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**ADDIS ABABA UNIVERSITY COLLEGE OF BUSSINESS AND ECONOMICS SCHOOL OF  
COMMERCE**

**THE INFLUENCE OF LEDERSHIP BEHAVIOUR ON EMPLOYEE COMMITMENT:  
MODERATING ROLE OF ORGANIZATION JUSTICE COMMERCIAL BANK OF  
ETHIOPIA INCASE OF ARADA DISTRICT**

**A RESEARCH PROJECT SUBMITTED TO ADDIS ABABA UNIVERSITY SCHOOL  
OF COMMERCE**

**IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE  
DEGREE OF MASTER OF ARTS IN BUSINESS LEADERSHIP**

**BY**

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ADDIS ABABA UNIVERSITY  
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THE INFLUENCE OF LEDERSHIP BEHAVIOR ON EMPLOYEE COMMITMENT: MODERATE  
ROLE OF ORGANIZATION JUSTICE

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## DECLARATION

I, Bantie Minwaga, declare that this project, entitled “The Influence of Leadership Behavior on Employee Commitment,” moderate role of organization justice submitted for the partial fulfillment of the requirements for the award of masters of art in business leadership is my own original work, and it hasn't been published or submitted for any kind of qualification elsewhere. All sources of information and ideas utilized in this project have been properly acknowledged.

Bantie Minwagaw

Signature:

Date:

## CERTIFICATION

This is to certify that Bantie Minwagaw has carried out this research project work on the topic entitled “The Influence of Leadership Behavior on Employee Commitment: moderate role of organization justice under my supervision. This work is original in nature, and it is suitable for the award of a Master of Arts in Business Leadership.

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Signature:

Date:

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## List of Abbreviations

CBE	Commercial Bank Of Ethiopia
CE	Employee commitment
OR	Organization Justice
SPSS	Statistical package for social science
ANOVA	Analysis of variance
ATM	Automated Teller Machine
CSO	Customer Service Officer
CSM	Customer service officer
OM	Operational manager
RO	Relationship officer

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## Abstract

*This study explores the influence of leadership behavior on employee commitment, with a focus on the moderating role of organizational justice in the Commercial Bank of Ethiopia (CBE). Leadership behavior, as a critical element in shaping employee outcomes, is examined in terms of its effect on the level of employee commitment within the CBE. The study further investigates how organizational justice, moderates this relationship. The study adopts a explanatory and descriptive research design and a method approach; quantitative data were collected from employees of CBE. Out of a total of 1134 target population, a sample size of 284 was taken using the Yamane, formula sample size determination model and stratified sampling technique was used for collecting information from the organization. The data was analyzed in both descriptive statistics and inferential statistics were figured using Statistical Package for social sciences (SPSS) version 26. The result of the study confirmed that there was statistically significant positive relationship between supportive, participative, achievement oriented, organizational justice with moderating integration behavior and employee commitment however, there is no statistically significant relationship between directive behavior with employee commitment a further research was also recommended on other banks collectively The findings reveal that leadership behavior positively influences employee commitment, and that organizational justice significantly moderates this relationship. Specifically, when employees perceive fairness in organizational processes and interactions, the positive impact of leadership behavior on commitment is enhanced. The study provides valuable insights for bank managers and policymakers to implement effective leadership strategies and foster a fair work environment that boosts employee commitment. The research contributes to the understanding of the complex interplay between leadership behavior, employee commitment, and organizational justice in a developing country context.*

*Keywords: leadership behavior, employee commitment, organization justice Commercial bank of Ethiopia*

# CHAPTER ONE

## Introduction

### 1.1 Background of the study

In an organization, leadership is basic for overseeing, organizing, and controlling laborers. It can be characterized as a set of leadership behaviors, states of mind, and aptitudes based on organizational or person values, worker steadfastness beneath distinctive conditions, and leadership interest (Alkahtani, 2016). In arrange to energize commitment for worker maintenance, efficiency, and corporate citizenship behaviors, a pioneer may intentionally actualize particular leadership behaviors. Relevant to the subject, otherwise you have a friend's consent to utilize their story.

Employee commitment plays a crucial role in the success and sustainability of organizations. Employee commitment is vital for maintaining high levels of service quality, productivity, and organizational performance (Ali & Ahmed, 2023). Leadership behavior, which refers to how leaders motivate, guide, and manage their employees, has been identified as a key factor influencing employee commitment. Research has shown that effective leadership can enhance job satisfaction, organizational loyalty, and overall employee engagement, leading to a higher level of commitment to the organization's goals and values (Luthans, 2020). However, the relationship between leadership behavior and employee commitment is not always straightforward and can be influenced by several moderating variables.

One of the critical moderating variables in this relationship is organizational justice. Organizational justice refers to the perceived fairness in organizational practices and procedures, which includes distributive justice (fairness of outcomes), procedural justice (fairness in the process of decision-making), and interactional justice (fairness in interpersonal treatment) (Colquitt et al., 2001). When employees perceive fairness in their work environment, they are more likely to feel motivated, valued, and committed to the organization (Moorman, 1991). Research suggests that leadership behaviors that promote fairness, transparency, and equality in decision-making processes are more likely to enhance organizational justice and, in turn, increase employee commitment (Cropanzano et al., 2007).

In the case of CBE, which is one of the largest and most influential banks in Ethiopia, understanding the impact of leadership behavior and organizational justice on employee commitment is essential for improving workforce engagement and performance. Studies conducted in Ethiopia's banking sector show that both leadership behavior and the perceived fairness of organizational processes significantly affect employees' attitudes toward their work and their level of commitment (Abdullah & Lempinen, 2024). For example, leaders who practice transformational leadership, characterized by motivating and inspiring employees, tend to foster higher levels of commitment, particularly when employees feel that they are being treated fairly within the organization (Bass & Avolio, 1994).

The relationship between leadership behavior and employee commitment can be enhanced or weakened depending on the extent to which employees perceive justice within the organization. This interplay between leadership and organizational justice becomes even more critical in developing countries like Ethiopia, where organizational culture and societal values strongly influence employees' expectations regarding fairness (Nyoach et al., 2024). CBE, as a state-owned bank, operates in a context where leadership behaviors that emphasize fairness and respect for employees are not only crucial for employee morale but also contribute to organizational success in a competitive financial environment. Therefore, this study seeks to examine the influence of leadership behavior on employee commitment in CBE, with a particular focus on the moderating role of organizational justice.

## **1.2 Background of the Organization**

### **The Bank That Nurtures your life!**

The Ethiopian victory over Italy during World War II, the new government issued a proclamation on 26 August 1942 that established the State Bank of Ethiopia (SBE). SBE commenced full operations on 15 April 1943 with two branches and 43 staff. It served both as Ethiopia's central bank, with the power to issue banknotes and coins as the agent of the Ministry of Finance, and as the principal commercial bank in the country. In 1945 the Ethiopian government granted the bank the sole right of issuing currency. In 1958, the State Bank of Ethiopia established a branch in Khartoum, Sudan. Over time SBD's branch network grew to number 21 branches.

The Commercial Bank of Ethiopia (CBE) is one of the largest financial institutions in Ethiopia, and as such, it faces the challenge of maintaining a high level of employee commitment in a competitive market. Employee commitment is crucial for the bank's success, as it directly impacts employee performance, job satisfaction, and retention (Mowday, Steers, & Porter, 1979). Leadership behavior plays a significant role in shaping employee commitment, as it influences how employees perceive their roles within the organization. Effective leaders can inspire and motivate their teams, leading to increased commitment and productivity (Bass, 1985). However, the impact of leadership behavior on employee commitment is influenced by various contextual factors, including organizational justice.

Organizational justice refers to the perceived fairness and equity within the workplace (Greenberg, 1993). Employees perceive organizational justice when they feel that they are treated fairly and with respect by their leaders and colleagues. Organizational justice serves as a moderating variable that influences how employees respond to leadership behaviors. When employees perceive high levels of organizational justice, they are more likely to develop a strong emotional attachment to their organization and are more committed to achieving its goals (Colquitt, Conlon, Wesson, Porter, & Ng, 2001).

### **1.3 Statement of the Problem**

The relationship between leadership behavior and employee commitment has long been a subject of research in organizational behavior. Effective leadership is recognized as a critical factor in influencing employee commitment, which in turn impacts organizational performance, productivity, and long-term sustainability (Ali & Ahmed, 2023). However, despite the acknowledged importance of leadership behavior, the mechanisms through which leadership influences employee commitment are not entirely clear. Previous studies have suggested that leadership behavior affects employee attitudes, but the exact dynamics of this relationship are complex and can be influenced by various moderating variables (Luthans, 2020). One such key moderating variable is organizational justice, which refers to employees' perceptions of fairness in organizational processes and outcomes (Colquitt et al., 2001). Although both leadership behavior and organizational justice are critical factors, their combined impact on employee commitment has not been fully explored, such as the Commercial Bank of Ethiopia (CBE).

The role of organizational justice in moderating the relationship between leadership behavior and employee commitment is an under-researched area in the Ethiopian banking sector. Organizational justice has been found to significantly influence employee attitudes, including job satisfaction, motivation, and commitment (Cropanzano et al., 2007). Specifically, employees who perceive that they are treated fairly by their leaders are more likely to display higher levels of organizational commitment (Moorman, 1991). However, it is unclear whether this relationship holds true in the context of CBE, a large state-owned bank in Ethiopia, which operates in a unique socio-economic and organizational environment. Given that employees in this setting may have different expectations about fairness and leadership behavior, understanding how organizational justice moderates the relationship between leadership behavior and employee commitment is crucial for developing effective human resource practices within CBE.

Furthermore, while existing studies have highlighted the role of leadership and organizational justice in shaping employee commitment, there is a gap in research specific to the Ethiopian context, particularly in state-owned enterprises such as CBE. Studies in other countries and industries have shown that transformational leadership, which is characterized by leaders who inspire and motivate employees, tends to foster higher levels of commitment (Bass & Avolio, 1994). However, the effectiveness of different leadership behaviors in influencing employee commitment in CBE, especially when considering the moderating effects of organizational justice, has not been thoroughly examined. This gap in the literature calls for a detailed investigation into how leadership behavior, in conjunction with perceived fairness, influences the commitment of employees at CBE.

