



The Influence of Leadership Behavior on Organizational Culture:

The Case of Debu Global Bank S.C

A Research Project Work Submitted to Addis Ababa University, School of
Commerce in Partial Fulfillment of the Requirements for The Masters of Arts
Degree in Business Leadership

By: Yidnekachew Awayneh

Advisor: Abdurezak Mohammed (PhD)

September, 2021

Addis Ababa, Ethiopia

Addis Ababa University

College of Commerce Post Graduate Program

This is to certify that Yidnekachew Awayneh`s research project, "The influence of leadership behavior on organizational culture: A Case Study of Debub Global Bank S.C," was submitted to Addis Ababa University School of Commerce in partial fulfillment of the requirements for a Masters of Business Leadership complies with the regulations of the university and meets the accepted standard with respect to originality and quality.

Approved By: - Board of Examiner

Chairman, Department

Signature

Advisor

Signature

Internal Examiner

Signature

External Examiner

Signature

Declaration

I, the undersigned, declarer that this work, titled "The influence of leadership behavior on organizational culture: A Case Study of Debu Global Bank S.C," is the result of my own efforts. And all sources of materials I used for the study have been properly acknowledged.

Declared by:

Yidnekachew Awayneh

Signature_____ Date_____

Confirmed by:

Advisor: Dr. Abdurezak Mohammed

Signature_____ Date_____

Acknowledgment

First and foremost, I would like to express my heartfelt gratitude to my advisor, Dr. Abdurezak Mohamed, for his time, constructive and noticeable comments, assistance, and guidance throughout this study. Next, I'd like to express my gratitude to my families for their unreserved support through my career. The last but not the least, my heartfelt gratitude goes to the Debub Global staffs for making time to fill out the questionnaire and collaborate with me in gathering the necessary information as well as for sharing their knowledge and experience.

Table of Contents

Declaration.....	ii
Acknowledgment.....	iii
Lists of Table.....	vii
List of Figures.....	viii
Acronyms.....	ix
Abstract.....	x
Chapter One.....	1
Introduction.....	1
1.1. Back ground of the study.....	1
1.2. Background of the organization.....	2
1.3. Statement of the problem.....	2
1.4. Research Questions.....	4
1.5. Objectives of the study.....	4
1.5.1. General Objective.....	4
1.5.2. Specific Objective.....	4
1.6. Research hypothesis.....	4
1.7. Significance of the study.....	5
1.8. Limitation of the study.....	5
1.9. Scope of the study.....	5
1.10. Definition of key terms.....	6
1.11. Organization of the study.....	7
Chapter Two.....	8
Literature Review.....	8
2.1. Theoretical review.....	8
2.1.1. Meaning and Concepts of Leadership.....	8
2.1.2. Meaning and concepts of Organizational culture.....	14
2.2. Empirical review.....	17
2.3. Conceptual Framework.....	19
Chapter Three.....	20
Research Design & Methodology.....	20
3.1. Research Design.....	20
3.2. Population and Sampling Techniques.....	20

3.3. Sources of Data	21
3.3.1. Primary Source	21
3.3.2. Secondary source	22
3.4. Data Collection methodologies	22
3.5. Survey Methodology	22
3.6. Data analysis methods	22
3.7. Reliability and Validity	23
3.8. Ethical Consideration	23
Chapter Four	24
DATA PRESENTATION, ANALYSIS AND INTERPRETATION	24
4.1. Introduction	24
4.2. Demographic Background of Respondents	24
4.2.1. Gender Distribution of Respondents	25
4.2.2. Respondent Age group.....	25
4.2.3. Educational background of the respondent	26
4.2.4. Respondent work experience in DGB	26
4.2.5. Marital status of the respondent	27
4.3. Descriptive Statistics of Leader Behaviors and Organizational Culture	27
4.4 The Relationship between Leadership behaviors and organizational culture	28
4.4.1. Relationship between Directive Leadership behavior and organizational culture	29
4.4.2. The relationship between supportive leadership behavior and organizational culture	30
4.4.3. Relationship between participative Leadership behavior and organizational culture	30
4.4.4. Relationship between Achievement-oriented Leadership behavior and organizational culture	31
4.5. Collinear test	32
4.6. Regression Analysis	33
4.6.1. Regression model.....	33
4.6.2. Variable entered/Removed	34
4.6.3. Regression analysis Model summary	34
4.6.4. Regression analysis ANOVA result and interpretation.....	35
4.6.5. Regression Analysis Coefficient result and interpretation.....	35
Chapter Five	37
SUMMARY, CONCLUSION AND RECOMMENDATION	37
5.1. Introduction	37
5.1. Summary of findings	37
5.2. Conclusions of the study	38

5.3. Recommendations of the study	39
5.4. Limitation and Suggestions for the future study.....	39
Reference	41
Appendix	46

Lists of Table

Table 3.1. Reliability test	18
Table4.1. Response Rate	19
Table 4.2. Gender Distributions.....	20
Table 4.3. Respondent age group	20
Table 4.4. Educational background.....	21
Table 4.5. Respondent year of work experiences.....	21
Table 4.6. Marital status	22
Table 4.7. Descriptive analysis for dominant leadership behavior.....	23
Table 4.8. Correlation coefficients interpretation	23
Table 4.9. Correlation analysis of Directive Leadership behavior and organizational culture....	24
Table 4.10. Correlation analysis of Supportive Leadership behavior and organizational culture.	25
Table 4.11. Correlation analysis of Participative Leadership behavior and organizational culture.....	26
Table 4.12. Correlation analysis of Achievement-oriented Leadership behavior and organizational culture	27
Table 4.13. Collinear Statistics	28
Table 4.13. Regression Variables Entered/Removed	28
Table 4.14. Regression Model Summary	29
Table 4.15. ANOVA	29
Table 4.16. Regression coefficient	30

List of Figures

Figure 1. Path goal theory of leadership diagram.....	10
Figure 2- Organizational culture formation diagram.....	12
Figure 3- Conceptual framework diagram	15

Acronyms

ANOVA- Analysis of Variance

MLQ- Multifactor Leadership Questionnaire

Meas. - Measurements

DGB- Debus Global Bank S.C

SPSS- Statistical Package for the Social Science Std. Deviation- Standard Deviation

Sig. - Significant

Std. Deviation - Standard deviation

Abstract

This study aimed to assess the influence of Leadership behavior on organizational culture of Debut Global Bank S.C. In order to achieve the research objectives, primary and secondary data was collected. Literature was reviewed from available scholarly studies and conceptual framework was developed from the literature review. Survey Questionnaires and document review checklists were used as data collection tools. Descriptive survey design was used to accomplish the objective of the study. The study's participants were chosen using a simple random sampling technique. Out of the total number of employees at the head office, 148 were asked to complete the questionnaire, and 139 responded. The data collected from participants of the study were analyzed through Descriptive, Multiple Regression and Correlation analysis techniques. Accordingly, result of the study revealed that at group level Leadership behaviors has positive and significant influence on organizational culture of the bank. It was also found that Achievement-oriented Leadership behavior was the widely practiced leadership behavior in the bank. Apart from the above, the study indicates that Supportive and Participative Leadership behavior has no significant influence on organizational culture of the bank. To address the limitation related to the insignificant influence of supportive and participative leadership behavior, the bank advised to support and encourage leaders within the organization to exercise Participative and Supportive leadership and in related to dominant leadership behavior since the achievement-oriented leadership behavior main focus is on accomplishment of specific task, it may adversely affect the innovative culture of the bank. Therefore, the study recommended that the bank shall adopt strategies that promote the creativity and innovative culture of the bank. Concerning limitation of the study, this study's findings are solely based on leadership behavior and organizational culture of the bank, with no consideration given to other mediating factors such as employee perception towards leadership behaviors. In addition, the study only considers DGB as a case study & it would be difficult to generalize about other banks. Thus, researcher advise and recommend to future studies to broadening the scope of the research at the industry level and incorporating meditating variables in order to obtain a complete picture of the influence of leadership behavior on organizational culture.

Key words- Leadership behavior, Organizational culture, Influence, Debut global Bank

Chapter One

Introduction

1.1. Back ground of the study

As articulate by Schein (2004) organizational culture is described as identity of organization in which shared meaning held by members of an organization that distinguish one organization from another. Organizational culture shared by majority member of the organization determine how the organization perceived by actors of external business environment like customers, suppliers, competitors, regulators and etc. (Fellows and Liu 2013).

An efficient organizational culture has to retain its uniqueness and be source of competitive advantages for the company (Barney 1986). Likewise, (Perters and Waterman, 1982) also explain strong organizational culture as one of the factors that distinguish the low performer and high performer companies.

Leaders on the other hand plays an active role in developing, shaping and sustaining organizational culture through their policy and leadership behavior (Kane Urrabazo, Christine,2006). Leaders supposed to adopt behavior in which his personality and action would consistence with companies' business objectives. Research has revealed that effective leadership behavior enhances organizational success and effectiveness (Xu and Wang 2008). Therefore, desired organizational success and efficiency can be achieved together with correct leadership behavior and right organizational culture.

An organization's core values start with its leadership, which then evolves into a leadership style. These principles, as well as the behaviors of leaders will guide subordinates, to become both parties' behavior more aligned (Staniland M, 1985). When strong, unified behavior, values, and beliefs are established, a strong organizational culture emerges. Leaders must recognize their role in preserving the culture of their organization. As a result, members of the company will behave consistently, reducing tensions and providing a safe working environment for employees (Christine Kane-Urrabazo,2006). As a result, the purpose of this paper is to assess the aforementioned significant relationship between leadership behavior and organizational culture using DGB as a case study.

