is very low coloration among variables to be tested, correlation coefficient ranging between .40-.59 show that there is medium coloration, correlation coefficient ranging between .60- 0.79 indicates that there is strong correlation among variables to be tested, correlation coefficient ranging between .80- 1.00 indicates that there is very strong correlated among the variables to be tested. Hence the correlation table showed that there is a significant correlation between most leadership styles variables and employee's commitment. As indicated in the research design as per R.A. Fisher, (1930) $p < .05$ (5% significance) as a standard level for conducting that there is evidence) against hypothesis tested, though not as an absolute rule.

The correlation coefficient transformational leadership style which is equivalent to .831 shows that there is very strong correlation with employee commitment and correlation is significant since the level is less than 0.05. And the correlation coefficient of servant leadership which is equivalent to .810 has very strong correlation with employee commitment and correlation is significant since the level is less than 0.05. Likewise supportive leadership style with correlation coefficient .51 medium correlations with employee commitment and the correlation is significant since the level is less than 0.05. The correlation coefficient of transactional leadership style with correlation coefficient of .453 indicates that there is medium correlation with employee commitment and correlation is significant since the level is less than 0.05. Finally the correlation coefficient of participative leadership style (.269) has weak correlation coefficients and its correlation is significant since the level is less than 0.05. Generally although the degree of correlation difference the correlation analysis indicated that there was a positive correlation between leadership styles and employee commitment implicates that transformational leadership styles the strongest to employee commitment from to other leaderships followed by Servant leadership style and supportive leadership style. Transactional leadership style and participative has weak correlation with employee commitment compared to the other leadership style.

In the other way 10 respondents were discussed how they exercise Leadership style in commercial bank. During interviewee respondents were asked about the impact of leadership style on employee commitment, their leadership style currently following and which leadership style has negative impact on employee commitment. Hence most leaders believed that leadership style has potential impact on employee commitment. According to most interviewee different leadership style has different impact most of time transformational leadership style

with motivational leadership which provide natural freedom that help employee to use the potential and that give priority to their moral and value can help to use their positive energy to enhance their effectiveness. According to their opinion in bank system servant and supportive leadership style is the most commonly used leadership style due to technical difficulties. They believed that currently they are invites to work and make decision independently in decision making process and invited to share responsibilities about the future of the organization. In addition servant and supportive leadership style help employee to solve problems related to technical issues.

According to those respondents transformational and servant leadership are among the common leadership style which rarely implemented in the Commercial Bank of Ethiopia. Transactional leadership and participative leadership style are among the least leadership style but these readership styles have low impact than the other leadership styles. Most respondent have argue that if they would happy if transformational leadership would have implemented in the bank more than others because they assumed that transactional leadership style which mainly focus more on outcome neglecting the internal moral, values and motivational nature of employee commonly affect employee commitment. According to those respondents commercial bank sector has unique characteristics so it is difficult to lead this sector by transactional leadership style which mainly focuses on reward and punishment. However few interviewees still do not agree on this idea they mostly need to use transactional leadership style. According to these respondents in order to enhance employee commitment the commercial bank uses mixed approach they also use transactional leadership for theses who do not achieve their responsibilities should be punished and those who show progress in achieving the objectives of the organization should rewarded. According to those respondents they advise to their Bank to use outcome based leadership style transformational leadership, servant and supportive leadership and sometime transactional leadership style.

Trainee development directorate team leaders have said that:

“In the bank system most Employee need to have modern systemic and advanced leadership and with some servant and supportive leadership in few issues regarding technical activities, so participate in our decision making process, they need to know every technical steps before they start implementing. Bank needs the involvement of professional leaders and staffs so it is important to use more modern and advanced leadership style (transformational) than other leadership style. But still there is leadership skill gap. But we are exercising using supportive and servant leadership

and sometimes transactional leadership style. I think it is better to show more progress and follow transformational leadership style, though there is problem of consistency we sometimes use transactional leadership and servant leadership. The problem is we do not use it in a sustainable manner. We invite our employees in some decision making process but it not more because of the characteristic of the banking system it needs individual decision. I personally believed that; servant leadership and transformational leadership have positive impact on employee performance. ”

General interviewee argues that leadership style has impact in employee commitment. Most respondents confirmed that transformational leadership style followed by servant leadership style is the most commonly used leadership style in Ethiopia commercial bank. These respondents have also confirmed transactional leadership styles have in significant impact in employee commitment. So this research has revealed that transformational servant and supportive leadership style have positive impact on improving employee commitment. Participative and Transactional leadership style has insignificant effect in the Ethiopia commercial bank progress and success.

4.4.4 Multiple Regression

4.4.4.1 Multiple Regression Analysis

The multiple regression analysis was applied to evaluate the effect of leadership styles (independent variables) on employees’ commitment (dependent variable) in for this research to test the effect of leadership styles on employment commitment in commercial bank of Ethiopia. According to Aron, 1994 regression analysis is a statistical method used to predict, inference, and hypothesis testing and modeling of causal relationships to examine the relationship between dependent variable and independent variables.