In Ethiopia, where the banking sector has experienced rapid growth and transformation, understanding the factors that contribute to employee commitment is particularly important for ensuring competitive advantage and long-term organizational success. The Commercial Bank of Ethiopia, as one of the largest financial institutions in the country, has the potential to benefit significantly from a workforce that is both committed and engaged. However, without a clear understanding of how leadership behavior and organizational justice interact to influence employee commitment, CBE may struggle to optimize its human resource potential (Abdullah & Lempinen, 2024). Therefore, this research aims to investigate the influence of leadership behavior on employee commitment, with organizational justice serving as a

moderating variable, to provide actionable insights for improving employee engagement and performance within CBE.

#### **1.4 Research Questions**

The study will attempt to answer the following questions

- ✓ What is the impact of leadership behavior on employee commitment?
- ✓ How does leadership behavior influence employee commitment?
- ✓ Does perceived organizational justice influence the relationship between leadership behavior and employee commitment?
- ✓ Does organizational justice moderate the relationship between leadership behavior and employee commitment?
- ✓ What type of leadership behavior is dominantly exercised at CBE?

#### **1.5 Objectives of the study**

##### **1.5.1 General objective**

The general aim of this study was to examine the influence of leadership behavior on employee commitment: moderate role of organization justice in the case of CBE Arada district.

##### **1.5.2 Specific objective**

- To analysis the influence of leadership behavior on employee commitment
- To analysis the influence of leadership behaviors on employee commitment
- To analysis the moderating role of organizational justice in the relationship between leadership behavior and employee commitment.
- To analysis the role of organizational justice in moderating the relationship between leadership behavior and employee commitment.
- To analysis which type of leadership behavior is dominantly exercised at CBE.

## **1.6 Significance of the study**

The study was conducted to identify the influence of leadership behavior on employee commitment: Moderating role of justice. Leadership behavior is one of the most components that raise employees' commitment to coming to organizational objectives and targets. By guaranteeing that a noteworthy parcel of its workforce remains committed to the company, sector may be able to meet its key objectives and destinations. The examination moreover included the taking after outstanding findings:

The finding of this investigate was to assist the bank donate way better consideration to employees' commitment and Leadership behavior to achieve its vision in 2030. The think about will give important experiences into which Leadership behaviors most viably upgrade employees' commitment. Understanding the part of organizational justice in moderating relationship between Leadership behavior behaviors and employees' commitment will offer assistance organizations center on reasonableness and straightforwardness.

Upgrading Organizational Equity: Understanding the part of organizational equity in moderating relationship between Leadership behavior and employees' commitment will offer assistance organizations center on decency and straightforwardness. In the event that organizations actualize reasonable arrangements and hones, they may reinforce the positive effects of leadership on employee commitment. It made a difference recognize the Leadership behavior that's shown within the company, and knowing the existing circumstance made a difference point out any issue that relates to employees' commitment and the relationship it has with Leadership behaviors. The comes about of this consider were vital in making a difference bank administrators and policymakers create rules that would remunerate cautious, open authority and empower devoted laborers. For chiefs and executives, it was pivotal to accumulate and assess information since it given knowledge into remedial activities that can be taken to move forward human resource management and the administration of fruitful administration behavior, which in turn advanced employees' commitment. Future researchers who are inquisitive about considering in comparative areas may discover this work valuable as a reference.

## **1.7 Scope of the Study**

This research was designed to examine the influence of leadership behavior on employee commitment and the Moderating role of organization justice in the relationship between variable mentioned.

### **1.7.1 Conceptual Scope**

The conceptual scope of this study focuses on understanding how leadership behavior influences employee commitment, with a particular emphasis on the moderating role of organizational justice. The study explores three main concepts: Leadership Behavior: This includes leadership behavior such as directive leadership, participative leadership, supportive leadership and Achievement oriented leadership (Bass & Avolio, 1994; Ali & Ahmed, 2023). The study will analyze how these leadership behavior impact employee attitudes, behavior, and commitment to the organization. Employee Commitment: Employee commitment refers to the level of emotional attachment and dedication an employee feels towards their organization. It encompasses aspects such as job satisfaction, loyalty, engagement, and organizational citizenship behavior. The study will investigate the role of leadership behavior in shaping these aspects of employee commitment (Luthans, 2020). Organizational Justice: Organizational justice refers to the fairness with which decisions are made, resources are allocated, and employees are treated within the organization. This study will investigate three dimensions of organizational justice: distributive justice (fairness of outcomes), procedural justice (fairness of processes), and interactional justice (fairness of interpersonal treatment). The study will focus on the moderating role of organizational justice in the leadership-commitment relationship (Colquitt et al., 2001). Thus, the conceptual scope of this study centers around the interplay between leadership behaviors, employee commitment, and the moderating influence of organizational justice, with a focus on the banking sector, specifically CBE

### **1.7.2 Geographical Scope**

The geographical scope of this study is limited to the Commercial Bank of Ethiopia (CBE), which is one of the largest state-owned commercial banks in Ethiopia. The study focuses on employees of CBE working in the bank's various branches across the country. Ethiopia's banking sector presents a unique environment due to its fast-growing economy, the transition from a largely state-controlled to a more market-oriented system, and the specific challenges faced by public sector banks. Ethiopia's socio-cultural context, with its emphasis on authority, respect, and hierarchical structures, is particularly relevant when considering the impact of leadership behavior on employee commitment. The perceptions of organizational justice are also influenced by cultural norms and government-related structures, which

may vary from those in private or multinational banks (Waktola, 2018). The geographical context of Ethiopia, combined with the organizational structure of CBE, offers a distinctive setting for studying leadership behaviors, employee commitment, and organizational justice.

### **1.7.3 Methodological Scope**

The study will adopt a quantitative research design, utilizing surveys to collect data from employees of the Commercial Bank of Ethiopia. The data collection methods will focus on structured questionnaires distributed across multiple branches of CBE. The survey will assess employees' perceptions of leadership behavior, their level of commitment to the bank, and their views on the fairness of organizational processes and decisions. The data will be analyzed using statistical methods such as regression analysis to assess the relationship between leadership behavior and employee commitment, and to test the moderating effect of organizational justice. Additionally, the study will employ descriptive statistics to summarize the perceptions of employees on leadership behavior, commitment, and justice within CBE.

### **1.7.4 Time Scope**

The time scope of this study will focus on data collection over a 6-month period, from Oct 2024 Feb 2025. During this time frame, the research will focus on capturing current employee perceptions and experiences within CBE regarding leadership behavior, organizational justice, and commitment. This period allows for a detailed analysis of leadership practices and employee engagement within the bank, which is critical as CBE navigates evolving challenges in the Ethiopian banking industry. The study will be cross-sectional, meaning it will provide a snapshot of employee experiences at a specific point in time rather than tracking changes over an extended period. This time scope will allow for the examination of current leadership practices and their immediate impact on employee commitment and perceptions of fairness.

## **1.8 Limitation of the study**

This study was conducted with all possible efforts to acquire all necessary data for collection, processing, interpretation, and analysis. However, the study encountered some limitations. It was challenging to gather and analyze participant's personal perceptions of various leadership behaviors. Assessing leadership behavior subjectively through employee perceptions may introduce biases and

inconsistencies. Data collected from CBE as a result the finding this study may not represent other sector and therefore since they are relatively generalizability of a result is limited to financial sector Different employees were interpreting leadership behaviors differently, leading to variations in responses and interpretations. In addition, the study faced resource constraints in terms of time, budget, and access to participants. Limited resources impacted the scope of the study, sample size, and data collection methods, potentially affecting the findings. The study may face constraints regarding sample size and diversity, which can affect the generalizability of findings.

### **1.9 Organization of the study**

The research project contained five chapters. Chapter one contains the background of the study, the statement of the problem, the general and specific objectives of the study, the research questions and significance of the study, the scope of the study, the limitations of the study, the definition of key terms, and the organization of the paper. The second chapter emphasizes the theoretical review of related literature and the conceptual framework with hypotheses. Chapter three contains methodology and describes the study area, the research design and approach, the population of the study, sample design, data source and type, data collection, validity and reliability, data analysis, and ethical considerations. In the fourth chapter, the data presentation, analysis, and discussion were provided. Finally, Chapter 5 presents a summary of the major findings, conclusions, and recommendations.

## CHAPTER TWO

### 2. Literature Review

#### 2.1 Introduction

This section summarizes the literature review on the impact of leadership behavior on employee commitment: Moderating role of organization. It goes over the definition of leadership, theories specifically, path-goal leadership theories, the three-dimension employee commitment model, important leadership traits, and the constituents of employee commitment. There will be an empirical review, conceptual framework, and hypothesis on the relationship between employee commitment and leadership behavior.

#### 2.2 The concept of leadership

Any company's growth and viability are dependent on effective leadership. Leadership has a significant impact on how effectively an organization achieves its goals and objectives. The term leadership has been around for a long time and can mean a variety of things to different individuals. It has been defined in terms of qualities, behaviors, relationships, influence, interaction, patterns, responsibilities, and occupations in administrative positions. In general, leadership is defined as the art, influence, or practice of inspiring people to work willingly towards achieving common goals. According to Okpara(2005). A corporation must actively recruit human resources to fulfill its objectives. Once acquired, it is essential to retain and nurture these resources. It is important to recognize that each individual has unique expectations regarding their tenure with the organization. To address this, leaders should employ a variety of strategies to ensure that employees are present, satisfied in their roles, and motivated to perform at their best. Employees have proven to be a vital asset helping organizations achieve their goals of delivering high-quality products and services. They exhibit a range of both positive and negative behaviors in the workplace as they strive to complete their assigned tasks. According to Linda-Ray (2014), the relationship between a leader and their team significantly influences employee behavior. She further noted that leaders must be mindful of their own actions to foster productivity and a positive work environment. Management behaviors within the organization affect not only employee performance but also factors such as turnover rates, commitment to the job, and overall job satisfaction.

Krammer (2004) went on to say that the features of a person's circumstances and surroundings influence the amount to which he or she shows leadership skills. In an ideal environment, leadership behaviors would adapt to the needs of the organization. According to Tifase (2014), leadership is necessary for all living beings, regardless of gender. She goes on to suggest that a company's success or failure is mostly decided by the behavior of its executives, and that different leadership philosophies have varying effects on workplace culture, profit, organizational goals, and personal ambitions.