1.2. Background of the organization

Debu Global Bank S.C. (DGB) was founded in August 2012 with an initial subscribed capital of Birr 266.9 to provide a wide range of banking services to both domestic and international businesses. Currently, DGB's paid-up capital and total assets reach Birr 1.24 billion and 11.31 billion, respectively. It has 107 branches that spread across the country, in the meantime its total number of employees reaches 1,847 (*Bank's 3rd Quarter report ended on March 31,202*).

Structurally, the bank is overseen by a Board of Directors elected by the shareholders general assembly, as well as a President with role Chief Executive Officer, two Vice Presidents, twelve Directors, one regional office, twenty-six Divisions, and one project office (*DGB Official website*).

Vision: *"To be one of the Best African Bank by 2030."*

Mission: *"enhances stakeholders' value by providing excellent banking services to its customers using state of the Art technology, providing competent leadership and employing capable, disciplined and satisfied employees through effective recruitment, training and development".*

Values:

- Quality Customer Service
- shared Ownership
- Common Purpose
- Integrity
- Accountability
- Learning

Source; *DGB Official website*

1.3. Statement of the problem

In today's dynamic and competitive business environment, strong organizational culture is often considered as the influential factor in determining customers orientated and productive working environment (Cameron & Freeman, 1991).In this regard developing strong culture is one of the crucial issues requiring organization`s most attention and it should be priority areas where leaders to exert their significant effort so as to meet organizational long-term objectives (Deal & Kennedy,1995).

Leadership is the behavior of an individual directing the activities of a group toward a shared goal (Hemphill & Coons, 1957). Leaders' trait and character that reflect in day today business operation is recognize as one of the factors that influence the development of organizational culture (Luthons,2005). Organizational culture may develop even without leaders' involvement but for productive and healthy working culture leaders' influence on corporate culture is vital.

According to Campbell and Stonehouse (1999), culture can affect employee motivation, morale, and good-will, productivity, performance, job quality, innovation, creativity as well as employee attitude in the workplace. Besides, studies on the culture of high-performing organizations also revealed the positive relationship of leadership behavior and organizational culture (Doris Xhelili, May 2016)

In the meantime, business competition in Ethiopian banking sector has become stiffer time to time and as per June 2020 industry analysis report of Debub Global Bank, out of the total 16 private banks included in the report Debub Global Bank ranked as the second least performer in the industry in terms Deposit Mobilization, Total Capital , Total Asset and Loan disbursement with market share of 1.17%, 2% ,1.37% and 1.31% respectively and the third least performer in terms of Profitability, Branches Network & Foreign Currency Generation with market share of 1.96%,1.88% and 2.85% respectively . In this regard, to improve performance of the company and to wins competitions, leaders are highly expected to building strong and productive culture that adhere the values and vision of the organization through their guidance, direction and influence on his/her subordinate (Schein, 1983).

However, despite the fact that studying leadership behavior is critical to identifying leaders' character and actions that inspire and lead people to maximize efficiency and develop productive culture(Mosadand Yarmohammadian, 2006), the researcher has not come across a specific study on the relationship between leadership behavior and organizational culture in Ethiopia's retail banking business.

Therefore, the researcher intends to study the influence of leadership behavior on organizational culture in DGB using Path Goal Theory of Leadership Behavior and Denison's Organizational Culture Model.

1.4. Research Questions

The study addresses the following research questions in order to fill the gap mentioned in the problem statement.

1. What is the level and direction of leadership behavior's influence on DGB corporate culture?
2. Which leadership behaviors are widely applied in DGB?
3. Is there a positive relationship between leadership behavior and the DGB organization's culture?
4. Does the bank's leadership behavior have a significant influence on DGB's corporate culture?

1.5. Objectives of the study

1.5.1. General Objective

The primary goal of the study is to assess the influence of leadership behavior on the DGB's corporate culture.

1.5.2. Specific Objective

1. To assess the level of relationship between leadership behaviors and organizational culture of the of DGB.
2. To assess the direction of relationship between leadership behaviors and organizational culture of the of DGB.
3. To assess the dominant leadership behavior that is widely practiced in the Bank.

1.6. Research hypothesis

Testable predictive statement about the relationship between the leadership behavior and organizational culture was proposed as follows;

H1: Leadership Behaviors has positive and significant influence on organizational culture.

H2: Directive leadership behavior has positive and significant influence on organizational culture.

H3: Supportive leadership behavior has positive and significant influence on organizational culture.

H4: Participative leadership behavior has positive and significant influence on organizational culture.

H5: Achievement oriented leadership behavior has positive and significant influence on organizational culture.

1.7. Significance of the study

This study would contribute empirical evidence about the influence of leadership behavior on organizational culture of DGB and the results of this study will also benefit:

To DGB- The findings of the research will benefit the bank in evaluating the level and direction of influence for which leadership behavior of the bank has impacted organizational culture.

To Academicians and Researchers-The result of this study will create a clear understanding on the alignment of leadership behavior, organizational culture and value & vision of the bank. And also provide information about Bank's dominant leadership behavior. This study will add knowledge about the influence of leadership behavior on organizational culture and it will also use as source reference for related studies in the future.

Policy Maker- By scale up the finding and scope of this study, policymakers and any other concerned body in the business leadership such as government and private organizations can use the findings of this research to formulate regulation and policies.

1.8. Limitation of the study

Since the study takes in to account the case of only DGB, it would be difficult to generalize about other banks in the country with different organizational leadership behavior and style. Moreover, the study was conducted only considering leadership behavior as independent variable and organizational culture as dependent variable, with no consideration given to other mediating factors such as employee perception on leadership behaviors that may influence organizational culture of the bank.

1.9. Scope of the study

The study only deals with assessing the influence of leadership behavior on organizational culture of DGB. Even though there are several factors that have influence on organizational culture, this study is focus only on leadership behaviors as independent variable. Variables that are used in the study to evaluate the leadership behavior is rely on path goal theory of leadership behavior.

Regarding the study population, despite the fact that the bank has employees who work in more than 107 branches that spread throughout the country, the study confine itself within Head office employees which has notable variations in leadership influence across the organization.

1.10. Definition of key terms

Leadership: is the process by which a leader influences his followers to achieve a common goal. (Northouse, 2001).

Culture: is defined as a set of shared attitudes, beliefs, customs, and written and unwritten rules that have evolved over time and are regarded as valid. (Schein, 2004).

Leadership Behavior: is a leader's trait and character in the way he or she achieves their goals (Marie, 2011).

Organization Culture: The culture of an organization refers to the unique configuration of norms, values, beliefs and ways of behaving that characterize the manner in which groups and individuals combine to get things done (Eldridge and Crombie (1974).

Influence: is capacity to have an effect on character, development or behavior of someone or something or the effect (Oxford English Dictionary).

Strong organizational culture: A culture in which the core values are intensely held and widely shared (Stephen P. Robinson & Timothy A. Judge, 2012).

Dominant organizational culture: A culture that reflects the core values held by the majority of the organization's members. (Stephen P. Robinson & Timothy A. Judge, 2012).

Organizational value: Basic convictions that refers to beliefs, philosophies, and principles that drive your business (Collins & Porras, 1996).

Organizational Vision: A long-term strategy for attaining a goal or goals (Collins & Porras, 1996).

1.11. Organization of the study

The paper has five chapters. The first chapter is the introductory part which contains the background of the study, the organization, and statement of the problem, research questions, research objective, research hypothesis, and significance of the study, scope of the research, limitation of the research and organization of the research. The second chapter deals with an overview of the literature and conceptual framework. The third chapter presents the research methodology used for this research. The fourth and the final one is dealing with findings of research and the conclusion and recommendations of the researcher.

Chapter Two

Literature Review

The literature and previous studies related to the research subject are discussed in this chapter and studies and debates on field of study are widely presented with the primary aim to present the contemporary knowledge on subject matter. Furthermore, this literature review also provides a good understanding about the research topic.

2.1. Theoretical review

2.1.1. Meaning and Concepts of Leadership

Although there are numerous definitions of leadership, one in particular is useful (Yukl, 1989). Burns conducted one of the most influential studies, influencing many other scholars and establishing the foundation for leadership behavior research. According to Burns (1978), leadership is defined as leaders inducing followers to act for specific goals that represent both leaders' and followers' values and motivations, wants and needs, aspirations and expectations. As many different perspectives on leadership exist as distinguishing characteristics between leaders and non-leaders.

2.1.1.1. The History of leadership

Leadership theory and research have a relatively long history spanning more than a century (Avolio, Reichard, Hannah, Walumbwa, & Chan, 2009); however, there is a relatively short history of rigorous scholarly theory and research on the topics of leader and leadership development. As Day (2000) points out, the distinction between developing leaders and developing leadership is potentially significant.

Leader development is concerned with the development of individual leaders, whereas leadership development is concerned with the development of a process that inherently involves multiple individuals (e.g., leaders and followers or among peers in a self-managed work team). However, given the historical focus on leadership theory, there appears to be a widespread misconception that if the field could just identify and agree on the “correct” leadership theory, the development piece would inevitably follow. It turns out that this is not as simple as it appears. Developing individual leaders and effective leadership processes entails more than simply deciding which

leadership theory to employ to motivate effective development. This is due to the fact that human development entails a complex set of processes that must be comprehended. Given that individual leader development occurs within the context of ongoing adult development (Day, Harrison, & Halpin, 2009), we must concentrate on development as well as leadership to understand how this process unfolds. One of the reasons leadership theory and research have contributed little to leadership Development is a long-standing focus that connects personality and leadership. If personality is defined as traits that summarize relatively stable dispositional tendencies (House, Shane, & Herold, 1996), then its relevance for studying development (i.e., change) is dubious. The behavioral approach is another popular approach in leadership research that is also limited in its developmental usefulness. Although behaviors can be learned, the primary intervention focus associated with leadership behaviors is training rather than longer-term development initiatives.

Training typically entails providing tried-and-true solutions to known problems, but the challenges confronting today's leaders are too complex and ill-defined to be successfully addressed through such relatively short-term training interventions.