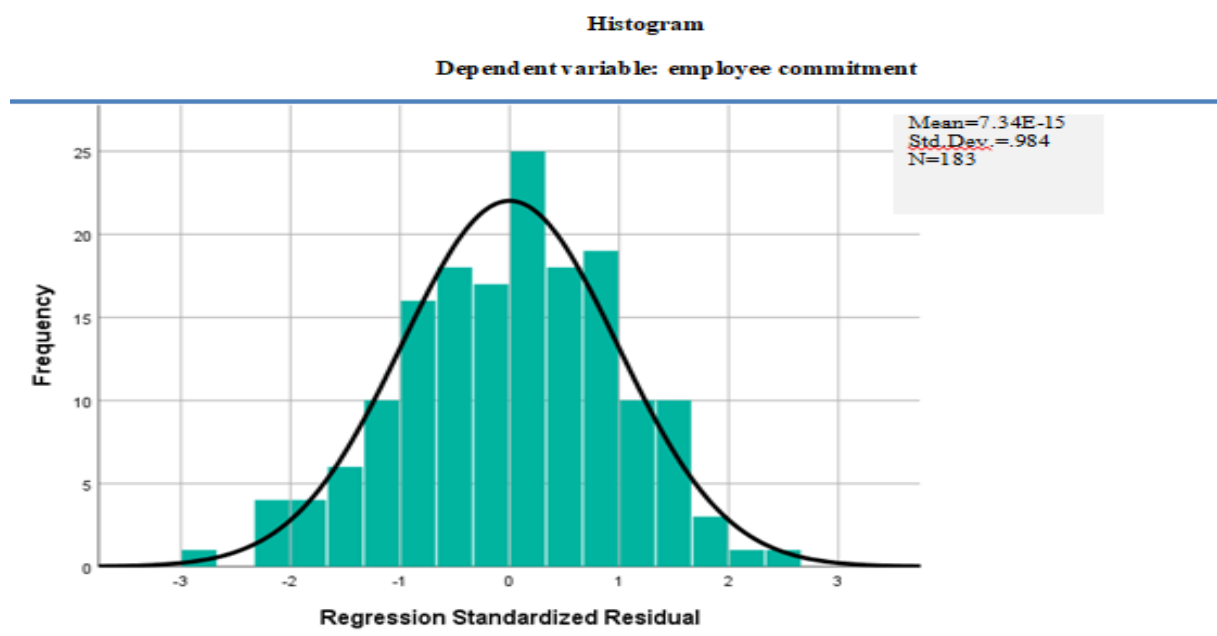
4.4.5 Multiple Regression Assumptions

4.4.5.1 Normality Test

Like most statistical analysis which examines both dependent and independent variable this research need to use parametric statics methods such as histogram, normal Q _ plots and box plots to indicates whether those variable are approximately normally distributed or not. According to Kothari (2004) in many knowing the shape of the distribution curve is crucial to the use of statistical method in research analysis since most methods make specific assumptions about the mature of the distribution curve (Waters, 2002). But if the curve is distorted (whether

on the right side or on the left side the data was asymmetrical distribution which indicate that there is skewness which is a measure of asymmetry and shows the manner in which the items are clustered around the average. As per Osborne and Waters, (2002) Regression analysis technique variables are assumed to normal distributions but it does not describe which variables. Histogram is a tool used to test the normal distribution of statistical data. When histograms are close to zero it is assumed that the data is normally distributed for the dependent variable. According to the information in figure 4.1 below indicated that bell shaped and the research data show distribution is approximately normal.

Figure 4.1 Histogram regression of standardized residual of leadership style and employee commitment



4.4.5.2 Multi-Collinearity Test

As per Belsley (1980) the existence of correlations among different predictors is called in case multi –collinearity. In cases of a perfect correlation between two or more predictors), multi-collinearity can indicate that no unique least squares solution to a regression analysis can be computed and the variance inflation factor is one known measure of multi-collinearity. Multi-collinearity statistics show Variance Inflation factors (VIFs) ranged from 1.151 to 1.695 while tolerance figures ranging from 0.602 to 0.803. These statistics recommend that multicollinearity not suspected among the independent variables. As per Field (2013) multicollinearity would be suspected if tolerance figures are below 0.10 or if VIF statistics are 10.0 or higher.

Table 4.5: The Multi collinearity test distribution result

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	transformational leadership	0.602	1.531
	servant leadership	0.654	1.695
	Supportive leadership	0.801	1.215
	Transitional leadership	0.6125	1.515
	participative leadership	0.803	1.155

Source: survey (2024) SPSS output

4.4.5.3 Homoscedasticity test

As per Knaub Jr (2018) in statistics a sequence of random variables is Homoscedasticity if all its random variable is homoscedastic if all its random variable have the same finite variance. This is also known as homogeneity of variance. The opposite notion is called heteroscedasticity. Homoscedasticity errors are generally assumed to have an unfamiliar but finite variance that is constant across all levels of the predictor variables. This assumption is also known as the homogeneity of variance assumption. Homoscedasticity means having the same scatter for it is exist in set of data and the opposite is heteroscedasticity (Weisberg, 2005). If the errors have a variance that is limited but not constant across dissimilar levels of the predictors (i.e., heteroscedasticity is present), ordinary least squares estimates will be unbiased and stable since the errors are independent, but will not be efficient. As we have seen in figure 4.2 below, the data shown in the table below looks random and evenly throughout the scattered diagram hence in the scatter graph shows no heteroscedasticity is occurred.