Leadership, as articulated by Northouse (2007) and Rowe, is defined as the process through which an individual inspires a group to work collaboratively towards a shared objective and the overall success of the organization. Jago, A. G. (1982) further elaborates that leadership involves influencing others and creating an environment conducive to reaching team or organizational goals. This viewpoint is reinforced by the aforementioned definition. A leader's role encompasses actively listening to team members, providing support and encouragement, and engaging them in the processes of decision-making and problem-solving.

### **2.3 Theoretical background of the study**

The two main ideas that guided this inquiry were the Three-Dimensional Employee Commitment Theory and the Path Goal Theory. Adscription of them is given below.

#### **2.3.1 Path Goal Theory**

When Evans (1970) initially introduced the path-goal theory, the emphasis was on understanding the elements that drive followers' motivation and the means to affect the outcome of tasks. The theory aimed to identify suitable leadership behavior that aligns with both employees and their work environment to facilitate goal attainment. Its core inspiration stemmed from Carter, A. P., & Treadway, D. C. (2020) expectation theory, which posits that employees are likely to engage in specific behaviors with the anticipation of receiving desirable rewards for their contributions. Additionally, the theory highlighted the leader's role in offering guidance and clarifying the path for followers to successfully complete their tasks.

The theory outlined by Northouse (2013) primarily focuses on how a leader adopts specific behaviors to address the needs of team members in a professional setting and directs subordinates towards achieving

objectives. While the theory is relatively simple, it is grounded in fundamental principles that help identify traits in both the workplace and individuals, choose appropriate leadership behaviors, and determine what motivates employees to succeed. Employees rationalized their superiors' actions based on their own needs, which encompassed relationships, perceived potential, levels of ambition, and a desire for influence.

The theory exhibits several notable shortcomings, particularly in terms of its conceptual complexity, as it encompasses numerous factors that necessitate thorough analysis. Choosing the leadership behaviors that align with specific needs can prove to be a difficult task, as can the interpretation and evaluation of the various elements of the theory within a practical workplace setting. Additionally, another concern is the disproportionate allocation of responsibilities to managers, which diminishes the autonomy of followers and leads to subordinates who struggle to progress independently of their supervisors. Moreover, not all aspects of the theory have been thoroughly assessed, which hampers the development of a cohesive understanding of its fundamental principles and implications (Dulebohn, J. H., & Werling, S. E. (2021).. Furthermore, empirical studies aimed at validating the theory have only partially addressed its propositions, as highlighted by House & Mitchell in 1974.

### **2.3.2 The Three-Dimensional Employee Commitment Theory**

Three-dimensional model of commitment, comprising Normative, Affective, and Continuance dimensions, was proposed by Meyer and Allen in 1990. This model highlights that while these dimensions reflect the degree of psychological commitment demonstrated by employees, they exert different influences on the individual. According to Meyer and Allen's research conducted in 1990, 1991, and 1997, the individual components develop as a result of various antecedents. Conversely, it is suggested that employees with lower levels of commitment are more likely to leave their positions, and when faced with a lack of opportunities, they tend to disengage psychologically (Crawford & Lok, 1999). Additionally, an earlier study by Mathieu and Zajac in 1990 validated the connection between employee turnover and commitment.

Meyer and Allen (1997) identified a significant distinction between behaviors and attitudes related to commitment. They assessed employees' attitudes and thought processes concerning the outcomes and impacts of their dedication. The behavioral approach, which emphasizes action, significantly supported

an employee's choice to adhere to a specific behavior. For example, an employee who opts to remain with the organization is likely to cultivate attitudes that align with workplace norms, potentially leading to a disregard for differences. It was posited that an individual's perspectives, methods, and leadership behavior would influence their commitment level. Conversely, the behavioral approach suggested that a leader's actions directly affect the loyalty of their followers, with motivation arising from the repetition of certain behaviors Miller, K., & Harris, E. (2021). This hypothesis has faced scrutiny due to its perceived ambiguity, reliance on subjective interpretations, and challenges in identification, rendering it inconsistent with research principles. Additionally, it may not be entirely applicable to other job-related functions, such as managing client interactions. Discussions surrounding the objectives of Meyer and Allen's theory have highlighted its limitations in accurately evaluating the commitment of various organizational members, including volunteers, temporary staff, and contractors.

#### **2.4 Leadership behaviors**

Leadership behavior encompasses a range of dispositions, traits, and skills that managers utilize in alignment with both personal and organizational values across different situations. According to Mosadeghradi (2003), to motivate their employees to perform at their highest level, supervisors adopt diverse behaviors tailored to various contexts and employee types. A significant number of research initiatives have been conducted to examine the impact of leadership behaviors on organizational outcomes (Kreitner, 2008).

Tjosvold (1981) posits that power can be more accurately defined as the control over essential resources. In this context, power is recognized when individual A holds resources that can significantly affect individual B's capacity to meet their goals; this interpretation is consistent with the field theory perspective. Consequently, the previously dominant characteristic and behavior approach has largely been supplanted by the situational or contingency approach. This perspective asserts that a leader's effectiveness is contingent upon the alignment of their leadership behaviors with the specific circumstances at hand. It also highlights the extent of power and influence that leaders wield as a function of these circumstances. The central premise is that a leader's qualities may vary according to the situation, and that these qualities can also be pertinent to particular tasks and interpersonal dynamics. Among the key concepts explored in the context of situational leadership is the Path-Goal Theory, developed by Evans (1970) and House (1971).

Currently, the path-goal theory is recognized as the most prominent contingency approach to leadership (Robbins, 2005). This theory emphasizes the methods by which leaders motivate their followers, the perception of work objectives, and the strategies to achieve those goals. Consequently, leaders must possess the necessary skills, resources, and tools to be deemed effective and responsible (Jorge, 1997). According to the Path-Goal Theory, the leadership behavior adopted by managers significantly influence the motivation, satisfaction, and performance of their subordinates. Research grounded in the Path-Goal Theory has meticulously examined and modified various leadership behavior variables.

This study will identify several characteristics, such as the level of close supervision, consideration, hierarchical influence, and the leader's initiating structure. All elements were analyzed through the lens of the Path-Goal Theory, focusing on balance and effective consideration (House, 1971). As a result of this investigation, four essential leadership behaviors were identified within the Path-Goal Theory: directive, supportive, participative, and achievement-oriented leadership.

#### **2.4.1 Participative Leadership Behaviors**

Bartol and Martin (1998) assert that the core principle of participative leadership lies in empowering followers to make decisions through consultation. Veluri (2010) emphasizes the importance of providing employees with opportunities and a nurturing environment to facilitate their engagement in management decision-making processes. Northouse (2016) describes consultative leadership as a model that allows for participation within autonomous teams, anticipates leadership presence, assigns ambiguous roles, and often leads to confusion. Meyer and Allen (1991) indicate that employees who are more engaged in organizational matters tend to exhibit superior performance and a greater commitment to their roles. Njoroge (2015) suggests that organizations aiming to promote innovation, alter behaviors, and improve decision-making in the workplace can significantly benefit from increased employee involvement.

#### **2.4.2 Supportive Leadership**

In 2002, Rollin Son and Broad Field articulated the concept of supportive leadership, identifying it as a set of behaviors that include engaging with others, providing encouragement, instilling hope, addressing concerns, and involving individuals in the decision-making process. This form of leadership is characterized by an awareness of emotions and personal aspirations. Leaders often stray from their

intended path in their efforts to ensure the happiness and satisfaction of their followers. According to House (1996), the most effective approach for leaders in such scenarios is to adopt supportive leadership. Additionally, supportive leaders are often recognized for their ability to set a positive example, commend and celebrate the achievements of others, assist their team members, contextualize criticism, and deliver constructive feedback. The leader's actions are further validated by a demonstrated commitment, increased support, and defense of their decisions, heightened respect from followers, empathy, and a willingness to collaborate on solutions (Eubanks, Antes, Friedrich, & Caughron, 2010). Hernandez, Eberly, Avolio, and Johnson (2011) elaborated that supportive leadership behaviors involve creating a task environment that promotes psychological support, mutual trust and respect, helpfulness, and friendliness.

### **2.4.3 Directive Leadership**

Directive leadership is characterized by the provision of clear and specific instructions to subordinates regarding their tasks. House (1971) examined this form of leadership and described it as a scenario where a leader offers detailed and essential guidance on a particular subject. In this context, the leader explicitly addresses questions concerning what actions to take, the methods to employ, the locations for execution, the timing of tasks, and the individuals responsible for carrying them out. Consequently, the performance of the organization's members is closely monitored, as highlighted by Hanson (2003), Lunenburg (2000), and Ornstein (2000). Conversely, directive leadership involves establishing expectations for followers, organizing and planning activities, exercising authoritative control over the achievement of objectives, and enforcing behavioral standards. Once the leader delineates the responsibilities of the followers, they gain a clear understanding of what is required of them.

### **2.4.4 Achievement-Oriented Leadership Behaviors**

Establishing elevated expectations and possessing a degree of trust in one's subordinates are essential components of achievement-oriented leadership, as noted by Bartol and Martin (1998). Dessler (1974) defines a leader as an individual who inspires others to reach higher levels of performance and exudes confidence in the capabilities of their team members to complete tasks effectively. Leaders exhibit a profound belief in their employees' potential to tackle challenging assignments (Yukl, 2006).

To enhance organizational performance, quality objectives are set and subject to ongoing refinement (Daft, 2005). This form of leadership is particularly effective in fostering confidence and commitment among employees, especially those with a strong ambition to excel (Dubrin, 2008). Northouse (2016) suggests that managers should adopt these leadership behaviors to encourage their followers, particularly when objectives are ambiguous, involve complex multitasking, and when employees possess a steadfast determination to succeed.

## **2.5. The Dimension of Employee Commitment**

Commitment refers to an individual's dedication to a specific course of action. Personal commitment involves exerting maximum effort in all situations and aspiring to be the best possible employee. Committed employees are driven to exceed expectations and make a meaningful impact on the organization (Perryer & Jordan, 2005). Additionally, organizational commitment is a complex concept that reflects employees' feelings of attachment to their workplace. It is an ongoing process that illustrates how each individual contributes to the organization (Eisenberger, Fasolo, & Davis-LaMastro, 1990).