As a result of these challenges, the emerging fields of leadership and leadership development tend to focus on developmental science rather than leadership theory. In other words, there has been a shift in the focus of studies of leadership development in general, away from leadership research and toward understanding and improving developmental processes. Another important difference is that the nature of leadership development is inherently multilevel and longitudinal (Day, 2011). Specifically, studying development involves mapping and understanding within- and between-person change patterns – as well as those involving groups, teams, and larger collectives – over time. To contribute to greater understanding of how leaders and leadership processes develop and change, relevant theory and research should reflect both the multilevel and the longitudinal nature of development. This longitudinal, multilevel focus means that intrapersonal and interpersonal processes are central to leadership development over time.

2.1.1.2. Leadership Theories

While the majority of research has shifted away from traditional trait or personality-based theories and toward situation theory, which states that the situation in which leadership is exercised is determined by the leader's leadership skills and characteristics (Avolio, Walumbwa, & Weber, 2009). Leadership as a process or relationship, leadership as a collection of traits or personality characteristics, or leadership as specific behaviors or, as they are more commonly known, leadership abilities are the three categories that all contemporary theories fall into (Wolinski, 2010).

One model may not be suitable for different organizations with different sets of objectives; different sets of leaders have taken various approaches in influencing the people in the organization towards the organization's goals. Furthermore, such leadership models or theories are dependent on the qualities that a leader inherits or displays when managing her/his team.

Some of the theories of leadership ranging from conventional theories to contemporary theories have been dealt with over here, the majors of them are presented as follows:

1. Great Man Theory/Trait Theory

Great man theories assume that the leader has a set of innate characteristics that define him or her as a leader. Leadership is an inherited trait. Leadership is known to begin with the Great Men Theory. The great men theory was pioneered by historian Thomas Carlyle (Allio, 2013). The phrase "great man" was coined because, at the time, leadership was thought to be primarily a male quality, particularly in military leadership (See also, Ololube, 2013). Carlyle investigated great people who lead in a variety of fields such as state administration, politics, and religion. Great men include Fatih Sultan Mehmed, Napoleon, Prophet Muhammad, Jesus Christ, Alexander the Great, and Winston Churchill. While big men who guide the flow of life are considered leaders, the focus of theory is on the distinctions between leaders and non-leaders (Carlyle, 1993). According to the theory, great men have a distinct set of characteristics that set them apart from ordinary people (Carlyle, 1993). Great people are born leaders (Harrison, 2018), and they will become leaders in any situation. The theory believes that tall men's anatomy, psychology, and

personality are different from ordinary people. Therefore, not everyone can and cannot want to be a leader, because leadership is seen as a gift from God (Spector, 2016).

2. Behavioral Theories

The behavioral leadership theory focuses on how leaders behave and assumes that these characteristics can be imitated by other leaders. It is sometimes referred to as the style theory, and it proposes that leaders are not born but can be developed through learnable behavior. Behavioral theories of leadership place a strong emphasis on a leader's actions this theory contends that observing how a leader acts are the best predictor of leadership success (Charry, 2012). Behavioral learning theory focuses on actions rather than qualities. In this theory, patterns of behavior are observed and classified as "leadership styles." Task-oriented leaders, people-oriented leaders, country club leaders, status-quo leaders, dictatorial leaders, and others are examples of leadership styles. In the end, a leader's actions and actual behaviors are what define success in this theory.

3. Contingency/Situational Theories,

According to this theory, there is no single right way to lead because the internal and external dimensions of the environment require the leader to adapt to that particular situation". In most cases, leaders do not change only the dynamics and environment, employees within the organization change. In a common sense, the theories of contingency are a category of behavioral theory that challenges that there is no one finest way of leading/organizing and that the style of leadership that is operative in some circumstances may not be effective in others (Greenleaf, 1977).

4. Transactional Theory of Leadership

This leadership theories, by the late 1970s and early 1980s, activated to diverge from the specific perspectives of the leader, leadership context and the follower and toward practices that concentrated further on the exchanges between the followers and leaders. The transactional leadership was described as that in which leader-follower associations were grounded upon a series of agreements between followers and leaders (House & Shamir, 1993). The transactional theory was "based on reciprocity where leaders not only influence followers but are under their influence as well". Some studies revealed that transactional leadership show a discrepancy with regard to the level of leaders" action and the nature of the relations with the followers.

5. Transformational Theory of Leadership

Transformational leadership distinguishes itself from the rest of the previous and contemporary theories, on the basis of its alignment to a greater good as it entails involvement of the followers in processes or activities related to personal factor towards the organization and a course that will yield certain superior social dividend. The transformational leaders raise the motivation and morality of both the follower and the leader (House & Shamir, 1993). It is considered that the transformational leaders “engage in interactions with followers based on common values, beliefs and goals”.

2.1.1.3. Leadership Behaviors

Based on the charismatic and transformational leadership theories, several leadership behaviors were identified in the literature (House, 1977; Bass, 1985; Conger and Kanungo, 1987). Based on the previous works of behavioral leadership theorists (e.g., Fleishman, 1953; Yukl, 2008), Yukl (2008) presented a hierarchical taxonomy for leadership behaviors that are regarded as determinants of organizational performance.

A pattern of behavior that leaders prefer to use is defined as a leadership behavior. A single leadership style does not fit every situation. A leader may be more effective in one situation, but not in another (Mosadand Yarmohammadian, 2006).

2.1.1.4. Path-Goal Theory of Leadership

Path-goal leadership theory is a well-known contingency approach to leadership. Path-concepts goals and terminologies had already been used. [B. S. Georgopoulos, G.M. Mahoney, and N. W. Jones, 1957] at University of Michigan’s Institute of Social Research, before it was developed and published as a theory [R. J. House, 1996].

The path-goal leadership theory is based on Vroom's expectancy theory of motivation, which includes the concepts of expectancy, outcomes, valence, and instrumentality House, R. J., 1996] Subordinates' Acceptance of Leaders and Leadership Behavior. Evans paper stimulated the theory by assessing the relationship between the Ohio State measures of leader consideration and leader initiating structure and follower perception of path-goal relationship (instrumentality and expectations).

In 1971, House developed a more elaborated version of the theory in 1971, which included situational variables as well. Over time, the theory has been refined and expanded [R. J. House and T. R. Mitchell, 1974]. According to [B. M. Bass and R. Bass, 2008], tries to explain why contingent rewards work and how these rewards affect subordinate satisfaction and motivation. While [W. B. Howieson, 1996] believes that the leader's reinforcement of change in the subordinate is an important aspect of path-goal leadership.

According to the Path-goal theory, a leader must be able to exhibit four distinct styles of behavior.

- 1. Directive leadership** - The definition of directive leadership is telling subordinates exactly what to do. According to House (1971), directive leadership is defined as the situation in which the leader provides complete and essential directives on a specific subject. In directive leadership behavior, the questions like “what to do, how to do, where to do, when to do, and who should do?” was clearly specified. Moreover, the behavior of directive leadership is telling the expectations to those under the command (followers), planning, programming, autocratic controlling goal performance, and bringing out standards in behavior (Lunenburg and Ornstein ,2000)
- 2. Supportive leadership-** According to Rollinson and Broadfield (2002), supportive leadership includes behaviors such as talking to people, supporting their efforts, giving them hope, solving their problems, and involving them in decision-making. As a result, supportive leadership involving emotions and personal expectations is taken into account. Leaders in this leadership behavior tend to stray from the path they follow for the sake of happiness and satisfaction of their followers. In this context, House (1996) was highlighted that supportive leadership is the most effective leadership behavior on subordinates.
- 3. Participative leadership** - Participative leadership, which is defined as joint decision making or at least shared influence in decision making by a superior and his or her employees (Koopman & Wierdsma, 1998). It offers a variety of potential benefits by increase the quality of the decisions (e.g., Scully, Kirkpatrick, & Locke, 1995). A participative leader consults with subordinates, solicits their ideas and opinions, and incorporates their recommendations into decision making (Northouse, 2013).

4. Achievement Oriented- Achievement oriented leadership behavior is characterized by leadership developing goals that are highly challenging for the followers. Leaders do this because they expect the followers to perform at their best levels. It is most effective in professional work environments, such as technical, scientific; or in achievement environments, such as sales (Luthan, 2011). In setting challenging goals, both in work and in self-improvement (and often together), high standards are demonstrated and expected (Phillips & Gully, 2012). By setting challenging targets for the followers, the employees feel that their leader has confidence in them even when the situation is complex and not so easy to comprehend (Moorhead & Griffin, 2012).

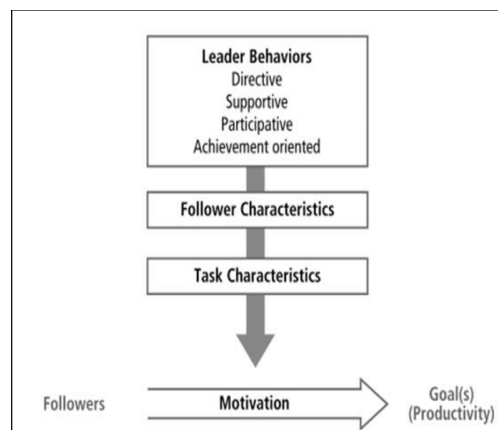


Figure 1. Path goal theory of leadership diagram; (source Path goal.com)

2.1.2. Meaning and concepts of Organizational culture

Organizational culture, according to the authors of a recent article in Harvard Business Review, is the "collective influence of the popular attitudes, behaviors, and values of the people inside an organization." For every company, these standards govern how workers work and represent clients, as well as how they collaborate with one another.

2.1.2.1. Strong verses Weak culture

(Madhu BC, 2012) define strong culture as a set of values and beliefs that are strongly held and widely shared within an organization. Such a culture, however, necessitates more culture-specific investments from the Organization, and such a culture is unlikely to change. This implies that organizations should take significant steps to combat this type of culture.