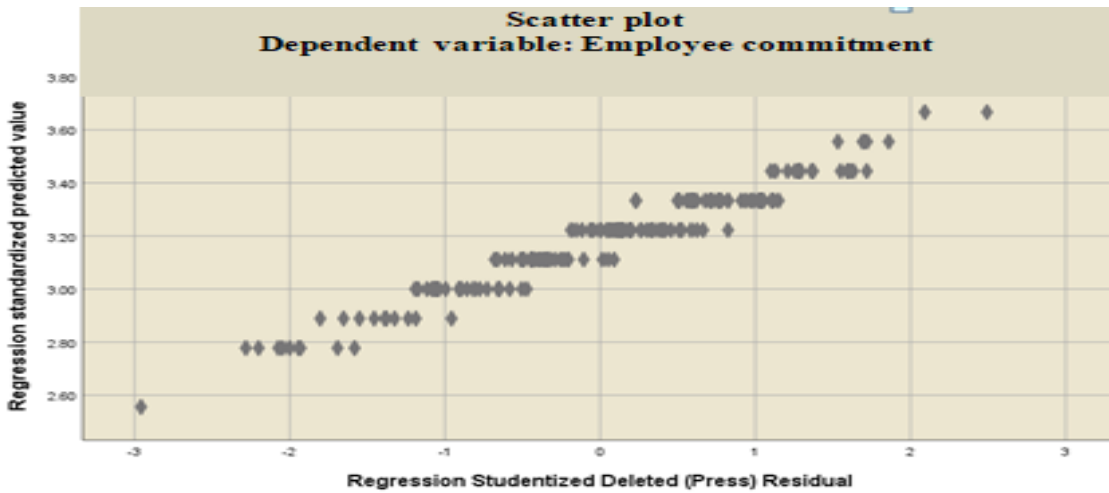


Figure 4.2 Scatter Plot of regression of standardized residual of leadership styles and employee commitment

4.4.5.4 Linearity Assumptions

The model that shares the response Y to the predictors $X_1, X_2, X_3 \dots X_N$ is assumed to be linear in the regression parameters (Chatterjee and Hadi, 2012). This means that Standard multiple regression can only precisely estimate the relationship between dependent and independent variables if the relationships are linear in nature. As in the equation: $Y = B_0 + B_1X + B_2X + B_3X + B_4X + B_5X$. This regression equation is still a linear regression equation because Y is modeled as a linear function of the parameters. According to the information in figure 4.3 below indicated Normal P-P Plots show that this assumption had been met for this study.



Figure 4.3: Normal P-P Plot of dependent variable employee commitment

4.4.5.5 Regression Model Summary

The regression model summary tells us about how much variance of dependent variable is explained by the predictors' variables that are included in the model. The model summary table provides the R, R², adjusted R², and the standard error of the estimate, which can help in determining how successful the model is in predicting the outcome (Sommer, 1996). Therefore, to see the success of the model in the real world adjusted R-squared is more preferred than R-squared. According to adjusted R-squared, the variation explained by the regression of dependent variable on the combined effect of all the predictor variables is highly significant relationship between the dependent variable and the predictor variables As (Clark, 2000) highlight, if an adjusted R square is > 0.5, this indicates a strong fit of model (Sommer, 1996).

As per Warnock (1950) the Durbin-Watson statistic permanently have a value between 0 and 4. NO correlation is expected between dependent and independent variable if value of Durbin-Watson becomes 2, Values from 0 to less than 2 shows positive autocorrelation between dependent and independent variable and if values and when the value of Durbin-Watson ranging from 2 to 4 designate negative autocorrelation between dependent and independent variable. The rule of thumb indicates that a "good fit" model is predicted by a minimum of 60 percent variance in dependent variable making the model for the research a good fit with a value of Adjusted R Square > 60 and Durbin-Watson test for auto correlation of the residual from the regression analysis is acceptable within the range of 1.5-2.5.

Regression table 4.5

Model Summary^b								
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Durbin-Watson
					R Square Change	F Change	Sig. F Change	
1	.871a	0.758	0.750	0.38134	0.758	97.109	0.000	1.575
a. Predictors: (Constant), transformational leadership, servant leadership, supportive leadership, transactional leadership, participative leadership,								

b. Dependent Variable: Employment commitment

The R square 0.758 which indicates that 0.758 percent of the dependent variables can be predicted by independent variables. The adjusted R square is 0.750 which shows that model is a good fit model as the value is greater than 0.60. Since the value of Durbin-Watson falls between rages of 1.5-2.5, the dependent variables leadership style (transformational, servant, supportive, transactional and participative have positive auto correlation on employee commitment of Commercial Bank of Ethiopia.