Thus, employee commitment can be characterized as a psychological and emotional connection to the organization, which is frequently utilized to assess an individual's characteristics and contributions within that context. Aghdasi, Kiamanesh, and Ebrahim (2011) contend that individuals with a strong affiliation to their organization experience a sense of unity and belonging. Furthermore, employees often feel a responsibility to remain with their employers. According to Allen and Meyer (1990) and Viljoen and Rothmann (2009), these feelings arise from the normative pressures that employees encounter.

Employee commitment, as articulated in this definition, encompasses three essential components: identification, characterized by a deep belief in and alignment with the organization's goals and core values; involvement, which refers to a willingness to exert considerable effort for the benefit of the organization; and loyalty, defined as a strong desire to remain with the organization. In this context, Allen and Meyer (1990) introduced three classifications of employee commitment.

### **2.5.1 Affective Commitment**

Affective commitment is defined by an employee's emotional bond, sense of identity, and active involvement with the organization, as noted by Meyer and Allen (1991). This form of loyalty leads individuals to embrace the organization's goals and fundamental values as their own. Additionally,

affective attachment refers to an individual's emotional orientation towards the group, reflecting the degree of identification with the organization and the emotional ties that connect the individual to it (Ashman & Winstanley, 2006). Furthermore, Hartmann and Bambacas (2000) describe affective commitment as a feeling of connection and belonging to an organization, which encompasses its structure, various work experiences, and personal characteristics.

The psychological bond between employees and their organization is closely linked to affective commitment (McCormack & Casimir, 2007). This concept emphasizes the employee's identification with the organization and the emotional closeness that develops. Research indicates that employees who cultivate a strong relationship and loyalty towards their organization are more likely to remain with it for extended periods. According to Meyer and Allen's (1997) commitment theory, this trust is shaped by factors such as job challenge, clarity of role and purpose, as well as elements like difficulty, breadth, peer cohesion, equity, self-worth, feedback, engagement, and reliability.

### **2.5.2 Continuance Commitment**

Continuance commitment pertains to an employee's evaluation of whether the benefits of remaining with an organization outweigh the drawbacks of departing. When employees perceive that the losses incurred from leaving the company surpass the advantages of staying, they are more likely to choose to remain. According to Meyer and Allen (1991), self-investment encompasses the significant resources—such as time, effort, and energy that an employee has dedicated to the organization's success. Additionally, any factors that increase the costs associated with resigning may foster a commitment to remain with the company. Hartmann and Bambacas (2000) provide examples of lost benefits, including accrued pensions, promotions tied to tenure, loss of values, future opportunities, or the waste of skills and systems that cannot be transferred. Consequently, enduring loyalty often develops gradually in the context of limited options, compelling individuals to stay with an organization for extended periods.

Meyer and Allen (1997) emphasized the importance of the decision to leave an organization, observing that employees whose primary attachment is based on continuance commitment are likely to remain. Two critical factors influencing an organization's growth potential include the level of investment made and the availability of alternatives. Thus, organizational commitment to continuance is most robust

when alternative options are scarce, as it is believed that employees with better opportunities are more inclined to depart.

### **2.5.3 Normative Commitment**

Dawley et al. (2005) differentiate between the two types of commitment previously mentioned, asserting that normative commitment arises from a sense of obligation that may stem from cultural or familial influences. In other words, normative commitment primarily relates to the duty employees feel towards their organization. When normative commitment is strong, individuals remain with the company due to a perceived obligation (Parish, Cadwallader, & Busch, 2008). Drawing on the research of Meyer and Allen (1991), Scholl (1981), and Wiener (1982), it has been suggested that socialization and exchange are essential processes in the development of normative commitment. Wiener (1982) posits that normative beliefs are internalized through both pre-entry (familial and cultural) and post-entry socialization experiences, which contribute to the establishment of normative commitment.

The concept of trade, which Scholl (1981) describes as a norm of reciprocity, serves as the second mechanism influencing commitment. This theory posits that normative commitment increases when organizational members receive incentives, instilling a moral obligation to reciprocate with similar levels of commitment. Carrière and Bourque (2009) identify three primary forms of employee commitment that are frequently examined in scholarly research: affective commitment, characterized by emotional attachment to the organization; continuance commitment, which relates to the perceived costs of leaving; and normative commitment, defined by a sense of obligation to the organization. Research by Meyer and Allen (1991), Scholl (1981), and Wiener (1982) suggests that two mechanisms—socialization and trade are essential in fostering normative commitment. Wiener (1982) notes that normative perspectives are internalized through both pre-entry (familial and cultural) and post-entry (organizational) socialization processes, ultimately contributing to the establishment of normative commitment. The principle of trade, as articulated by Scholl (1981), emphasizes that normative commitment is enhanced when organizational members are incentivized, creating a moral duty to reciprocate with their own commitment. According to Carrière and Bourque (2009), the three most commonly studied types of organizational commitment are affective, which reflects emotional ties to the organization; continuance, which involves the perceived costs of departure; and normative, which

encompasses feelings of obligation. The manner in which employees perceive their organization significantly influences their level of commitment.

The moderating role of organizational justice in the relationship between leadership behavior and employee commitment has garnered significant attention in recent years. Research suggests that organizational justice does not only have a direct effect on employee outcomes but also interacts with leadership behavior to influence employee commitment. According to Colquitt et al. (2001), the perceived fairness of leadership practices can either enhance or diminish the effectiveness of leadership behaviors in promoting employee commitment. When employees perceive that their leaders are treating them fairly, leadership behaviors such as transformational leadership are likely to have a more significant impact on their commitment to the organization.

Conversely, when organizational justice is perceived to be low, the positive effects of leadership behavior, particularly transformational leadership, can be weakened. Employees may feel demotivated, disengaged, or mistrustful of the organization's leadership, which leads to lower levels of organizational commitment (Cropanzano et al., 2007). For example, even if leaders adopt a behavior, employees who perceive unfair treatment or biased decision-making may not respond positively to such leadership, diminishing their commitment to the organization. Thus, organizational justice can act as a "boundary condition" that determines whether leadership behavior will lead to higher or lower employee commitment (Ali & Ahmed, 2023).

## **2.6 Organizational Justice Theory**

Organizational justice pertains to employees' perceptions of fairness within their work environment and significantly influences their responses to leadership actions. It is often regarded as a vital element that can influence the connection between leadership behavior and employee commitment.

Distributive justice relates to the perceived fairness of outcomes, including compensation, promotions, and rewards. Employees assess their contributions and results in comparison to those of their peers, forming judgments regarding fairness. Leadership that prioritizes equitable distribution of rewards and recognition can bolster employee commitment.

Procedural justice emphasizes the fairness of the processes employed in decision-making, such as criteria for promotions, performance assessments, and disciplinary measures. Key components include transparency, consistency, and employee involvement in these processes. Fair decision-making practices can lead to greater receptiveness to leadership behaviors. Leaders who engage employees in decision-making, communicate openly, and apply policies consistently can cultivate a sense of justice, thereby enhancing commitment.

Interactional justice addresses the fairness of the interpersonal treatment that employees receive. This encompasses respectful communication, transparency, and the manner in which leaders interact with employees. Leaders who are perceived as treating employees with dignity and respect contribute to a heightened sense of interactional justice. Positive perceptions in this area foster greater trust in leadership and subsequently increase employee commitment.

## 2.7 Moderating Role of Organizational Justice in Leadership and Employee Commitment

The moderating role of organizational justice in the relationship between leadership behavior and employee commitment has garnered significant attention in recent years. Research suggests that organizational justice does not only have a direct effect on employee outcomes but also interacts with leadership behavior to influence employee commitment. According to Colquitt et al. (2001), the perceived fairness of leadership practices can either enhance or diminish the effectiveness of leadership behaviors in promoting employee commitment. When employees perceive that their leaders are treating them fairly, leadership behaviors such as transformational leadership are likely to have a more significant impact on their commitment to the organization.

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determines whether leadership behavior will lead to higher or lower employee commitment (Ali & Ahmed, 2023).

In the context of CBE, organizational justice plays a crucial role in determining whether leadership behaviors lead to higher employee commitment. Since CBE operates as a state-owned bank in Ethiopia, perceptions of fairness in leadership decisions—particularly in areas such as promotions, rewards, and performance evaluations—are vital to ensure that employees feel valued and respected. Given the unique challenges of working in a government institution, where employees may have higher expectations of fairness, the perceived fairness of leadership behavior could be a significant factor in determining employee commitment (Nyoach et al., 2024).

## **2.7 Empirical Literature Review**

### **2.7.1 Leadership behavior and Employee commitment**

Executives must acknowledge that fostering employee commitment is a critical aspect of organizational success. Prior research (Asgari, Silong, Ahmad, & Abu Sama, 2008) has highlighted the significant impact of leaders on employee behavior. The work environment established by a supervisor plays a crucial role in shaping an employee's dedication. Ultimately, both the work atmosphere and the employee's skills will heavily influence performance. Stum (2001) asserts that employee loyalty serves as a strong indicator of the effectiveness of an organization's leadership. Furthermore, research conducted by Eisenberger et al. (1986) revealed that perceived organizational support significantly affects employee commitment. Employees are more inclined to feel a sense of obligation to reciprocate positive actions through increased affective commitment.

A critical review of existing research examines the interplay between leadership behavior, employee commitment, and organizational justice. This analysis aims to identify gaps in the current literature, validate theoretical frameworks, and underscore the significance of the proposed study. Below is an outline of the principal empirical findings concerning the three core variables of the study those are Leadership Behavior, Employee Commitment, and Organizational Justice.

**Moderating Role of Justice** Numerous studies indicate that organizational justice serves as a moderator in the relationship between leadership behavior and employee commitment. Colquitt et al. (2001)

suggested that when employees perceive fairness in their work environment, the influence of leadership behavior on organizational commitment becomes more significant. Cropanzano et al. (2003) posited that organizational justice aids employees in interpreting their leaders' actions, and when they perceive fairness in leadership decisions, they are more likely to respond with heightened levels of commitment. Interactional Justice: Bies and Moag (1986) introduced the concept of interactional justice, which emphasizes the importance of fair interpersonal treatment that employees receive from their supervisors. Research indicates that leaders who engage in respectful communication, provide rationales for their decisions, and demonstrate empathy are more likely to foster trust and commitment among employees. For instance, Tyler and Lind (1992) discovered that employees who perceive high levels of interactional justice tend to have a more favorable view of the organization, resulting in increased emotional attachment and commitment.