In contrast, Weak organizational culture refers to ideals and principles that are not universally held within the organization (Ashpaoloye, 2014). Individual members of the Organizational depend more on personal beliefs, norms, and values as a result of this. Organizations with a poor organizational culture make few cultural investments, and their cultures are more volatile.

2.1.2.2. Dominant Culture versus Subculture

Most of the time organization doesn't have uniform and single culture throughout the company. So, in most large organization there is a dominant culture and various subcultures exists. A dominant culture préçises the fundamental beliefs shared by the majority of members and gives the company its distinct identity. Subcultures arise in large organizations to reflect common challenges or experiences that participants in the same department or location (Stephen P. Robinson & Timothy A. Judge,2012).

2.1.2.3. The Importance of Culture in organization

Organizational culture is the one of the basic elements that can determine destiny of the company. It creates working environment in which every member of the organization attempts to attain preset objective of the company (Jim Grieses 2000). Employees who work for an organization with a well-organized and strong culture will feel like they are a part of the process and be able to adapt to changes in the business climate.

When discussing the role of organizational culture in a company, it's usually best to start with two viewpoints offered by E. C. Martins and F. Terblanche (2003): the roles of organizational culture and the impact that organizational culture has on the various processes within the company.

The roles of organizational culture are typically manifested in two ways: first, creating a sense of identity among employees and loyalty to the organization; and second, creating a competitive advantage to allow members (especially new members) to understand appropriate behavior and social system stability (Martins, 2000). Corporate culture can be used as a monitoring mechanism by management. Select rites, stories, icons, and universal values could be used by managers to monitor and guide employee behavior. In the long run, this type of control may be less expensive and help to create loyalty to the company and its goals.

In general, leaders should not neglect the importance of organizational culture, since culture can be used as a competitive advantage during organizational growth, and a strong culture can also give many advantages, such as Cooperation, control, collaboration, and dedication are all terms that can be used to describe how people work together. Meanwhile, as a result of many recent developments, the importance of organizational culture is increasing, and cultural themes can be used to continuously quantify the culture of the organization.

2.1.2.4. Organizational Culture Formation

The initial culture stems from the founder's ideology and has a significant impact on selection criteria as the company expands. Top managers' decisions set the tone for the entire organization, including what is and is not appropriate conduct. The degree, to which new employees' beliefs are aligned with those of the company during the hiring process, as well as the way they are socialized, will determine how they are socialized. Employees are exposed to culture in a variety of ways, the most powerful of which are myths, traditions, material symbols, and language.



Figure 2- organizational culture formation (source; Stephen P. Robinson & Timothy A. Judge, Organizational Behavior 2012)

2.1.2.5. Denison's organizational Culture model

The Denison Organizational Culture Survey categorizes culture into four essential traits: mission, adaptability, consistency, and involvement, each with three associated management practices and two axes (Denison, Hooijberg, Lane, & Lief, 2012).

Adaptability-Listening to external needs, trends, and perceptions can help identify current demands that internal actions should address. To adapt and create the necessary change, adaptability necessitates a customer-focused mindset as well as creativity.

Mission- Shared future vision that is pursued by everyone within the organization. A good mission statement articulates the vision and strategic direction of the organization, as well as highlighting some key goals that everyone at all levels of the organization should strive for.

Involvement-The mission statement must be appealing enough to entice people to participate. To achieve goals, a sense of ownership and commitment, as well as shared responsibility, must be fostered. Key success factors to be addressed include empowerment, team orientation, articulation, and capability development.

Consistency-Concerns the management of internal communication, issues of agreement, and the orchestration of actions in accordance with the mission and shared values and principles. The integration of organizational systems, processes, and structures that create an internal consistency is referred to as consistency.

2.2. Empirical review

Prior research, as mentioned by Smith, Bryan, and Vodanovich (2012), indicated that the presence of positive leadership behavior was associated with a stronger organizational culture because leaders were more involved in the modeling and cultivation of organizational culture.

In study of top-level and middle management, Tsui, Zhang, Wang, Xin, and Wu (2006) discovered that leadership had a significant impact on organizational culture. Their findings revealed that cultural values were either developed over time through member interactions and institutional processes or created quickly as a result of leaders' deliberate actions.

Examining leadership as a hypothetical antecedent of culture, Sarros et al. (2002) and Block (2003) discovered that organization members who rated their immediate supervisor highly in transformational leadership were more likely to perceive their organization's culture as supportive, integrative, adaptive, and mission-oriented (Path goal theory leadership behaviors). Furthermore, Orghonna and Harris (2000) demonstrated that supportive and participative leadership were

associated with improved performance through innovative and competitive organizational cultures.

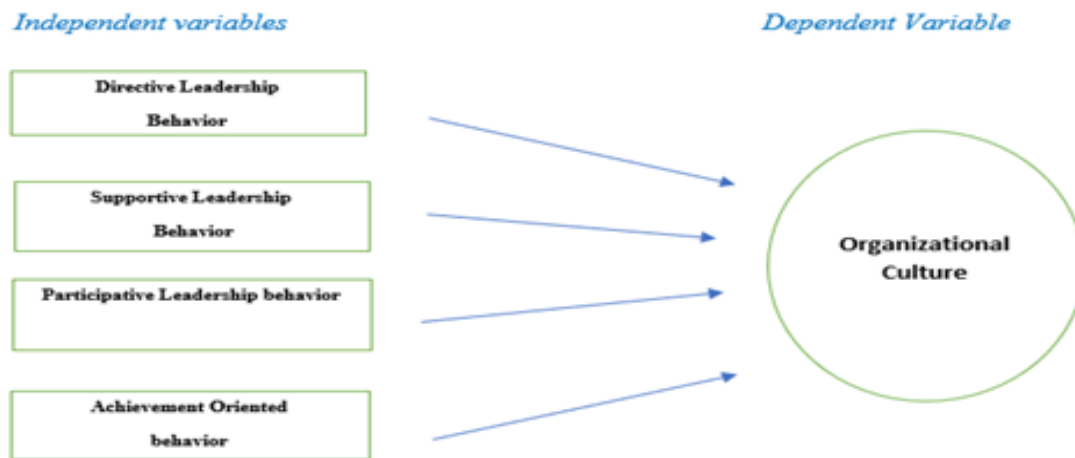
In a study examining the business unit performance of a large financial organization, Xenikou and Simosi (2006) discovered that transformational leadership and humanistic culture orientation had a positive direct effect on business unit performance through culture that emphasizes achievement. Chong et al. (2018) investigated the role of leadership and influence strategies in mediating the relationship between organizational culture and work outcomes (such as commitment, satisfaction, and performance), as well as the role of organizational culture in mediating the relationship between leadership styles and work outcomes. Their findings revealed that there is little evidence of leadership playing a mediating role in the link between organizational culture and work outcomes.

The business environment continues to emphasize the need for agencies to conduct their affairs with the right leadership in place so as to attract the loyalty and confidence of the environment and their followers. The type of leadership behavior in place will determine how far the organization can go. The leadership has a critical role to play in shaping the culture of an organization. (Northouse, 2016)

In general, although few/no studies was conducted to examine relationship between leadership behavior & organizational culture on Ethiopian banking industry, studies made by Melat (2019) indicate a successful leader sets an example for their followers and promotes dramatic changes and influence on individuals, groups, and organizations and Addisalem (2019) justified the positive relationships of organizational culture and organizational performance. Moreover, much foreign studies presented above also indicate the positive relationship of leadership behavior and organizational culture.

2.3. Conceptual Framework

On the bases of the above theories, concepts and empirical reviews related to the research topics, the study develops the conceptual framework using Directive leadership, Supportive Leadership, Participative leadership and Achievement-oriented leadership behavior as predictor or independent variable and Organizational culture as dependent variable.



Source; Own review, 2021

Figure 3. Conceptual framework diagram

Chapter Three

Research Design & Methodology

3.1. Research Design

A research design is a plan for carrying out research (Babbie and Mouton, 2001). Since the research contains clear objectives derived from research questions and specifies the source from which researcher intends to collect data, the major purpose of this research is to determine the level and direction of influence of leadership behavior on organizational culture of the bank.

There are various research methods that can be used to conduct studies. However, among those methods, this study uses both descriptive & explanatory type of research method. The researcher chose these methods because it enables to determine how leadership behavior affects the bank's organizational culture & help to find the problem that was not studied before in depth.

The researcher employed a quantitative research strategy. The quantitative research approach typically focuses on measuring or counting, and it entails gathering and analyzing numerical data as well as employing statistical tests. This method is ideal to minimize subjectivity. Furthermore, the researcher has planned closed-ended questions and a structured method of data collection.

3.2. Population and Sampling Techniques

The term population refers to the entire group of people, events, or interesting things that the researcher wishes to study (Sekaran & Bougie, 2010). Accordingly, the total number of populations in DGB is currently 1847. However, the study is being conducted at the head office, which has a total of 236 employees.

The sample size and technique used are influenced by the availability of resources, particularly financial and time to select the sample and collect, enter, and analyze the data (Saunders, Lewis, & Thornhill, 2007).

The researcher used Taro Yamane's formula with 95 percent confidence and a 5 percent acceptable sampling error to determine the sample size of the population.

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

Where n =sample size

N =population size

e = level precision or sampling error, which is 5%

Therefore, the sample size is 148 i.e. $236 / (1+236(0.05)^2) = 148.42 \sim 148$

The study shall use simple random sampling techniques. In this sampling technique we select a group of subjects (a sample) for study from a larger group (a population). Each individual is chosen at random, and every member of the population has an equal chance of being included in the sample, and also provide the benefits of simplicity and the absence of sample bias.