The adjusted R Square value represents the correlation coefficient between the dependent variable (employee commitment) and the independent variable leadership styles. From the model summary, the R square from the table above 0.758 which means that the independent variables can affect (explained) the dependent variable 75.8%. However, 24.2 % of the commitment of Commercial Bank of Ethiopia can be affected by other factors which are not addressed by study.

The fit of the regression model can be evaluated by two things: the Model Summary table and ANOVA table. The model summary table provides the R, R2, adjusted R2, and the standard error of the estimate, which can help in determining how successful the model is in predicting the outcome (Sommer, 1996).Therefore, to see the success of the model in the real world adjusted R-squared is more preferred than R-squared. Based on the above ANOVA table the result of this study revealed that data gather from the respondents indicated that there is positive significant regression among the dependent and independent variable at a value of p 0.000 with is less than 0.05 level of confidence. So the ANOVA result coefficient of determination was significant as evidence of F ratio 97.109 with p-value $0.000 < 0.05$ (level of confidence). This indicate that no matter the degree of influence difference (transformational Leadership, servant leadership and supportive have strong influence on employee commitment of Commercial Bank of Ethiopia. Hence this model is appropriate to predict employee commitment of Commercial Bank of Ethiopia due the above leadership styles. But the rest leadership styles have insignificant effect on the employee commitment of Commercial Bank of Ethiopia.

ANOVA table 4.5.1

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.

1	Regression	70.607	5	14.121	97.109	.000b
	Residual	22.540	155	0.145		
	Total	93.146	160			

a. Dependent Variable: Employment commitment

Additional analysis was on coefficients where the range of alpha value of 0.05, 0.001 or 0.01 is used to explain the significant of the variable.

Table 4.5.2 Coefficient of Leadership styles on Employee commitment

Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
		B	Beta		
1	(Constant)	0.429		2.405	0.002
	Transformational	0.471	0.554	7.038	0.001
	Servant leadership	0.345	0.405	3.371	0.001
	Supportive leadership	0.269	0.339	3.219	0.000
	Transactional leadership	0.240	0.306	3.335	0.301
	Participative leadership	0.140	0.159	1.880	.000

Source: survey (2024) SPSS output

The above table of coefficient showed that degree of relationship between each independent variable under employee commitment constituents with a constant at (0.429) ,followed by transformational0.471 followed by servant leadership (0.345), supportive leadership (0.269), transactional leadership 0.240 and participative leadership (0.140) were statistically significant since all of them had ($p > 0.05$). And transformational leadership (0.471), has strong significance with p value less than 0.01.

From the regression analysis using the coefficient of determination ($Y = B_0 + B_1X + B_2X + B_3X + B_4X + B_5X$), this finding revealed that; $B_0 = 0.429$, $B_1 = 0.471$, $B_2 = 0.345$, $B_3 = 0.269$, $B_4 = 0.240$ and $B_5 = 0.140$. The resulting predictive equation from the regression model using the standardized coefficient is $Y = 0.429 + 0.471x + 0.345x + 0.269x + 0.240x + 0.140x$ indicating that (0.429) in SPSS V 26 represents to the intercept in “Y-axis stayed the regression line cross the axis Showing that when employee commitment increase by one unit, each of the feature

under the independent variables has affect employee's commitment by one times each predicator values.

Thus transformational leadership is the predictor variable contributes the highest to the variation of the dependent variable (employee commitment) because the Beta value for this predictor variable is the highest (0.554) compared to (servant leadership, supportive leadership, participatory leadership, and transactional leadership). For that reason transformational leadership style appears to have strongest exceptional influence to describe the variation of the independent variable (employee commitment) as the other predictor variables in the model is controlled.

Respondents were also asked about the role of leaders and employee to achieve organizational mission, vision and goals of their bank and how they can delegate duties. Most respondents argue that leaders play major role to invite the staff to actively support each other and to work independently during planning, implementation, and monitoring phase. According to these interviewees majority rule and minority right are the major tool to help employee to achieve mission, vision and goals of their bank. They also confirm that technical support and working independent with high supervision and managerial coaching has high value during their daily activities. Providing measurable activities with clear accountability are among the major tools to delegate duties. However some respondents said that there is no clear mechanisms to poor delegation duties and responsibilities, and most employee are in effective in their work place and employee feel no sense of ownership in the organization if they exposed for punishment. Hence Bank loss more if it punishment the employee for their loss of accountability and to some extent employee increase performance when they get reward but giving a chance of ownership and advanced leadership like transformational leadership help employees to work free and have sense of high energy and ownership.

Bank supervisor have said

“As a leaders I provide equal access of support and give proper service to may young processional, I have been provide them technical and professional support to my experts until they can work independently, sometime I use reward mechanism but most of time reward and punishment did not shape our employee rather proper leadership and motivating them by give company ownership help our employee to work for successes and providing them proper technical and processional support help them to work for our company profitability. For middle

leaders and lower leaders in achieving of organizational objectives and I usually distribute duties with full responsibilities and accountability, I have played great role by helping employee to enhance their effectiveness and efficiency by using flexible leadership approach.”