Justice and Trust in Leadership: Mayer et al. (1995) posited that organizational justice plays a crucial role in building employees' trust in their leaders. When employees feel they are treated fairly, their trust in leadership increases, which in turn enhances their commitment to the organization. An example of this is provided by Masterson et al. (2000), who found that organizational justice significantly strengthens the positive relationship between transformational leadership and employee commitment. Impact of High Organizational Justice: Research suggests that a high perception of organizational justice leads to more effective leadership in fostering employee commitment. For example, Skarlicki and Latham (1996) found that in organizations that prioritize fairness in processes and interactions, leadership behaviors especially transformational leadership show a stronger correlation with employee commitment.

Mottaz (1988) found that employees who perceived a warm and supportive relationship with their managers and colleagues exhibited a strong and positive commitment to their organizations. The research involved 1,385 participants from various professions. When supervisors are viewed as kind and empathetic leaders, their employees tend to demonstrate greater loyalty to their organizations compared to those with less compassionate leaders. A manager who prioritizes the comfort and well-being of their team is said to practice "supervisory consideration." Furthermore, employees may interpret their supervisor's support as a reflection of their own commitment, which in turn enhances their loyalty to the

organization. A study conducted in 1993 revealed that direct support from supervisors led to reduced absenteeism among employees (Tharenou, 1993). Additionally, evidence presented by Pelz (1952) indicated that employees were more satisfied with supervisors who maintained close ties with upper management and contributed to achieving primary objectives, particularly in larger groups. Yousef (2000) noted that employees are more dedicated to their employers when they perceive their managers as exhibiting participative or consultative leadership behavior. Liou conducted an investigation in 1995 regarding the relationship between the overarching concept of employee commitment and various outcome measures, including job participation, job satisfaction, and supervisory trust. The findings revealed a strong correlation between employee commitment and each of these three dimensions. Specifically, three critical factors that notably impacted employee commitment were feelings of job enjoyment, the ability to engage in job-related activities, and the level of trust perceived in supervisors. In a separate study, Becker (1992) explored whether pro-social behavior and job satisfaction were more effectively predicted by an employee's commitment to the organization as a whole or to its different stakeholders. There is a scarcity of research specifically targeting the banking sector, as most studies have been conducted in other industries. Consequently, this study aims to examine the effect of leadership behavior on employee commitment at commercial bank of Ethiopia.

## 2.7 Conceptual Framework

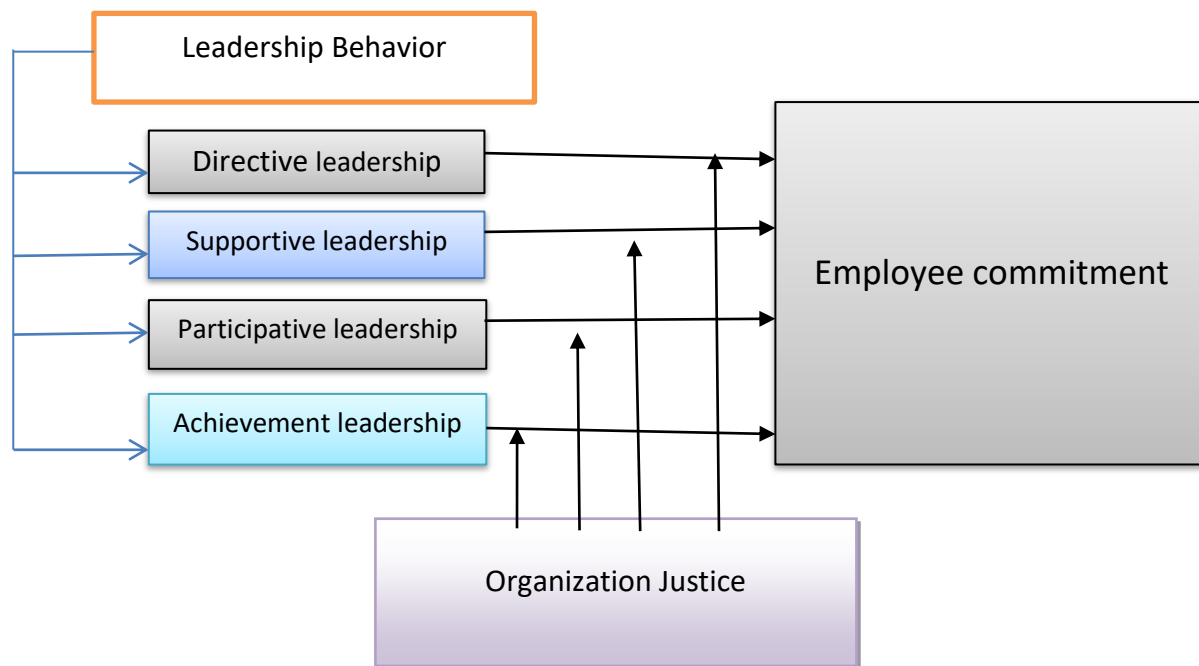


Figure 1: Conceptual framework

IDV = (Directive leadership, Supportive leadership, Participative leadership, Achievement oriented)

DV = Employee Commitment, Moderating variable (MV) = organization Justice

### 2.7.1 Hypothesis

H1: The effect directive leadership behavior on employee commitment is significant & positive.

H2: The effect participative leadership behavior on employee commitment is significant & positive.

H3: The effect supportive leadership behavior on employee commitment is significant & positive.

H4: There effect achievement-oriented leadership behavior on employee commitment is significant & positive.

H5: The effect of DL on the EC is stronger for employee with positive organizational justice.

H6: The effect of Supportive leadership on the EC is stronger for employee with positive organizational justice.

H7: The effect of Participation on the EC is stronger for employee with positive organizational justice.

H8: The effect of Achievement oriented leadership on the EC is stronger for employee with positive organizational justice.

## CHAPTER THREE

### Research Methods

#### 3.1 Introduction

This section looks at the study area, the research design and approach, population, sample size determination, source of data and method data collection, method of data analysis, ethical considerations, and the measurement of reliability and validity.

#### 3.2 Description of the study area

This research was conducted in the Arada district of Commercial Bank of Ethiopia. Commercial Bank of Ethiopia stands as Ethiopia's leading private commercial bank, operating over 1950 branches across thirteen regions and two city administrations in the country. Among its neighboring districts, Arada district stands out as the strongest, featuring more than 41 branches. The region includes five specialized branches, seven grade four branches, nine grade three branches, twelve grade two branches, and eight grade one branches. Consequently, this study focuses on the specialized branches as well as the grade four, grade three, grade two, and grade one branch, which collectively employ 1134 permanent clerical staff below the branch manager level.

#### 3.3 Research Design and approach

To help with the generalization of results from a large sample, the study included explanatory and descriptive survey techniques. This study aimed to investigate three facets of employees' commitment: identification with the firm, sense of duty, and desire to remain with the organization. The study concentrated on four categories of leadership behaviors: achievement-oriented, supporting, participative, and directive. Explanatory survey study design involves a number of phases, including deciding on research objectives, a suitable data collection method, appropriate sample techniques, and assessing and reporting findings (Kothari, 2004).

A quantitative technique was used in this investigation. This study used a quantitative technique to measure respondents' attitudes and examined the relationship between the independent variable (leadership conduct) and the dependent variable (employee commitment) using a closed-ended questionnaire to create numerical data.

### **3.4. Population of the study and Sampling Design**

The study includes clerical staff and those positioned below branch manager level. About 1,134 employees were employed in total for this Organization, according to data gathered from HR.

Special branches, as well as Grade One, Grade Two, Grade Three, and Grade Four branches, were the focus of the study. Special branches frequently stand in for divisions within the company that face particular difficulties or require specific knowledge. By incorporating them, the study explores the effects of leadership behaviors customized for these particular contexts on employee commitment, providing important information about how effective leadership is in specialized settings. Generally speaking, Grade One branches are distinguished by their established leadership structures and teams. By examining existing leadership methods and their effects on employee commitment, these branches offer standards for successful leadership inside the company. A transitional area between various organizational levels is occupied by grade three branches. By include them in the study; it is possible to investigate how leadership behaviors vary during times of organizational expansion or change, illuminating the opportunities and difficulties that come with leadership changes as well as their impact on employee loyalty. The research is made more thorough and complete by choosing these disciplines, which enables a thorough grasp of leadership behavior and how it affects employee commitment in a variety of organizational circumstances.

### **3.4. Sampling Frame and Unit:**

In the study titled "The Influence of Leadership Behavior on Employee Commitment: Moderating Role of Organizational Justice", conducted in the context of the Commercial Bank of Ethiopia, the following details apply:

#### **3.4.1 Sampling Frame**

The sampling frame refers to the specific group of employees from the Commercial Bank of Ethiopia from which the sample is drawn. The frame consists of employees working at various levels, including managerial and non-managerial staff, across different branches and departments within the organization. Employees who have been with the bank for at least six months (to ensure they are familiar with the organizational culture and leadership behaviors) will be included in the sampling frame. This will help

capture relevant insights into their perceptions of leadership behaviors, organizational justice, and their levels of commitment.

### **3.4.2 Sampling Unit**

The sampling unit refers to the individual employees of the Commercial Bank of Ethiopia who will serve as the subjects of the study. Specifically, the unit is defined as the individual employee who has experienced leadership behaviors and is exposed to the organizational justice climate within the bank. These employees are the primary respondents who will provide data related to their perceptions of leadership, organizational justice, and their commitment to the organization. By focusing on individual employees as the sampling unit, the study aims to capture nuanced insights into how leadership behaviors and organizational justice influence employee commitment within a specific organizational setting, in this case, the Commercial Bank of Ethiopia.

### **3.5 Sampling techniques (method)**

The researcher used probability sampling techniques. From probability sampling stratified sampling techniques would apply. Therefore, it is important to divide the total population by branch grade that is representatives of each category than the total population. Using the proportional allocation the sample size from each stratum is identifying.