3.3.Sources of Data

Data collection is a critical and time-consuming process. Any flaw in its implementation results in erroneous data, which leads to erroneous conclusions. To avoid this, meticulous data collection is required. The proper way to collect data is to do so in an appropriate place at an appropriate time while remaining in a standard situation. When analyzing a specific individual, organization, or group, it is critical to use the proper scientific method. Accordingly, in this research, both primary and secondary resource was used.

3.3.1. Primary Source

Primary data was collected using questionnaires. A questionnaire is a type of method in which respondents respond to a series of questions. The use of a questionnaire instead of an interview has the advantage of reaching a larger number of respondents in less time. Furthermore, the so-called interviewer effect, which is the researcher's effect on the respondent during an interview, can be avoided. Another advantage is that respondents can answer the questionnaire when, how, and where they want. A questionnaire is deemed the most appropriate method for the purpose of this study and issues. The decision is based on capturing as many responses as possible, which would be impossible with interviews.

3.3.2. Secondary source

Secondary data sources were including books, journals, and articles, the bank's annual report, and the bank's official website. This data source is used to supplement the information gathered from primary sources.

3.4.Data Collection methodologies

The following procedures were followed by the researcher to collect the data required for the study.

- i. The primary data was collected through questionnaires.
- ii. The questionnaire developed was pilot tested to check for their clarity
- iii. Corrections was made based on the feedback obtained from the pilot test session
- iv. The amended questionnaire was also delivered by hand to the respondents at their duty stations during working hours and it was collected as per the deadline.

3.5.Survey Methodology

A questionnaire is a type of method in which respondents respond to a series of questions. The use of a questionnaire instead of an interview has the advantage of reaching a larger number of respondents in less time. Furthermore, it is possible to avoid the so-called interviewer effect, which refers to a researcher's influence on a respondent during an interview. Another advantage is that respondents can answer the questionnaire when, how, and where they want. A questionnaire was chosen as the most appropriate method for the purpose of this study and issues. The decision was made in order to capture as many respondents as possible, which would not be possible with interviews. For this study purpose, the researcher adopts questionnaires from Multifactor Leadership Questionnaire (MLQ) to gather relevant data from the respondent.

3.6.Data analysis methods

Quantitative research approaches were involved in the analysis process. Data collected through questionnaires were scored and categorized. Once the qualitative data collection is completed and appropriately scored, the data was entered into the Statistical Package for the Social Science (SPSS) software for analysis. Accordingly, Descriptive, Multiple Regression and Correlation analysis techniques were used to describe & summarize data, to measure how independent

variables of leadership behaviors affects organizational culture and degree to which independent & dependent variables are related.

3.7. Reliability and Validity

Validity and reliability are two critical aspects to consider when evaluating a measurement instrument. The consistency, stability, or repeatability of results is referred to as reliability (Christiansen, 2004). In other words, data reliability is the extent to which the measures produce the same results in different settings. Similarly, if other researchers have discovered similar results, then the reliability is high if the results are consistent each time they are tested (Saunders et al, 1998). Validity is achieved when the survey's methodology and research data are accurate and true. In this regard, Cronbach's alpha was used to measure such consistency. As a result, the overall collected data had a Cronbach's alpha value of 0.87, and according to George and Mallery (2003), an alpha value rating of 0.8 to 0.9 is considered to be good internal consistency.

Table 3.1. Reliability test

Reliability Statistics	
Cronbach's Alpha	N of Items
0.870	5

Source; Own survey 2021

3.8. Ethical Consideration

Because ethical considerations in research are critical, the data collected from respondents is used only for research purposes and kept confidential. Throughout the study, participants were strongly advised and encouraged to provide an honest and genuine answer, opinion, or suggestion. The researcher also made certain that the respondents were aware of the study's goals and their role in its completion and only assesses' relevant components in the research.

Chapter Four

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Introduction

This Chapter covers all the analysis of the research conducted to assess the influence of leadership behavior on organizational culture at Debu Global Bank S.C. The information was gathered from a questionnaire that distributed to Head office employee of the Bank. Accordingly, 148 questionnaires were prepared and distributed to respondents in order to answer those research questions and achieve the research's main objectives. Out of the total distributed questionnaires 139 questionnaires were collected, representing 94 percent response rate. The data collected from the respondents was quantitatively analyzed using SPSS version 24. The major findings of the survey, as well as the associated results, were interpreted and presented.

Table 4.1. Response Rate

Response Rate in % age	
Explanation	Respondents
Target Population	148
Questionnaire Distributed	148
Questionnaire Returned	139
Response Rate in %	94%

Source; Own survey 2021

4.2. Demographic Background of Respondents

Demographics of background of the respondents was collected and analyzed. Gender, age, educational qualification, and experience were among the variables considered. The results of demographic characteristics are shown in the subsections below.

4.2.1. Gender Distribution of Respondents

Table 4.2. Gender Distributions

Respondent Gender Distributions				
	Frequency	Percent	Valid Percent	Cumulative Percent
Male	86	61.9	61.9	61.9
Female	53	38.1	38.1	100.0
Total	139	100.0	100.0	

Source; Own survey 2021

As presented in figure 4.2 above, 86 employee which covers 61.9 % of the total respondent were male and the rest 53 (38.1%) were Females.

4.2.2. Respondent Age group

Table 4.3. Respondent age group

Respondent Age Group (in years)				
	Frequency	Percent	Valid Percent	Cumulative Percent
Below 25	15	10.8	10.8	10.8
26-35	97	69.8	69.8	80.6
36-45	24	17.3	17.3	97.8
46-55	3	2.2	2.2	100.0
Total	139	100.0	100.0	

Source; Own survey 2021

The ages of the respondents were categorized into four groups. As per table 4.3, the majority of respondents, 97(69.8 percent), were between the ages of 26 - 35, followed by 24 (17.3 percent) between the ages of 36 and 45, 15(10.8 percent) between the ages of 25 and 45, and the remaining 3 employees were between the ages of 45 and 55, accounted for 2.2 percent of the total respondent age.

4.2.3. Educational background of the respondent

Table 4.4. Educational background

Educational Background of the respondent				
	Frequency	Percent	Valid Percent	Cumulative Percent
Diploma	0	0.0	0.0	0.0
First Degree	87	62.6	62.6	62.6
Second Degree	52	37.4	37.4	100.0
PHD	0	0.0	0.0	100.0
Total	139	100.0	100.0	

Source; Own survey 2021

Figure 4.4 shows the educational background of the sample respondents. Overall, 87 employees (62.6 percent of sample respondents) have a first degree, while the remaining 62 employees (37.4 percent) are pursuing a second degree. The data presented above clearly show that the minimum educational level at DGB is a first degree.

4.2.4. Respondent work experience in DGB

Table 4.5. Respondent year of work experiences

Respondent year of work experiences				
	Frequency	Percent	Valid Percent	Cumulative Percent
Less than one year	28	20.1	20.1	20.1
1 to 2	42	30.2	30.2	50.4
3 to 5	41	29.5	29.5	79.9
6 to 8	12	8.6	8.6	88.5
above 8	16	11.5	11.5	100.0
Total	139	100.0	100.0	

Source; Own survey 2021

Table 4.5. indicates that 20.1 percent of the total respondent or 28 respondents have less than one year of working experience in DGB, 30.2 percent of the total respondent or 42 respondents have 1 to 2 years of service, and 41 percent have 3 to 5 years of service. Employees with more than 6 years of experience in DGB are preferred (8.6 percent and 11.5 percent or 12 & 16 respondent respectively).

4.2.5. Marital status of the respondent

Table 4.6. Marital status

Marital Status				
	Frequency	Percent	Valid Percent	Cumulative Percent
Single	86	61.9	61.9	61.9
Married	53	38.1	38.1	100.0
Divorced	0	0.0	0.0	100.0
Total	139	100.0	100.0	

Source; Own survey 2021

As per to table 4.6 77 employees (55.4 percent) were married, 62 (44.6 percent) were single, and there were no respondents with a divorce marital status.

4.3. Descriptive Statistics of Leader Behaviors and Organizational Culture

To determine which leader behavior is more practiced in DGB, a descriptive analysis was used. Mean and standard deviation is performed on the four types of leader behaviors (Directive, Supportive, Participative, and Achievement oriented). Respondents were asked to rate their level of agreement with the four types of behaviors using a Liker scale where n is 139. Thus, the descriptive analysis output shown in the table 4.7 shows that achievement-oriented leadership behavior has the highest mean of 3.88, interpreted as the most commonly or dominantly practiced leadership behavior by DGB leaders in comparison to other leadership behaviors.

Table 4.7. Descriptive analysis for dominant leadership behavior

Leadership Behavior	N	Minimum	Maximum	Mean	Std. Deviation
Directive	139	1.40	5.00	3.5799	0.55597
Supportive	139	1.40	5.00	3.3871	0.46560
Participative	139	1.40	5.00	3.4255	0.49289
Achievement oriented	139	2.20	5.00	3.8820	0.67965
Valid N (list wise)	139				

Source; Own survey 2021

4.4 The Relationship between Leadership behaviors and organizational culture

In this study, Pearson Correlation Analysis was used to measure the strength and direction of a linear relationship between independent variables (leadership behaviors) and dependent variables (organizational culture). Based on the rule of correlation coefficients, the strongest correlation is considered when the value is closest to +1 (positive correlation) or -1 (negative correlation). A positive correlation coefficient indicates that the value of one variable depends on the other variable directly whereas negative correlation coefficient indicates the inverse relationship of the two variables. Range of correlation coefficients interpretation proposed by Marczyk, DeMatteo and Festinger (2005) is presented as follows;

Table 4.8. Correlation coefficients interpretation

Correlation coefficients(r)	Interpretation
$r = 1$	Perfect Positive Relationship
$0.7 < r < 1$	Strong Positive Relationship
$0.3 < r < 0.7$	Moderate Positive Relationship
$0 < r < 0.3$	Weak Positive Relationship
$r = 0$	No Relationship
$-0.3 < r < 0$	Weak Negative Relationship
$-0.7 < r < -0.3$	Moderate Negative Relationship
$-1 < r < -0.7$	Strong Negative Relationship
$r = -1$	Perfect Negative Relationship

Source; Marczyk, DeMatteo and Festinger (2005)

4.4.1. Relationship between Directive Leadership behavior and organizational culture

To discover the relationship that exists between Directive Leadership behavior and the bank's organizational culture it was attempted to determine this relationship using the Pearson Correlation Coefficient. As a result, as shown in table 4.8, the SPSS output has a Correlation Coefficient of $r = 0.60$, indicating that there is a direct or positive relationship between Directive Leadership behavior and DGB's organizational culture. In terms of strength, r represents a moderate level of relationship because it is between 0.3 and 0.7.