Respondents were also discussed how they manage decision making in their organization/department. Most respondent have said that they do not use collective decision most of time top, middle and lower leaders make more decision from planning to implementation phase. However, some of respondents have believed that major issue and activities which need involvement of most employees in their organization are often decided by top leaders. According to those respondents top leaders, middle leaders, and lower leaders lack leadership skills. In other way respondents have confirmed that though there is collective decision making among top leaders but most middle and lower leaders, supervisors, department heads do not share decision making to the grass root level because based on the characteristic of our company we need not to discuss on every top mission it is better to us to use supportive and more independent advanced leadership.

One Bank coordinator says

“According to my point of view our bank doesn’t call experts, of colleges and other technical professionals during planning, implementation phase. Since our bank uses more high level and supportive leadership we focus on technical support and professional coaching than participatory and transactional leadership of course some time we use reward and punishment mechanism but it is not effective most of time we use systems and technics to help employees to work independently and provide technical support and on work training and servant leadership to share them experience.. ”

Similarly another bank supervisor said that

“Our bank has unique structural and organizational system, it needs the involvement of skilled professionals, and the involvement of professionals in self-decision making enhances the effectiveness and efficiency of the organization. Since our organization characteristics need not more the collective decision making, our bank uses different tools and techniques during to share top management objectives and technical guidance and technology related issues. For special occasion we sat together to decide on basic duties until we reach in

consensus. Most of time we use discussions, meeting, supervisions and feedback, before and after bank auditing before and after any task performed. So our leaders provide us systemic and technical high level leadership than discussion on table.”

In addition respondent were asked if there is clear mechanism to reward and motivate employee in the bank. Most respondents have confirmed that though there is clear mechanism to reward motivate and employee in a formal way, there is motivation and reward action are taken the last few years. Our bank has its own over time work and use their own technique to motivate their staff using different techniques. According to these respondents the proper and rational relationship among leaders and employee can enhance efficiency and effectiveness on achieving organizational objective. But reward and punishment without advanced leader character does not bring success for bank. From this point most respondents during discussion has confirmed that there are some reward and motivation measure that had been taken to enhance employee commitment but still it need attention to have clear and adequate reward and motivation mechanism. One officer said that:

“Our organization understands providing reward and motivation can initiate employees to performs their activities, as a result we provide long term on job technical support and training for our employee depending on their commitment, the problem is the incentive mechanisms and reward and or punishment alone does not bring good success we should use advanced leadership mechanism supported by latest technologies. So our bank should advance its leadership to high level leadership like that of transformational leadership. However one in other way we are motivating our employee, in the future I think our organization will have a clear frame work to reward employees.”

Generally, triangulating the quantitative and qualitative data the above results implicates that transformational leadership styles is the most common leadership exercise in Commercial Bank Ethiopia followed by , servant leadership style, and supportive leadership style. In other way are although transactional leadership and participative has positive effect on employee commitment, they are the list significant leadership styles.

4.5 Discussion

As per the above table transformational leadership style beta coefficient value is 0.471 with a significant value of .001 which is less than the conventional significance level of 0.05. The coefficient of transformational leadership style was 0.471 at 95% confidence level this means

when one unit increase in transformational leadership style leads to an increase of employee commitment by 47.1% while remaining other independent variables constant. The sign of the coefficient (positive in this case) indicates the direction of the relationship, which means that dependent and independent variables have positive relationship. The p-value for this coefficient is 0.001 statistically significant because p value is less than 0.05 meaning that transformational leadership style is a significant predictor of employee commitment in CBE. This means there is sufficient evidence to conclude that transformational leadership style does have a significant influence on employee's commitment, as indicated by the beta value of 0.471. Therefore, based on the results provided ($\beta = 0.471$, $p = 0.001$), H5 (the alternative hypothesis) is supported. This finding is similar to a study conducted by (Ismail et al., 2017) Juenalis mwombeki in 2017 in which the result indicates that transformational leadership has a positive and significant influence on employee commitment, showing transformational leadership increase motivation and individual effectiveness and efficiency. H5 is accepted.

As per the above table servant leadership style with beta coefficient value is 0.345 with a significant value of .001 which is less than the conventional significance level of 0.05. The coefficient of servant leadership style was 0.345 at 95% confidence level this means when one unit increase in servant leadership style leads to an increase of employee commitment by 34.5% while remaining other independent variables constant. The sign of the coefficient (positive in this case) indicates the direction of the relationship, which means that dependent and independent variables have positive relationship. The p-value for this coefficient is 0.001 statistically significant because p value is less than 0.05 meaning that servant leadership style is a significant predictor of employee commitment in CBE. This means there is sufficient evidence to conclude that servant leadership style does have a significant influence on employee's commitment, as indicated by the beta value of 0.345. Therefore, based on the results provided ($\beta = 0.345$, $p = 0.001$), H3 (the alternative hypothesis) is supported. This finding is similar to (Chiniara & Bentein, 2016) & (McGraw-Hill., 1967)Where they found servant leadership style influences employee satisfaction and high performance in their organization. H3 is accepted.