### **3.6 Sample Size Determination**

A sample is a subset of the population being studied that was chosen from the target population in order to give multiple samples of the required size an equal chance of being chosen. Thornhill and Sounders (2012) assert that the sample frame represented a full representation of the sample elements' population.

- Objective of the study
- Design of the research.
- Cost constraint and plan for statistical analysis.
- Degree of precision required for generation degree of confidence with which to conclude.

The sample size is determined by a number of important aspects. The researcher can more accurately calculate the required sample size if they are aware of these elements and their effects. These elements include the degree of variability, precision, confidence, statistical techniques, and sampling strategy.

With a precision of  $\pm 5\%$ , the sample size formula is applied to our target population, where  $N=1134$ . The sample size is as follows, assuming a 95% confidence level and  $p=0.05$  (Yamane, 1967).

$$n = \frac{N}{1 + N(e^2)} = \frac{1,134}{1 + 1,134(0.05^2)} = 284.$$

Where;

$n$  = is the required sample size

$N$ = is the total population

$e$ = is the estimated standard error which is 5% for 95% confidence level.

Proportional allocation: It is used when the size of the sample from a given stratum would be proportional to the size of the stratum. That is in the proportional allocation, a small sample take from a small stratum and large sample taken from a large stratum and the sample size in each stratum is fixed. The proportional allocation method was originally proposed by Bowley(1926).

$$n_h = \frac{nN_h}{N}, N = \sum N_h \dots\dots\dots \text{Total number of employee}$$

$$N_h = \text{total number of population size in stratum- } h \quad n = \sum n_h \dots\dots\dots \text{total number of sample}$$

$$n_h = \text{total number of sample size in stratum- } h$$

**Branch grade                      numbers      sample item**

$$\text{Stratum-1=Special branch } (N1 =40) \Rightarrow n1 = \frac{nN1}{N} = \frac{284*160}{1134} = 40.07 \approx 40$$

$$\text{Stratum-2= Grade four } (N2 =75) \Rightarrow n2 = \frac{nN2}{N} = \frac{284*301}{1134} = 75.38 \approx 75$$

$$\text{Stratum-3 = Grade three } (N3 =73) \Rightarrow n3 = \frac{nN3}{N} = \frac{284*290}{1134} = 72.63 \approx 73$$

$$\text{Stratum-4} = \text{Grade two} (N_4 = 51) \Rightarrow n_4 = \frac{nN_4}{N} = \frac{284 \cdot 203}{1134} = 50.84 \approx 51$$

$$\text{Stratum-5} = \text{Grade one} (N_5 = 45) \Rightarrow n_5 = \frac{nN_5}{N} = \frac{284 \cdot 180}{1134} = 45.1 \approx 45$$

The total sample size is given as follow:

$$n = n_1 + n_2 + n_3 + n_4 + n_5 = 40 + 75 + 73 + 51 + 45 = \underline{284}.$$

### Population distribution table

**Table 3.1**Proportional allocation

Target population category	Number of target population	Simple size
Special branch	160	40
Grade four	301	75
Grade three	290	73
Grade two	203	51
Grade one	180	45
Total	1134	284

Therefore, 284 employees are taken as a representative sample size of the target population. The questionnaire was distributed to 284 employees in the commercial bank of Ethiopia Arada district according to their job type and job composition. All grade one, special branches, grade three and grade four were included in this study, and seven grade three branches were included.

### 3.6 Data Sources and Type

Primary data sources original and were collected by the original user of the data through survey questions answered by a sample of respondents. The study used a typical self-administered closed-ended questionnaire completed by employees as the main means of data collection. The researcher distributed the questionnaires to the target employees and collected them to facilitate the study and obtain relevant data from the survey.

### **3.7 Data Collection Tools**

For primary data, a questionnaire has been used. The questionnaire is a way to collect data in which each participant answers the same questions in advance, according to Thornhill, Saunders and Lewis (2012). Based on the study objectives, the questionnaire was divided into four sections: demographic information constituted the first component, the second part asked questions about leadership behaviors, the third part requested information about employee commitment and the four part requested information about organization justice. The questionnaires are standardized and structured so that they can be left and collected at a later date. Once a tentative collection date has been decided, subjects will answer the questionnaires themselves and collect them at a later date. To improve response rates, various strategies were used, including personal visits, phone calls, reminders.

For each questionnaire item, a Likert scale was used to represent five extreme preferences: strongly disagree, disagree, agree, neutral, and strongly agree. The Likert scale is appropriate because it uses a common method of data collection and is easy to interpret. This suggests that the data will be measured quantitatively, which facilitates the researcher to extract information from the responses to create results, conclusions and graphic representations. Make sure that respondents do not put pressure on the provision of an answer or, but rather allow the questions to be answered in a neutral manner.

### **3.8 Data Analysis Techniques**

Analysis was carried out using percentage, mean, and standard deviations to verify the interpretation of the data acquired. In order to reduce mistakes during the data entry process and ensure that clean data is used for analysis, the researcher coded and cleaned the data. To find out what factors best describe the answers provided and if the responses were consistent, a reliability and reliability analysis has been carried out. The influence of the leader's behavior on employee's commitment was measured in the study due to the use of multiple regression analysis.

#### **3.8.1 Descriptive statistics**

Descriptive statistics describes data as it is without drawing any conclusions or judgments about the target population. It also deals with the methods or procedures used to organize and summarize large amounts of numerical data into a meaningful form using various statistical techniques. Basic profile of

respondents such as age, gender, industry sector etc. is analysed using descriptive statistics such as frequency tables, percentages and graphs. The results were presented using tables, bar graphs.

### **3.8.2 Inferential statistics**

Inferential statistics which has more recently become and may be defined to be the methods by which one makes inference generalization about Population based on information obtained from the sample of a population. Inference is the objective of statistics, especially decision making and prediction plays a very important role in our individual life. The goal of statistics is therefore to draw conclusions about a population from information about a sample

**Correlation analysis:** It is a measure of the degree of association between two variables. It describes how related the variables considered are. There are two aspects to this analysis: The first is the relationship or co-movement between the dependent variable and its corresponding predictor/independent variables. Since they are interested in the relationship between employee engagement and directive leadership behavior, supportive leadership behavior, participative leadership behavior and achievement-oriented leadership behavior, the relationship, if any, and the level of this relationship are obtained from the correlation matrix.

### **3.9 Multiple Linear Regressions (MLR)**

Multiple linear regressions (MLR) are a statistical technique that uses several explanatory variables to predict the result of a response variable. The MLR goal is to simulate linear relations between the leadership behavior and commitment of employees. Multiple linear regression models have been applied to achieve the purpose of research, which is an effect of leadership on employee commitments. The model used to examine the relationships between determinants and influence of leadership behavior on employee commitment involves a mixed set of qualitative and quantitative data.

#### **Key Takeaways**

- Multiple linear regressions (MLR) are a statistical technique that uses several explanatory variables to predict the outcome of a response variable.
- Multiple regressions are an extension of linear (OLS) regression that uses just one explanatory variable.
- MLR is used extensively in econometrics and financial inference.

- Multiple regressions are used to make forecasts, explain relationships between financial variables, and test existing theories.

Regression Model without moderation:

$$\text{Employee Commitment} = \beta_0 + \beta_1(\text{Leadership Behavior}) + \epsilon$$

Regression Model with moderation

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_1 X_5 + \beta_7 X_2 X_5 + \beta_8 X_3 X_5 + \beta_9 X_4 X_5 + \epsilon$$

Regression Model 2:

Where: Y = Employee Commitment

X1 = Directive Leadership Behavior,

X2 = Supportive Leadership Behavior, X3 = Participative Leadership Behavior,

X4 = Achievement-Oriented Leadership Behavior,

X5 = Organization Justice

X6 = Organization Justice \* leadership behavior

$\beta_0$  = Coefficient of Independent Variable,

$\epsilon$  = Error Margin.

### **Assumptions of multiple linear regressions**

- Normality: The data follows a normal distribution.
- Linearity: the line of best fit through the data points is a straight line, rather than a curve or some sort of grouping factor.

### **3.11 Model Adequacy checking method**

The assessment of the relevance, appropriateness and usefulness of the model involved several steps: First, the overall relevance of the model was tested. We then performed statistical tests of the significance of the coefficients to assess the importance of each explanatory variable. Model fit

measures how well the model is able to explain. The goodness of fit or calibration of a model measures how well the model describes the response variable. There are several measures that can describe the influence of observation. Each of these indices is calculated for each observation; the higher the value of the index, the more influence the observation has on the fit of the model.

### **3.12 Validity and Reliability**

#### **3.12.1 Validity**

To ensure that the questionnaire was aligned with the study objectives and questions, the researcher developed a customized version especially for this study. Initial consent was obtained from the affected organizations before it was released. I have taken validity data from the previous research. The questionnaire was then thoroughly examined to guarantee internal consistency and reliability. Validity was strengthened by obtaining input from a Viet of people before distribution, which is essential for evaluating how well questions measure the ideas they are supposed to measure. The survey included standardized questions targeting key variables. These included assessments of employee engagement, leadership behaviors and organization justice. The researchers also conducted a comprehensive literature review to ensure that the survey questions were supported by current theory and empirical evidence. This procedure strengthened the content validity of the questionnaire by ensuring that it adhered to accepted ideas and frameworks in the field.

#### **3.12.2 Reliability**

The consistency and validity of research findings heavily depend on reliability testing, especially when using Cronbach's alpha. A statistical measure called Cronbach's alpha is used to assess the internal consistency of a scale or questionnaire, especially when it contains multiple questions intended to measure the same concept. This coefficient assesses the degree of interdependence between the items of the scale and provides information about the reliability of the measuring instrument. Reliability testing using Cronbach's alpha is essential in this particular study to test the consistency of the survey instrument used to collect data on several variables such as employee engagement and leadership behavior. Assess the degree to which the survey questions are internally consistent and trustworthy in assessing the target dimensions by distributing the questionnaire to a sample population and computing Cronbach's alpha.

It is suggested that the survey items are assessing the underlying constructs accurately when they have a high Cronbach's Alpha coefficient, ideally over 0.70, which denotes great internal consistency. The low value of the coefficient, on the other hand, may indicate the inconsistency of the subject and question the validity of the survey tool. It is also important to get a good alpha -the knowledge of CronBach to guarantee the authenticity and reliability of the data collected to analyze this study.