Table 4.9. Correlation analysis of Directive Leadership behavior and organizational culture

Correlation Analysis		Directive	Organizational Culture
Directive Leadership behavior	Pearson Correlation	1	.60**
	Sig. (2-tailed)		0.000
	N	139	139
Organizational Culture	Pearson Correlation	.60**	1
	Sig. (2-tailed)	0.000	
	N	139	139

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

Source; Own survey 2021

4.4.2. The relationship between supportive leadership behavior and organizational culture

When we come to relationship of supportive leadership behavior and organizational culture as shown in table 4.10, the SPSS output of person Correlation Coefficient $r=0.49$ which means that the positive sign of the coefficient represents direct relationship of the two variables. In the other hand, since correlation coefficient $r=0.49$ is in the range of 0.3 to 0.7 which represent moderate level relationship is moderate.

Table 4.10. Correlation analysis of Supportive Leadership behavior and organizational culture

Correlation Analysis		Supportive	Organizational Culture
Supportive Leadership behavior	Pearson Correlation	1	.49**
	Sig. (2-tailed)		0.000
	N	139	139
Organizational Culture	Pearson Correlation	.49**	1
	Sig. (2-tailed)	0.000	
	N	139	139

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

Source; Own survey 2021

4.4.3. Relationship between participative Leadership behavior and organizational culture

The other relationship analyzed with correlation analysis is the relationship between participating leadership behavior and organizational culture of the bank. Accordingly, the result of SPSS out shows Correlation coefficient of $r=0.27$ which represent still the positive relationship of the independent and dependent variables. Although there is a positive relationship between the two variables, the level of relationship is weak as result of the Correlation coefficient of $r=0.27$ which is between 0 and 0.3.

Table 4.11. Correlation analysis of Participative Leadership behavior and organizational culture

Correlation Analysis			
Participative Leadership behavior		Participative	Organizational Culture
Participative Leadership behavior	Pearson Correlation	1	.27**
	Sig. (2-tailed)		0.000
	N	139	139
Organizational Culture	Pearson Correlation	.27**	1
	Sig. (2-tailed)	0.000	
	N	139	139

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

Source; Own survey 2021

4.4.4. Relationship between Achievement-oriented Leadership behavior and organizational culture

The final relationship that was analyzed with correlation analysis was the relationship of Achievement-oriented leadership behavior and organizational culture of the bank. In this regard the result of SPSS Pearson correlation analysis shows correlation coefficient $r=0.73$ that indicates the positive relationship of the variables and the correlation coefficient is in the range of 0.7 and 1 it implies the strong relationship of the two variables. In general Achievement-oriented leadership behavior and organizational culture has Strong Positive Relationship.

Table 4.12. Correlation analysis of Achievement-oriented Leadership behavior and organizational culture.

Correlation Analysis			
Achievement-Oriented Leadership behavior		Achievement-Oriented	Organizational Culture
Achievement-Oriented Leadership behavior Organizational Culture	Pearson Correlation	1	.73**
	Sig. (2-tailed)		0.000
	N	139	139
Organizational Culture	Pearson Correlation	.73**	1
	Sig. (2-tailed)	0.000	
	N	139	139

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

Source; Own survey 2021

4.5. Collinear test

Table 4.13 multiple collinear statistic

Model		Collinear Statistic	
		Tolerance	VIF
1	(Constant)		
	Directive	0.326	3.066
	Supportive	0.350	2.856
	Participative	0.580	1.724
	Achievement oriented	0.566	1.7666

Dependent Variable Organizational culture

Source; Own survey 2021

As shown in the table Directive. Supportive, Participative, and Achievement-oriented leadership behaviors have tolerance 0.326 and VIF of 3.066, tolerance 0.350 and VIF of 2.856, tolerance

0.580 and VIF 1.724, and tolerance 0.566 and VIF 1.766, respectively, and the tolerance statistics result shows that the independent variables association of these studies meets the minimum requirement collinear test.

4.6. Regression Analysis

Multiple regression analysis method was employed to test hypothesis the relationship between dependent and independent variables, as well as to determine how the dependent variable changes when the independent variable is varied and for the reason that the study includes more than one independent variable, multiple regressions were used in testing the research hypotheses of which allows us to predict the outcome of two or more independent variables. Accordingly, result of regression analysis and regression model presented as follows;

4.6.1. Regression model

The relationship between the independent variable's directive, supportive, participative and achievement-oriented leadership behavior and the dependent variable organizational culture was expressed as a linear combination of the independent variables plus an error term is;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Whereas;

y = Dependent variable

x = independent variables

X₁ = Directive leadership behavior

X₂ = Supportive leadership behavior

X₃ = Participative leadership behavior

X₄ = Achievement oriented leadership behavior

β = are coefficients of independent variables

e = error terms

4.6.2. Variable entered/Removed

Table 4.13. Regression Variables Entered/Removed

Variables Entered/Removed			
Model	Variables Entered	Variables Removed	Method
1	Achievement-oriented, Participative, Supportive, Directive		Enter

a. Dependent Variable: Organizational Culture

b. All requested variables entered.

Source; Own survey 2021

The Variables entered or removed table displays the independent and dependent variables that were entered into the regression analysis. As a result, the table confirms that four leadership behaviors (achievement-oriented, participative, supportive, and directive) were used as independent variables and organizational culture was used as a dependent variable, with no removed variables.

4.6.3. Regression analysis Model summary

Table 4.14. Regression Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square independent	Std. Error of the Estimate
1	.681 ^a	0.464	0.448	0.57118

a. Predictors: (Constant), Achievement-oriented, Participative, Supportive, Directive

Source; Own survey 2021

R square is measure of the amount of variance in the dependent variable that the independent variable or predictor accounted for when taken as a group. As a result, the model summary table shows $R^2 = 0.464 = 46.4$, indicating that the predictor score of Directive leadership behavior, supportive leadership behavior, participative leadership behavior, and achievement-oriented

leadership behavior as a group accounted for 46 percent of the variance or change in the bank's organizational culture.

4.6.4. Regression analysis ANOVA result and interpretation

Table 4.15. ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.902	4	9.476	29.044	.000 ^b
	Residual	43.717	134	0.326		
	Total	81.620	138			

Source; Own survey 2021

This section of the research is carried out to determine whether or not a regression relationship exists. Thus, table 4.15 presented here demonstrates that a regression relationship exists because the study was statistically significant due to a p-value of 0.000, which is less than 0.05.

4.6.5. Regression Analysis Coefficient result and interpretation

Table 4.16. Regression coefficient

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.078	0.351		0.223	0.824
	Directive	0.496	0.145	0.378	3.417	0.001
	Supportive	0.088	0.123	0.076	0.714	0.476
	Participative	0.028	0.111	0.021	0.250	0.803
	Achievement-oriented	0.583	0.095	0.427	5.082	0.000

a. Dependent Variable: Organizational Culture

Source; Own survey 2021

The above coefficient table shows which of the predictor or independent variables are statistically significant at the individual leadership behavior level, and if the independent variable is significant, dedicated amount accounted under column B for a unique amount of variance in the dependent

variable. Accordingly, each coefficient table result of specific independent variable is analyzed and interpreted as follows;

Directive leadership behavior –As shown on table 4.16 p-value of Directive leadership is .0001 which is less than 0.05 it means that directive leadership behavior has statistically significant relation with organizational culture. When we look at the unstandardized coefficients of directive leadership behavior, we can see a value of β 0.496, which tells us that as the Directive leadership behavior index increases by one value, it will have an influence of approximately 0.50 on the variance in the bank's organizational culture.

Supportive leadership behavior- The p value of regression coefficient table 4.16 shows $p= 0.476$ which is higher than 0.05 and it implies that supportive leadership behavior has statistically insignificant relationship with organizational culture.

Participative leadership behavior- The p value of regression coefficient table 4.16 also shows p value of 0.803 which is higher than 0.05 and it implies that participative leadership behavior has statistically insignificant relationship with organizational culture

Achievement-Oriented-as presented in the above coefficient table 4.16 the achievement leadership behavior has p value of 0.000 which indicates the Achievement-oriented leadership behavior has statistically significant relationship with organizational culture because of the p value result of the variable is quietly less than 0.05 and also unstandardized coefficient of with β value 0.583 which represent the Achievement oriented leadership behavior index increases by one value, it will have an influence of approximately 0.58 on the change in the bank's organizational culture.

Chapter Five

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. Introduction

The study's goal was to assess the impact of leadership behavior on the DGB's organizational culture. Hence, the major findings, conclusions, and recommendations of the study resulting from the analysis made on previous chapter are presented as follows;

5.1. Summary of findings

The demographic back ground analysis shows 86 employee it represents 61% of the total 139 respondent was male and the rest 53 was female and in terms of age group 136 respondents (98 percent of total respondents) are between the ages of below 25 and 45, implying that the bank is made up of employees who are in their productive years. Furthermore, the respondent's educational level was first degree and second degree, and the working experience of the respondent shows 70 respondents, which covers 50.3 percent of the total responded, has working experience up to 2 years and can be viewed as a new entrant for the organization. The study's marital analysis revealed that 86 employees, or 61 percent of the total 139 respondents, were single, the remaining 53 were divorced, and no divorced respondent was exhibited.