As shown on the above table supportive leadership style beta coefficient value is 0.269 with a significant value of .000 which is lower than p value 0.01 which is much less than the conventional significance level of 0.05. The coefficient of supportive leadership style was 0.269 at 95% confidence level this means when one unit increase in supportive leadership style leads to an increase of employee commitment by 26.9% while remaining other independent variables constant. The sign of the coefficient (positive in this case) indicates the direction of

the relationship, which means that dependent and independent variables have positive relationship. The p-value for this coefficient is 0.000 statistically significant because p value is less than 0.05 meaning that servant leadership style is a significant predictor of employee commitment in CBE. This means there is strong evidence to conclude that supportive leadership style does have a significant influence on employee's commitment, as indicated by the beta value of 0.269. Therefore, based on the results provided ($\beta = 0.269$, $p = 0.000$), H1 (the alternative hypothesis) is supported. This finding is similar to a study conducted by (Lor & Hassan, 2017). In which the result indicates that Supportive leadership has a positive and significant influence on employee commitment, help Commercial Bank of Ethiopia employee to be committed to have freedom to use their innovative potential. H1 is accepted.

Transactional leadership style beta coefficient value is 0.240 with significant value of 0.001 which is much less than the conventional significance level of 0.05. The coefficient of transactional leadership style was 0.240 at 95% confidence level this means when one unit increase in transactional leadership style leads to an increase of employee commitment by 24% while remaining other independent variables constant. The sign of the coefficient (positive in this case) indicates the direction of the relationship, which means that dependent and independent variables have positive relationship. The p-value for this coefficient is 0.001 statistically significant because p value is less than 0.05 meaning that transactional leadership style is a significant predictor of employee commitment in CBE.. This means there is strong evidence to conclude that transactional leadership style does have a significant influence on employee's commitment, as indicated by the beta value of 0.240. Therefore, based on the results provided ($\beta = 0.240$, $p = 0.001$), H4 (the alternative hypothesis) is accepted. This finding is similar to Hassan, (2017) where they found transactional leadership style influences have significant effect in the Commercial bank of Ethiopia. Ho4 is accepted.

Participative leadership style beta coefficient value is 0.140 with a significant value of 0.000 which is lower than p value 0. 01 which is less than the conventional significance level of 0.05. The coefficient of participative leadership style was 0.140 at 95% confidence level this means when one unit increase in participative leadership style leads to an increase of employee commitment by 14% while remaining other independent variables constant. The sign of the coefficient (positive in this case) indicates the direction of the relationship, which means that dependent and independent variables have positive relationship. The p-value for this coefficient is 0.000 statistically significant because p value is less than 0.05 meaning that transactional leadership style is a significant predictor of employee commitment in CBE. This research revealed that participative leadership style does have a significant influence on employee's

commitment, as indicated by the beta value of 0.140. Therefore, based on the results provided ($\beta = 0.140$, $p = 0.000$), H2 (the alternative hypothesis) would be accepted. This suggests that there is indeed a significant influence of participative leadership style on employee's commitment. This finding is similar to (Iqbal, 2015) & (Northouse'a, n.d.) Where they found that participation leadership style has significant impact in CBE, H2 is accepted.

4.6 Summary of Hypothesis Test

Hypothesis	Beta value	Sig	Result
H1: Supportive leadership style has a significant influence on employee's commitment.	0.269	0.000	Accept
H2: There was significant influence of participative leadership style on employee's commitment.	0.140	0.000	Accept
H3: There was a significant influence of servant leadership style on employee's commitment.	0.345	0.001	Accept
H4: There is significant influence of transactional leadership on employee's commitment.	0.240	0.001	Accept
H5: There is a significant influence of transformational leadership style on employee's commitment.	0.471	0.001	Accept

Source: survey (2024) SPSS output

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS, AND CONCLUSION

5.1 Introduction

The general objective of the study was to investigate the effect of leadership styles on employee's commitment in case of Commercial Bank of Ethiopia. This chapter summarized and discussed the main findings obtained from each research questions. It also dealt with the decisions that were derived from the analysis, as well as recommendations that can be applied or used for future research, for each of the main research objectives.

5.2 Summary

The main objective of this study was to examine the effect of leadership styles on employee's commitment in case of Commercial Bank of Ethiopia. Mixed research approaches were employed 183 were involved in the quantitative research and 10 respondents were involved during interview. Through triangulation of qualitative and quantitative data the following finding were presented.

The result of the descriptive statistics indicated that transformational style has the highest mean score of 3.0412, which is the highest mean among the leadership styles. Likewise through qualitative data collection tool respondents were confirmed that transformational leadership style is the most commonly used leadership style in Commercial Bank of Ethiopia. This result directed that most respondents verified their leaders follow transformational leadership style; the second most popular leadership style perceived by the respondents is servant leadership style which has a mean score of 2.8445 followed by supportive leadership style followed by transactional leadership style. Lastly, the least popular leadership style perceived by the respondents is participative leadership style which has the lowest mean score of 2.0690 as indicated during qualitative data respondents were assume that their leaders use transformational leadership style in addition to servant and supportive leadership style showing that their commitment at this time is increasing time to time. In other way respondents shown that due to turn over of managers the leadership style is not permanent it difference political intervention which the source of reshuffling of most leaders.