**Table 3.2 Cronbach's alpha values**

<b>Characters</b>	<b>Cronbach's Alpha Value</b>
Directive Leadership	.873
Participative Leadership	.871
Supportive Leadership	.867
Achievement Leadership	.875
Employee Commitment	.877
Organization Justice	.867
Moderate Integration Directive Leadership	.836
Moderate Integration Participative Leadership	.828
Moderate Integration Supportive Leadership	.827
Moderate Integration Achievement Leadership	.838

Source: Researcher's survey, 2024

### **3.12.3 Ethical Consideration**

The researcher considered the ethical responsibilities of all study participants. The researcher obtained the consent of each respondent before distributing the questionnaire and maintains confidentiality. Furthermore, the researcher assured the respondents that the material collected for the study used for academic purposes only and the results will be presented in an objective manner. All necessary information will be collected and kept strictly confidential.

# CHAPTER FOUR

## Data Presentation, Analysis and Interpretation

### 4.1 Introduction

This chapter presents information gathered from the data collected in a study on the impact of leadership behavior on employee engagement, the moderating role of organizational justice. Primary data were collected through questionnaires. The statistical analysis was carried out using IBM SPSS version 26. After careful inspection of the data according to the objectives of the study, the results were recorded and presented in tables. A total of 284 samples respondents were provided; from that, 275 were returned and 9 profiles were recalled; this indicates that the desire for respondents provides information that increases the reliability and reliability of the study.

### 4.2 Demographic Background of Respondents

The researcher attempted to study the personal data in this unit of demographic information analysis, including age, gender, education level, work experience and position. In order to make the analysis more meaningful, the demographic analysis in this study aimed to characterize the traits and experience of the sample employees, including the percentage of male and female employees, age range, education level, experience and their position. Structured answers of the questionnaire were collected and presented on the table.

Table 4.1 Gender of the Respondents

Gender	Frequency	Percent
Male	194	70.5
Female	81	29.5
Total	275	100

Source; Researcher's survey, 2024

The data presented reflects the gender distribution of employees in a study that investigated the impact of leadership behaviors on employee commitment with a particular interest in the moderating role of organizational justice.

Table 4.1 shows that the percentage of male employees was higher than that of female employees. The workforce is dominated by males at approximately 70.5%, while females make up about 29.5% of the total employee population. However, the survey took into account and included a considerable representation of each gender.

Implications the Understanding how leader behaviors affect employee engagement may yield different results depending on gender. Given that the majority is male, the results may reflect dominant male attitudes and experiences regarding leadership behaviors.

Table 4.2 Age of respondents

Age	Frequency	Percent
20-25	39	14.2
26-30	156	56.7
31-35	79	28.7
Above 36	1	0.4
Total	275	100

Researcher's survey, 2024

As can be seen from the table, about 14.2% of the respondents were 20-25 years old, 56.7% were 26-30 years old, 28.7% were 31-35 years old, and the remaining 4.0% of the respondents were found above. Age distribution may influence how leadership behavior and organizational justice are perceived and experienced by respondents. This indicates that more than half of the respondents are young and productive, which is important for the growth and development of the company. Junior employees can bring new prospects, but elderly employees can have more life experience.

Table 4.3 Educational qualification of respondents

Education level	Frequency	Percent
Diploma	3	1.1
Degree	205	74.5
Masters	67	24.4
Total	275	100

Source: Researcher's survey, 2024

Table 4.3 shows the level of respondents' education. Around: The highest percentage of employees is the first degree, 74.5 % of work. Masters owners account for 24.6 % of labor. This indicates a considerable number of employees who have a graduation certificate. Only 1.1% of employees are qualified.

Employees' education level can have a significant impact on their views of leadership behaviors and organizational justice. People with higher levels of education may have different expectations and experiences in the workplace.

Table 4.4 Total year of experience

Work experience		Frequency	Percent
	1-5	137	49.8
	6-10	60	21.8
	11-15	44	16
	16-20	1	0.4
	above 20	33	12
	Total	275	100

Source: Researcher’s survey, 2024

Table 4.4 shows that the majority of employees, 49.8%, have between 1 and 5 years of work experience, indicating a relatively young workforce in terms of experience. Employees with between 6 and 10 years of experience represent 21.8% of the workforce. Employees with 11-15 years of experience make up 16.0% of the workforce. Only 0.4% has 16-20 years of experience, and 12% have more than 20 years of experience. Newer and more experienced employees are well represented in the survey.

The concentration of employees with less than 10 years of experience may indicate a need for targeted training and leadership development programs to support career progression and retention. Organizations may also need to focus on creating an environment that retains more experienced talent.

Table 4.5 Current job position of respondents

job category	Frequency	Percent
Customer service manager and Manager position	56	20.7
Auditor	10	4.5
Cashier	95	33.5
Relationship officer	5	3.8
Bank train officer I,II,III	106	37.5
Total	275	100

Source: Researcher’s survey, 2024

The categories indicate a diverse set of roles within the organization, including managerial positions, clerical roles, and specialized positions like auditors and relationship officers. The largest segments of the workforce are in the Cashier category (33.5%) and Bank Train Officer I, II, III (37.5%). Together, these categories account for over 70% of employees, indicating that organizations rely heavily on these work roles. Fewer respondents hold titles such as auditor and relationship officer (4.5% and 3.8%, respectively). This could indicate that there are fewer of these roles in the organization or that there is strong competition for these roles. This also indicates the presence of significant management roles, even though administrative roles (account managers and managerial roles) account for 20.7% of positions. Understanding the dynamics between managerial and operational roles provides insight into leadership effectiveness and employee engagement.

### 4.3 Descriptive Statistics

This part consists of the descriptive statistics of the variables under study. The variables of the descriptive statistics included directive leadership behavior, participative leadership behavior, supportive leadership behavior, and achievement-oriented leadership behavior on the employee’s commitment moderating role of organization justice using the mean and standard deviation.

### 4.3.1 Directive leadership behavior

Table 4.6 descriptive statistics for Directive leadership behavior

Directive leadership behavior	N	Mean	Std. Deviation
My manager gives me instruction on what must be done and how	275	2.84	1.227
My manager anticipates that employees will report back once they have finished all of the tasks	275	3.16	1.082
My manager informs employees of the required standard of performance.	275	3.58	1.122
The managers say that he/she is unsure of the followers' capacity to do tasks independently.	275	3.24	1.042
Whenever policies and procedures are broken, my manager takes appropriate action.	275	3.39	1.086
Grand mean directive leadership		3.16	1.082

Source: Researcher's survey, 2024

As shown in Table 4.6, employees generally agree that their managers provide clear instructions on tasks and methods. The mean value of 2.84 indicates that respondents tend to disagree with receiving clear instructions from their manager. Reporting: The mean of 3.5 indicates neutral to slightly positive expectations regarding reporting after task completion. Required performance standards: The mean of 3.58 signifies a more favorable view in understanding performance standards. Manager Trust: The mean of 3.24 indicates that managers are moderately uncertain about their confidence in employees' independence. Policy Enforcement: The mean of 3.39 indicates that respondents are somewhat positive that their managers will take appropriate action in case of policy violation. Standard deviation: ranges from 1.04 to 1.22 and indicates the variability of responses. A lower standard deviation indicates that the responses are concentrated around the mean, whereas a higher value indicates a wider range of responses. The mean standard deviation across items suggests that there is moderate variation in how different respondents perceive their managers' behaviors.

Descriptive statistics indicate that although employees report moderate perceptions of their managers' directive leadership behaviors, there is room for improvement, especially with regard to how tasks and

instructions are communicated. Overall, managers can improve the effectiveness of directive leadership in organizations by providing clear instructions and helping employees feel confident in their abilities.

### 4.3.2 Participative leadership behavior

Table 4.7 descriptive statistics for Participative leadership behavior

Participative leadership behavior	N	Mean	Std. Deviation
My managers actively hear the ideas and suggestions of their subordinates.	275	3.36	0.91
When my manager has a problem, he or she consults with the team.	275	3.98	1.44
My manager seeks input from staff members prior to making significant decisions.	275	3.7	1.23
Grand mean		3.35	0.97

Source: Researcher’s survey, 2024

Table 4.7 the above is indicated that employees generally agree that their managers carefully listen to their ideas and their offers, indicated by a high average score of 3.36 standard deviations of 0.91. There is a strong consent that managers turn to their teams in a confrontation with problems, with an average score of 3.98. The type of 1.10 shows moderate variability, assuming that consultation is common. His graduation certificates may differ depending on the situation in which various managers and employees generally seek their contributions before directors make important decisions reflected in the average score of 3.70. There is. Typical deviation 1.23

The description statistics indicate that employees generally recognize the manager as a multiple manager involved in the behavior, in search of the manager, especially in consultation with teams and important solutions. It is understood to be there. However, the average score, which is relatively lower than the aggressive hearing of the lower ideas, suggests that there is a place to improve communication and interaction. Fostering a more inclusive environment where employees feel actively listened to and valued could further improve the effectiveness of participative leadership.

### 4.3.4 Supportive leadership behavior

Table 4.8 descriptive statistics for Supportive leadership behavior

Supportive leadership behavior	N	Mean	Std. Deviation
My manager keeps a cordial work relationship with subordinates.	275	3.51	1.3
My managers act in a way that is mindful to our needs.	275	3.17	1.6
My approachable and friendly.	275	3.76	1.2
My management involves the staff while scheduling work.	275	3.83	0.98
Overall mean		3.56	1.03

Source: Researcher’s survey, 2024

The above table shows that employees generally agree that their managers have friendly working relationships with their subordinates as indicated by the mean value of 3.51. On average, employees agree that their managers have friendly working relationships with their subordinates, but the vast majority do not. Standard deviation: 1.3 the relatively high standard deviation indicates a wide range of opinions among the respondents. Some people may feel very positive, but others may feel very positive about the relationship with the manager. The average of 3.17 averages indicates that employees are neutral to agree that the manager remembers their needs. This indicates that there is room for improvement in this area. Standard deviation: 1.63. This high standard deviation indicates a large variation in the responses, meaning that some employees may feel confident that their manager is meeting their needs and others may not.