The descriptive analysis undertaken to determine the widely practice leaderships behavior of the bank shows mean score of 3.58, 3.39, 3.43 and 3.88 for Directive, Supportive, Participated and Achievement -oriented leadership behaviors respectively. So, based on the mean score provided above, the widely applied or practiced leadership behavior was Achievement -oriented leadership behavior with mean core of 3.88 followed by directive leadership behavior having mean score of 3.58.

The relationship between independent variables i.e. Directive, Supportive, Participative and Achievement-oriented leadership behavior and dependent variable of organizational culture was analyzed using Correlation Analysis. Accordingly, the result of Pearson correlation analysis that determine the relationship of the two variables in terms of strength and direction revealed that all four leadership behaviors has positive relationship with organizational culture of the bank. However, Concerning the strength, Achievement oriented leadership behavior has the strong

relationship with organizational culture of the bank with coefficient score $r=0.73$ and directive & supportive leadership behavior has moderate relationship strength with coefficient score of $r= 0.6$ and 0.49 respectively. Apart from the above Participative leadership behavior recognizes weak relationship with organizational culture of DGB.

Regarding regression, the study was made multiple regression analysis which enable to measure the level of influence of leadership behavior on organizational culture as group and as specific leadership behavior. Consequently, the result of r square and p value that derived from Model summary and ANOVA table shows 0.46 and $.000$ respectively and this clearly implies Leadership behavior of the bank as a group has significant relationship with organizational culture of the bank which accounted 0.46 of the variance for every unit of variance in the bank's organizational culture. Moreover, the study also asses the level of influence at specific leadership behavior and result demonstrate that Achievement-oriented and Directive leadership behavior has significant relationship with organizational culture with level of significance $.000$ and $.001$ value of and level of influence 0.58 and 0.50 respectively. However, supporting and participative leadership behavior has insignificant relationship with culture of DGB.

5.2. Conclusions of the study

Conclusions are drawn based on the study's analysis and findings in order to answer the research questions and address the gap in relation to the influence of leadership on Debu Global Bank's organizational culture.

- The study revealed that all forms of leadership behavior have a positive relationship with the bank's organizational culture.
- In terms of the strength of the relationship between the independent and dependent variables, the study's findings show that achievement-oriented has a strong relationship, followed by directive and supportive, which have a moderate relationship, and participative has a weak relationship to the bank's organizational culture.
- According to the study's findings, achievement-oriented leadership behavior is the most widely applied leadership behavior in the bank.

- The study demonstrates and identifies the Achievement-Oriented and Directive Leadership behavior has positive and significant influence on the organizational culture of Debu Global Bank.
- The finding of this study revealed that out of the four leadership behaviors Supportive and participative leadership behaviors has statically insignificant relationship with organizational culture of the bank.

5.3. Recommendations of the study

One of the study's findings is that supportive and participative leadership behaviors have no significant influence on the bank's organizational culture. This indicates weak culture of involving employees in decision making, as well as a lack of interpersonal relationships between leaders and followers. As a result, this may expose the bank to poor quality of decision making and employee's dissatisfaction. To address the aforementioned limitation, the bank shall support and encourage leaders to exercise in Participative and Supportive leadership behavior within the organization.

According to the findings of the study, achievement-oriented leadership behavior is the most dominant and significant influence leadership behavior on the bank's organizational culture. However, because of the primary focus of this leadership behavior is on what is accomplished, it obviously encourages employees who can only complete a specific task and this may have a negative impact on the organization's creativity and innovation culture. As a result, it is recommended that the bank shall develop strategies that promote the bank's creativity and innovative culture.

5.4. Limitation and Suggestions for the future study

This study's findings are solely based on leadership behavior and organizational culture of the bank, with no consideration given to other mediating factors such as employee perception on leadership behaviors. As a result, it is recommended that other mediating variables or factors be included in future studies to enrich this study and gain a deeper understanding on the influence of leadership behavior on organizational culture.

Furthermore, because the study only considers Debu Global Bank, it would be difficult to generalize about other banks in the country with different organizational leadership behavior and style. As a result, it is recommended that future studies scale the scope of the study at the banking industry level in order to generalize about other banks in the country.

Reference

- Avolio, B.J., Walumbwa, F.O. and Weber, T.J., 2009. *Leadership: Current theories, research, and future directions. Annual review of psychology, 60*
- Adam, A.M., 2020. *Sample size determination in survey research. Journal of Scientific Research and Reports,*
- Addisalem, B, 2019, *The role of leaders on organization culture*
- Barney, J.B., 1986. *Organizational culture: can it be a source of sustained competitive advantage? Academy of management review, 11(3),*
- Burns, N.D. and Backhouse, C.J., 2006. *Transformational leadership and organizational culture: The situational strength perspective. Proceedings of the Institution of Mechanical Engineers, Part B: Journal of Engineering Manufacture, 220(6)*
- Bass, B.M., 1985. *Leadership: Good, better, best. Organizational dynamics, 13(3)*
- Block, L., 2003. *The leadership-culture connection: An exploratory investigation. Leadership & Organization Development Journal.*
- Babbie, E. and Mouton, J., 2001. *The practice of social research: South African edition. Cape Town: Oxford University Press Southern Africa.*
- B. S. Georgopoulos, G.M. Mahoney, and N. W. Jones, "A Path-Goal approach to productivity," *Journal of Applied Psychology, vol. 41,*
- Cameron, K.S., Freeman, S.J. and Mishra, A.K., 1991. *Best practices in white-collar downsizing: Managing contradictions. Academy of management perspectives, 5(3),*
- Collins, J.C. and Porras, J.I., 1996. *Building your company's vision. Harvard business review, 74(5),*
- Conger, J.A. and Kanungo, R.N., 1987. *Toward a behavioral theory of charismatic leadership in organizational settings. Academy of management review, 12(4)*

- Chong, J., Soufan, O., Li, C., Caraus, I., Li, S., Bourque, G., Wishart, D.S. and Xia, J., 2018. *Metabo Analyst 4.0: towards more transparent and integrative metabolomics analysis. Nucleic acids research*, 46(W1),
- Christiansen, L.C. and Higgs, M., 2008. *How the alignment of business strategy and HR strategy can impact performance: A practical insight for managers. Journal of General Management*, 33(4),
- Christine Kane-urrazazo, 2006. *Management's role in shaping organizational culture. Journal of nursing management*, 14(3),
- Deal, T. E., & Kennedy A. A. (1983). *Corporate cultures. Reading, Mass: Addison-Wesley*, 19 (4).
- Denison, D., Hooijberg, R., Lane, N. and Lief, C., 2012. *Leading culture change in global organizations: Aligning culture and strategy (Vol. 394). John Wiley & Sons.*
- Fellows, R. and Liu, A.M., 2013. *Use and misuse of the concept of culture. Construction management and economics*, 31(5)
- Fleishman, E.A., 1953. *The measurement of leadership attitudes in industry. Journal of applied psychology*, 37(3)
- Georgopoulos, B.S., Mahoney, G.M. and Jones Jr, N.W., 1957. *A path-goal approach to productivity. Journal of Applied Psychology*, 41(6)
- Grieves, J., 2000. *Introduction: the origins of organizational development. Journal of management Development*.
- Gleim, J.A. and Gliem, R.R., 2003. *Calculating, interpreting, and reporting Cronbach's alpha reliability coefficient for Likert-type scales. Midwest Research-to-Practice Conference in Adult, Continuing, and Community Education.*
- Hemphill, J.K. and Coons, A.E., 1957. *Leader behavior: Its description and measurement. Administrative Science Quarterly*
- House, R.J. and Aditya, R.N., 1997. *The social scientific study of leadership: Quo Vadis? Journal of management*, 23(3),
- House, R.J., 1996. *Path-goal theory of leadership: Lessons, legacy, and a reformulated theory. The leadership quarterly*, 7(3)

- Howie son, W.B., 2008. *A quantities evaluation of the reformulated 1996 path-goal theory of work unit leadership via structural equation modelling.*
- Christine Kane-urrabazo,. 2006. *Management's role in shaping organizational culture. Journal of nursing management, 14(3),*
- Lim, B., 1995. *Examining the organizational culture and organizational performance link. Leadership & organization development journal.*
- Lim, B., 1995. *Examining the organizational culture and organizational performance link. Leadership & organization development journal.*
- Luthans, K.W. and Jensen, S.M., 2005. *The linkage between psychological capital and commitment to organizational mission: A study of nurses. JONA: The Journal of Nursing Administration, 35(6)*
- Madhu, S. and Ravikanth, M., 2012. *Synthesis, spectral, electrochemical, and anion binding properties of 3, 5-bis (dipyrrromethene) boron-dipyrrromethene. Inorganic chemistry, 51(7)*
- Martins, E., 2003. C. & Terblanche.
- Martins, E. and Martins, N., 2000. *An organizational culture model to promote creativity and innovation. SA Journal of Industrial Psychology*
- Melat, A 2019, *Effect of leadership behavior in employees job satisfaction*
- Northouse, P.G., 2021. *Leadership: Theory and practice. Sage publications. Eldridge, J.E.T. and Crombie, A.D., 1974. Sociology of organizations.*
- Northouse, P.G., 2021. *Leadership: Theory and practice. Sage publications.*
- Ogbonna, E. and Harris, L.C., 2000. *Leadership style, organizational culture and performance: empirical evidence from UK companies. international Journal of human resource management, 11(4),*
- R. J. House and T. R. Mitchell, "Path-Goal Theory of leadership," *Contemporary Business*, vol. 3, pp. 81-98, Fall 1974.
- S. McShane and T. Travaglione, *Organizational Behavior on the Pacific Rim, Enhanced Mc Graw-Hill*, 2005.