Likewise the correlation result of study showed that: - transformational leadership style is positively and significantly related to employees' commitment at ($r=0.831$, $p=.001$) and servant leadership style at ($r=0.810$, $p=.001$). Whereas, supportive leadership style at ($r=.519$ and $p=.000$). Transactional leadership style positively and least significantly related to employees'

commitment ($r=0.453$, $p=.001$), and participative leadership style is the least leadership at ($r=0.269$, $p=.000$).

Form regression analysis of the study revealed that independent variables can affect (explained) the dependent variable 75.8%. However, 24.2 % of the commitment of Commercial Bank of Ethiopia can be affected by other factors which are not addressed by study. Finally Thus transformational leadership is the predictor variable contributes the highest to the variation of the dependent variable (employee commitment) with highest Beta value of (0.471) indicating that transformational leadership style appears to have strongest exceptional influence to describe the variation of the independent variable (employee commitment) as the other predictor variables in the model is controlled.

5.3 Conclusion

According to this research, transformational leadership style is the most commonly used in Commercial Bank of Ethiopia. Servant leadership style and supportive leadership style is commonly used leadership style, and transactional and participative leadership styles are the least used leadership style. Based on this research result servant leadership style, supportive leadership style, transformational leadership style, participative leadership style and transaction leadership style has significant effect on employee commitment, indicating that if these leadership style would functional employee commitment would increase in Commercial Bank of Ethiopia. In other way transactional leadership and participative leadership style has also significant effect in employee commitment which is least in contrast. From triangulation of both qualitative and quantitative research this research revealed that transformational leadership has the strongest effect in employee commitment than the servant, participative, supportive and transactional styles. Therefore, Commercial Bank of Ethiopia leaders is encouraged to adopt flexible leadership style indicating that there is no single leadership style to adopt in the Commercial Bank of Ethiopia

According to these respondents most Commercial Bank of Ethiopia leaders time to time are showing progress to have knowledge of all leadership style to know the best suited leadership for their organization. But they confirmed that currently transformational leadership style is let implementing and needs farther knowledge and skill, and a servant leadership style and supportive are commonly practiced leadership years ago and has strong positive effect on employee commitment next to transformational leadership style.

It is valuable to understand that employee are the most vital asset of institution, and since employee commitment are significantly depend on leadership style which are applied in the

institutions, this research seriously advice Commercial Bank of Ethiopia to look back towards its leadership style to show progress on improving employee commitment by providing leadership skill training and finally this research recommend adopt the suggested leadership style in the organization.

5.4 Recommendation

Organizations are expected to have potential and highly capable leaders that can initiate and motivate employee to be effective in achieving over all organizational objectives through holistic leadership direction. Based on the findings of this research, transformational leadership, servant leadership and supportive leadership style have mostly correlated significant effect on employee commitment followed by transactional leadership styles and participative leadership style. And all have significant value on enhancing the employee commitment.

Based on qualitative and quantitative research respondents this research transformational, servant leadership style and supportive leadership has strong significant effect with employee commitment of Commercial Bank of Ethiopia than the other leadership style. So this research advices the bank to adopt transformational leadership style, servant leadership style, and supportive leadership style than the other leadership styles. In addition this research recommended that Commercial Bank of Ethiopia leaders should be provided intensive training on the leadership styles so as to know their difference and their organizational impact and to adopt the recommended leadership styles rationally. Staff awareness and provision of training for employee in Commercial Bank of Ethiopia about leadership style and their direct and indirect impact with their commitment and success of their organization is other essential factor this research recommends.

Finally this research recommends for Commercial Bank of Ethiopia to assess its leadership style annually and take mitigation measure according to survey achievements so as to improve its leadership style to have sustainable and effective staff that address strategic goals of the sector.

5.5 Limitations

This portion describes the limitations that are possible to realize this research in a successful manner. There are several aspects that may lead to limit the precision of research conclusions. Among the major limitations is regarding sampling. Since samples may represent the complete population, there can be dissimilarities in expectations made on the whole population. As the

data was collected from 183 respondents, it cannot justify the impact of leadership style on employee commitment since large number of population cannot be considered with a model. Further other limitations encompass the attention of respondents in answering the questions are the other limitations that were likely considered in this research. Respondents may be influence due to internal and external factor to answer questioner without considering the seriousness of the study. Respondents might not be fill freedom because respondents way think that their bosses may attach them after providing the real situation of their organization, and respondents might not feel comfortable in agreeing to the problems they face in the organization. Accordingly these limitations explain the difficulties that researcher might face in accomplishing the study and completing all the objectives with acceptable accuracy.

5.6 Future research Direction

This research tried to investigate the relationship between leadership style and employees' commitment in Commercial Bank of Ethiopia in the future other research may focus to study the effect of leadership style at city level to understand the effect of leadership style on employee commitment of each branches within the city. According to the characteristic of each Commercial Bank branches, this research uses mixed research approach other research may use either of qualitative or quantitative research approach to show other perspective of this research title. Or the upcoming research may be conducted with inclusion of less and different variables with different research methodology to look on other way of investigating effect of leadership style on employee commitment in Commercial Bank of Ethiopia. Future researches should study the effect of leadership style in all branches at city level so as to generate innovative leader to make successful their bank.

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APPENDICES
ADDIS ABABA UNIVERSITY
MASTER OF BUSINESS ADMINISTRATION
THE EFFECT OF LEADERSHIP STYLE ON EMPLOYEE COMMITMENT IN
CASE OF COMMERCIAL BANK OF ETHIOPIA

Introduction

Dear Respondent,

My name is Hamid, a graduating class student master of business administration at Addis Ababa University. Currently, I am doing thesis on “the effect of leadership style on employee’s commitment: in case of Commercial Bank of Ethiopia”. The objective of this self-administered questionnaire is to collect data in order to access and identify the leadership styles in Commercial Bank of Ethiopia, determine the relationship between leadership style and employee commitment in Commercial Bank of Ethiopia, examine the level of commitment and the effect of leadership style on employee commitment. This research aims to investigate and suggest leadership styles which results in low impact and higher employee commitment in Commercial Bank of Ethiopia. Therefore, the researcher kindly requests you to fill this questionnaire carefully. All the information you will provide will be kept strictly confidential. Moreover, the information that you will provide is quite useful to achieve the objective of the study.

If you have any comment or questions, please contact Hamid Reshid 0932283364.

Thank you in Advance for your help in this important research.

Direction

- you are not required to write your name.
- Put a “√” in the space provided in front of each item.
- Please, choose the one which you think is the most appropriate response to each.

Part I - Demographic Questionnaire

1. Gender: Male Female
2. Age
 18-30 Year 31-40 Year
 41-50 Year above50 Year
3. Education level?
 Diploma Bachelor degree Master degree PhD
4. What is your position?
 Officer Coordinator Supervisor Manager
5. How long have you worked for the Company?
 0-3 years 4-5 years 6-10 years More than 10 years
6. What is your marital status?
 Single Married Widowed Divorced

Part II: Questions on assessing Leadership types

This part of the questionnaire is to describe the effect of your managers’ leadership style on employee commitment. After you read each of leadership style, evaluate them in relation select your appropriate answer under the choices below and then putting “√” mark.

Key for Scales: Strongly Disagree; 1 = Disagree, 2 = Neutral, 3 = Agree, 4 = Strongly Agree =5

S.N	Questions /Descriptive Statements	Scaling Rate				
		1	2	3	4	5
	Participative Leadership					
1	My manager creates an environment where I take responsibility and ownership of my work.					
2	When there is a difference in expectations my manager works with me to solve the problem.					
3	My manager encourages staff to participate in decision-making.					
4	My manager gives staff an opportunity to be active in determining the future success of the organization.					
	Servant Leadership	1	2	3	4	5

1	My manager, communicate a clear vision of the future and receptive listeners of the organization.					
2	My manager is open to learning from those who are below them in the organization.					
3	My manager use persuasion to influence others instead of coercion or force.					
4	My manager, seek to influence others from a positive relationship rather than from the authority of their position.					
5	My manager provide opportunities for all workers to develop to their full potential.					
	Supportive Leadership	1	2	3	4	5
1	My manager encourages innovation and creativity of staff members.					
2	My manager encourages staffs' careers growth and development.					
3	My manager demonstrates respect for staff, treat everyone equal, and has concern for staffs' well – being.					
4	My manager creates a friendly environment that recognizes staffs' achievements.					
	Transformational Leadership	1	2	3	4	5
1	My manager makes others feel good to be around him / her.					
2	My manager expresses in a few simple words what we could and should do.					
3	My manager provides appealing images about what we can do.					
4	My manager enables others to think about old problems in new ways.					
5	My manager gets others to rethink ideas that they had never questioned before.					

6	My manager helps others develop themselves.					
7	My manager gives personal attention to others who seem rejected.					
8	My manager helps me find meaning in my work.					
Transactional Leadership style		1	2	3	4	5
1	My manager tells others what to do if they want to be rewarded for their works.					
2	My manager provides recognition/rewards when others reach their goals.					
3	My manager is always satisfied when others meet agreed-upon standards.					
4	As long as things are working my manager do not try to change anything.					
Employee Commitment		1	2	3	4	5
1	I would very happy to spend the rest of my Career with this organization.					
2	I enjoy discussing my organization with People outside it.					
3	I really feel as if these organizations problems are my own.					
4	This organization has a great deal of personal meaning for me.					
5	I am not afraid of what might happen if I quit my job without having another one job.					
6	It would not be too costly for me to leave my organization now.					
7	I do not believe that a person must always be Loyal to his or her organization.					
8	Jumping from organization to organization does not seem at all unethical to me.					
9	I was taught to believe in the value of remaining loyal to one.					

Part III: -Interview Questions

Thank you for the willingness to be interviewed. Name of Core process / support unit you are currently working -----

1. How do you manage decision making in your organization/department?
2. How do you manage reward to your staff?
3. How do the leaders in your organization motive/ initiate employee for enhancing employee commitment?
4. What is the appropriate leadership style that will improve employee commitment?
5. Which leadership style is practiced in your organization?

THANK YOU!!