- Schein, E.H., 2010. *Organizational culture and leadership* (Vol. 2). John Wiley & Sons.
- Staniland, M., 1985. *What is political economy? A study of social theory and underdevelopment* (No. 04; HB73, S8.).
- Stonehouse, G., 2011. *Business strategy: an introduction*. Macmillan International Higher Education.
- Schein, E.H., 1983. *The role of the leader in creating organizational culture*. *Organizational dynamics*, 12(1)
- Smith, M.B., Koppes Bryan, L. and Vodanovich, S.J., 2012. *The counter-intuitive effects of flow on positive leadership and employee attitudes: Incorporating positive psychology into the management of organizations*. *The Psychologist-Manager Journal*, 15(3),
- Sarros, J.C., Tanewski, G.A., Winter, R.P., Santora, J.C. and Densten, I.L., 2002. *Work alienation and organizational leadership*. *British Journal of Management*, 13(4),
- Squires, V., 2016. Northouse, PG (2016). *Leadership: Theory and Practice*. Thousand Oaks, CA: Sage.
- Sekaran, U. and Bougie, R., 2019. *Research methods for business: A skill building approach*. John Wiley & Sons.
- Saunders, M., Lewis, Philip and Thornhill, Adrian, 2007. *Research methods. Business Students 4th edition* Pearson Education Limited, England.
- Saunders, A. and Jablonski, P., 1998. *Modified technique of abdominal heart transplantation in the rat*. *The Journal of heart and lung transplantation: the official publication of the International Society for Heart Transplantation*, 17(11),
- Tsui, A.S., Zhang, Z.X., Wang, H., Xin, K.R. and Wu, J.B., 2006. *Unpacking the relationship between CEO leadership behavior and organizational culture*. *The Leadership Quarterly*, 17(2)
- Waterman, R.H. and Peters, T.J., 1982. *In search of excellence: Lessons from America's best-run companies* (p. 360). New York: Harper & Row.
- Wang, K. and Shailer, G., 2015. *Ownership concentration and firm performance in emerging markets: A meta-analysis*. *Journal of Economic Surveys*, 29(2),

W. B. Howieson, "A quantitative evaluation of the reformulated 1996 Path-Goal Theory of work unit leadership via structural

Wolinski, S., 2010. Leadership Theories. Retrieved June 14, 2014.

Xhelili, D., Organizational culture and leadership. Doris Xhelili, May 2016

Xenikou, A. and Simosi, M., 2006. *Organizational culture and transformational leadership as predictors of business unit performance. Journal of managerial psychology.*

Yukl, G., 1989. Managerial leadership: A review of theory and research. *Journal of management, 15(2)*

Yukl, G., 2008, April. The importance of flexible leadership. In *Robert B. Kaiser (Chair), The Importance, Assessment, and Development of Flexible Leadership, practitioner 3(1)*

Appendix

i. Questionnaire



Addis Ababa University School of Commerce

Questionnaire

Dear respondents,

This research is being carried out as part of the Master's Program in Business Leadership at Addis Ababa University's School of Commerce. The purpose of this research is to assess the influence of Leadership Behavior on Organizational Culture: The Case of Debub Global Bank S.C.

The study is conducted for academic purposes and your responses will be kept confidential. In this regard, your honest and thoughtful responses are critical to the soundness and validity of the findings. Thus, I respectfully request you to carefully complete the questionnaire and return it at your earliest convenience.

Thank you in advance for your kind cooperation!

Yidnekachew Awayneh

Email: yidawayneh@gmail.com, Cell phone: 0912-11-11-04

PART I: DEMOGRAPHIC BACKGROUND

1. Gender

Male Female

2. Age Group in years

Below 25 26-35 36-45 46-55 above 55

3. Educational Background College

Diploma First Degree Second Degree PHD

Other, please specify_____.

4. Total year of work experiences in this company

Less than 1 1-2 3-5 6-8 Above 8

5. What is your marital status?

Married Single Divorced

PART TWO: LEADERSHIP BEHAVIOUR QUESTIONS

Please kindly answer the following questions by indicating your choice on the scale of **1– 5**, **1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree.**

Please make Tick mark (√) on the box provided

Directive leadership behavior		1	2	3	4	5
1	My leader make it clear what is expected from me.					
2	My leader tells me what to do and how to do it.					
3	My leader expects me to adhere certain laws and regulations.					
4	My leader discusses the desired degree of performance from me.					
5	My leader does not make it clear what is expected of me on the job.					
Supportive leadership behavior		1	2	3	4	5
6	My leader and I have a good working connection.					
7	My leader organizes training programs to help me advance in my career.					
8	My leader says things that hurt my feelings					
9	My leader assists me in overcoming obstacles that prevent them from completing my tasks.					
10	My leader is considerate of my personal needs.					

	Participative leadership behavior	1	2	3	4	5
11	When a problem arises, my leader consults with me.					
12	My leader pays attention to my ideas and suggestions.					
13	My leader makes decisions without consulting me.					
14	My leader asks for ideas or opinions from me concerning how to carry out tasks.					
15	My leader invites me to be a part of the decision-making process.					
	Achievement oriented leadership behavior	1	2	3	4	5
16	My leader lets me know what is expected from me to perform at my highest level.					
17	My leader sets hard targets for me to meet in order for me to perform at my best.					
18	My leader urges me to keep improving my professional performance.					
19	My leader expresses doubt about my capacity to accomplish most of my goals.					
20	My leader expects me to do well in all areas of my job.					

PART TWO: ORGANIZATIONAL CULTURE QUESTIONS

	Adaptability	1	2	3	4	5
1	The bank responds well to the competitors' actions and other changes in the business environment.					
2	All parts of the organization cooperate to create change.					
3	New and better techniques of working are always being adopted					
	Mission	1	2	3	4	5
4	There is a clear mission that gives meaning and direction to my work.					
5	Bank's strategic direction is clear to me.					
6	The bank has long-term purpose and direction.					

	Involvement	1	2	3	4	5
7	In Debut Global Bank S.C decisions are made at the levels where the right information is available.					
8	Teamwork is used to get work done, rather than to keep the Hierarchy.					
9	Employees believe that they have a positive impact on Bank's performance.					
10	Authority is delegated so those, employees can act by their own up to their discretion limit.					
	Consistency	1	2	3	4	5
11	The approach doing business is very consistent and predictable.					
12	Leaders practice what they speak.					
13	There is a clear agreement regarding the right way and the wrong way to do things.					

PART THREE: DOMINANT LEADERSHIP BEHAVIOR

	Dominant Leadership behavior	Directive	supportive	participative	Achievement oriented
1	Which Leadership behavior does your leader widely or commonly applied?				

ii. Industry analysis report sheet

Debut Global Bank S.C
Private Banks Industry Analysis report sheet
as at June 30,2020

(Amounts in Millions of Birr)

Banks	Outstanding Deposit	Share (%)	Loan & Advance	Share (%)	Total Asset	Share (%)	Total Cap.	Share (%)	Gross Profit (Before Prov. & tax)	Share (%)	No. of Branch	Share (%)	FCY Generated Amt.	Share (%)
	Total													
Awash Bank S.C	70,233	15.70	56,870	16.40	95,625	16.94	13,449	18.48	4,196	21.86	466	10.71	865.0	19.49
Dashen Bank S.C	53,354	11.93	42,346	12.21	67,939	12.04	8,500	11.68	1,803	9.40	423	9.72	563.0	12.69
Bank of Abyssinia S.C	47,513	10.62	37,608	10.84	56,424	10.00	5,748	7.90	1,346	7.01	503	11.56	399.0	8.99
Wegagen Bank S.C	30,095	6.73	23,861	6.88	37,954	6.73	4,262	5.85	1,293	6.74	382	8.78	347.0	7.82
United Bank S.C	34,698	7.76	26,713	7.70	43,204	7.66	5,623	7.73	1,210	6.31	333	7.65	246.5	5.55
Nib International Bank S.C	33,321	7.45	25,888	7.46	41,966	7.44	5,830	8.01	1,405	7.32	302	6.94	179.0	4.03
Cooperative Bank of Oromia S.C	45,380	10.15	34,214	9.86	52,917	9.38	5,409	7.43	1,794	9.35	420	9.65	363.4	8.19
Lion International Bank S.C	26,132	5.84	19,105	5.51	31,636	5.61	2,175	2.99	1092	5.69	258	5.93	169.6	3.82
Zemen bank S.C	14,415	3.22	9,920	2.86	18,367	3.25	3,410	4.68	1,060	5.52	52	1.20	382.7	8.62
Oromia Bank S.C	27,568	6.16	20,142	5.81	34,488	6.11	4,632	6.36	1,021	5.32	300	6.89	230.8	5.20
Bunna International Bank S.C	13,875	3.10	11,650	3.36	18,638	3.30	3,177	4.36	607	3.16	243	5.58	159.0	3.58
Berhan Bank S.C	16,533	3.70	12,706	3.66	20,297	3.60	2,836	3.90	740	3.86	231	5.31	155.8	3.51
Abay Bank S.C	16,031	3.58	11,230	3.24	20,040	3.55	3,138	4.31	648	3.38	224	5.15	141.3	3.18
Addis International Bank S.C	4,583	1.02	3,487	1.01	5,861	1.04	1,290	1.77	315	1.64	75	1.72	73.0	1.65
Debut Global Bank S.C	5,240	1.17	4,550	1.31	7,736	1.37	1,491	2.05	376	1.96	82	1.88	126.6	2.85
Enat Bank S.C	8,233	1.84	6,546	1.89	11,262	2.00	1,820	2.50	286	1.49	57	1.31	36.0	0.81
Grand Total	447,203	100.00	346,835	100.00	564,354	100.00	72,790	100.00	19,191	100.00	4,351	100.00	4,437.6	100.00

Source- Debut Global bank S.C annual Report