Average: 3.76 this score indicates a positive perception, with employees tending to agree that their managers are approachable and friendly. This reflects healthier interpersonal dynamics. Standard deviation: A standard deviation of 1.25 indicates a moderate degree of variability in responses. While most employees feel positive, some may disagree, suggesting that not all employees experience the same level of availability. Mean: 3.83 Employees generally agree that they are involved in planning, which indicates a positive aspect of management practices that encourage participation. Standard deviation:

0.980 This low standard deviation indicates high agreement among respondents regarding participation in planning and less variation in responses compared to other areas.

Overall, the average indicates that management's supportive behavior is perceived moderately positively among employees, suggesting that even if employees feel supported by their managers, there is still potential for growth in certain areas. Sentiment is generally leaning towards a positive view of management's actions, particularly in terms of availability and planning involvement, although the lower average scores related to perceived needs indicate possible areas for improvement. High standard deviations in certain categories indicate differences in perceptions among employees, which may signal a need for management to understand and address individual differences in employees' experiences.

#### 4.3.5 Achievement oriented leadership behavior

Table 4.9 descriptive statistics for Achievement oriented leadership behavior

Achievement oriented leadership behavior	N	Mean	Std. Deviation
My Manager sets challenging goals for subordinate to achieve at their highest performance.	275	3.83	1.1
The leader sets clear and specific goals for the workers.	275	4.18	1.0
The goals assigned to the employees are in line with the organization strategic plan	275	4.17	1.09
My manager ensures that allocated goals are always accomplished within given timelines	275	4.09	0.99
My manager expect subordinate to design their own strategies to accomplish a given objectives	275	4.17	1.02
Overall mean	275	4.08	0.94

Source: Researcher's survey, 2024

This means that on average, the respondents agree that their managers set challenging goals (mean 3.83, standard deviation 1.10). Employees generally agree that their managers set clear and specific goals so that they understand the expectations and perform better (mean 4.18, standard deviation 1.00). There is a strong perception that the goals are aligned with the organization's strategic plan, suggesting that

employees see the connection between their work and the company's broader goals (mean 4.17, standard deviation 0.1.09). While the overall perception is positive (mean score 4.09, standard deviation 0.99), there are some differences in perceptions as to whether goals are consistently achieved within the required time frame. This may indicate an opportunity to improve time management and resource allocation. Employees believe that they expect their managers to encourage autonomy, hold them accountable for strategies to achieve goals, and give them a sense of responsibility and empowerment (mean 4.08, standard deviation 0.94). The implications of the descriptive statistics on achievement-oriented leadership behavior highlight a generally positive perception among employees, along with several key areas for further enhancement. Organizations that leverage these insights to refine their leadership practices and foster a culture of high achievement will likely see improved employee engagement, performance, and alignment with organizational goals. By promoting clarity, challenge, autonomy, and support, managers can cultivate a workforce that is motivated to excel and innovate.

#### 4.3.6 Employee Commitment

Table 4.10 descriptive statistics for employee commitment

employee commitment	N	Mean	Std. Deviation
My beliefs and the organization's principles seem to be in line.	275	3.98	1.10
I understand how my work contributes to the organizations goals and objectives.	275	4.1	0.93
My current position is inspiring me.	275	3.91	1.05
I am happy to stay in the organization because of the support from the manager.	275	4.10	0.991
I believe in the value of loyalty to one organization.	275	4.12	0.972
I feel inspired to provide the best service to our partners and/or colleagues.	275	4.05	0.969
Grand mean		4.04	0.82

Source: researcher's 2024

The table above shows that employees feel a strong alignment between their personal values and the organization's values, suggesting high cultural compatibility and shared vision (mean score of 3.98 and standard deviation of 0.1.10). Employees have a clear understanding of how their roles contribute to the organization's goals, which increases job satisfaction and a sense of purpose (mean of 4.1 and standard deviation of 0.93). Although employees generally find their work inspiring, responses are somewhat more variable, indicating some room for improvement in job design or role enrichment (mean 3.91 and standard deviation 1.05). Management support is an important factor in employees' decision to stay, indicating that the quality of leadership is critical to retention (mean 4.10 and standard deviation 0.991). There is a very strong belief in loyalty, suggesting that employees value a long-term relationship with the organization (mean 4.12, standard deviation 0.97). Employees are highly motivated to provide excellent service, showing high levels of motivation and commitment (mean 4.05, standard deviation 0.97). The grand mean score of indicates a generally high level of employee commitment. This reflects a positive sentiment among employees regarding their alignment with organizational values and their level of satisfaction within the organization.

### 4.3.2 Organization justice

Table 4.10 descriptive statistics for organization justice

organization justice	N	Mean	Std. Deviation
Believe that my contribution s to the organization are fairly rewarded	275	4.01	0.892
Feel that the processes used to make dictions in my organization are fair	275	3.43	1.04
My leaders treats all my employees with respect and fairness	275	4.18	0.92
Feel comfortable voicing my opinions and concerns in this organization.	275	3.49	1.02
Grand mean		3.78	.99

Source: Researcher's survey, 2024

The table above shows that employees feel there is a strong alignment between their personal values and those of the organization, suggesting a good cultural fit and shared vision (mean score 3.98, standard deviation 0.1.10). Employees have a clear understanding of how their role contributes to the organization's goals, which increases their job satisfaction and sense of purpose (mean 4.1, standard deviation 0.93). Although employees generally find their work stimulating, responses are a little more variable, indicating that there is room for improvement in job design and role enrichment (mean 3.91, standard deviation 1.05). Management support is a key factor in determining whether employees will stay, indicating that the quality of leadership is important for employee retention (mean 4.10, standard deviation 0.991). There is a very strong belief in loyalty, suggesting that employees value a long-term relationship with the organization (mean 4.12, standard deviation 0.97). Employees are highly motivated to provide excellent service; demonstrating high levels of motivation and commitment (mean 4.05, standard deviation 0.97). The overall mean score indicates that employee commitment is generally at a high level. This reflects a positive sentiment among employees regarding their alignment with organizational values and their level of satisfaction within the organization.

Involvement Descriptive statistics for organizational justice reveal a mixed but generally positive perception of equity among employees. Agent scores in fields such as reward equity and respectful leadership positively reflect the organization. However, low scores on fairness of decision-making processes and comfort in expressing opinions indicate room for improvement. By proactively addressing these concerns, especially by increasing transparency in decision-making and creating a more open communication environment, organizations can strengthen their overall fair culture and increase employee satisfaction and engagement.

#### **4.4 Correlation Analysis**

In this study, a correlation test was conducted to determine the degree of relationship between directive, participative, supportive, and achievement-oriented leadership behavior, which is a dependent variable, and employees' commitment. The relationship between the variables is expressed by a value within the range of -1.00 to +1.00. Based on the Pearson correlation coefficients rule, if the result is (+1), the correlation is positive; if the result is (-1), it means negative correlation.

**Table 4.11 correlation analysis**

		Directivelead dership	Participative leadrship	Supportive eadrship	Achivement	organization justice	Moderat DL	Moderat PL	Moderat SL	Moderat AOL	employee comitment
Directivelead ership	Pearson Correlation	1	.618**	.559**	.047	.081	.535**	.881**	.664**	.591**	.370**
	Sig. (2- tailed)		.000	.000	.434	.180	.000	.000	.000	.000	.000
	N	275	275	275	275	275	275	275	275	275	275
Participative adrship	Pearson Correlation	.618**	1	.800**	.387**	.177**	.450**	.632**	.881**	.700**	.494**
	Sig. (2- tailed)	.000		.000	.000	.003	.000	.000	.000	.000	.000
	N	275	275	275	275	275	275	275	275	275	275
Supportive drship	Pearson Correlation	.559**	.800**	1	.523**	.266**	.638**	.714**	.860**	.925**	.732**
	Sig. (2- tailed)	.000	.000		.000	.000	.000	.000	.000	.000	.000
	N	275	275	275	275	275	275	275	275	275	275
Achivement adrship	Pearson Correlation	.047	.387**	.523**	1	.725**	.388**	.229**	.409**	.483**	.748**
	Sig. (2- tailed)	.434	.000	.000		.000	.000	.000	.000	.000	.000
	N	275	275	275	275	275	275	275	275	275	275
Organization justice	Pearson Correlation	.081	.177**	.266**	.725**	1	.499**	.290**	.339**	.384**	.656**
	Sig. (2- tailed)	.180	.003	.000	.000		.000	.000	.000	.000	.000
	N	275	275	275	275	275	275	275	275	275	275
Moderat DL	Pearson Correlation	.535**	.450**	.638**	.388**	.499**	1	.839**	.788**	.863**	.879**
	Sig. (2- tailed)	.000	.000	.000	.000	.000		.000	.000	.000	.000
	N	275	275	275	275	275	275	275	275	275	275
Moderat PL	Pearson Correlation	.881**	.632**	.714**	.229**	.290**	.839**	1	.846**	.841**	.692**
	Sig. (2- tailed)	.000	.000	.000	.000	.000	.000		.000	.000	.000
	N	275	275	275	275	275	275	275	275	275	275
Moderat SP	Pearson Correlation	.664**	.881**	.860**	.409**	.339**	.788**	.846**	1	.919**	.762**
	Sig. (2- tailed)	.000	.000	.000	.000	.000	.000	.000		.000	.000
	N	275	275	275	275	275	275	275	275	275	275
Modera AOL	Pearson Correlation	.591**	.700**	.925**	.483**	.384**	.863**	.841**	.919**	1	.871**
	Sig. (2- tailed)	.000	.000	.000	.000	.000	.000	.000	.000		.000
	N	275	275	275	275	275	275	275	275	275	275
Employeecom mitment	Pearson Correlation	.370**	.494**	.732**	.748**	.656**	.879**	.692**	.762**	.871**	1
	Sig. (2- tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	275	275	275	275	275	275	275	275	275	275

Based on the data obtained from the above table, there is a strong positive correlation between the dependent variable (employee commitment) and the independent variables (directive, supportive, participative, and achievement-oriented) and the moderate variables of organizational justice. Achievement-oriented behavior has the strongest correlation with employee commitment, followed by participative, achievement-oriented, supportive leadership, and directive leadership. There is positive correlation between directive leadership and employee engagement ( $r = .370$ ). The p-value ( $p = 0.00$ ) indicates that this correlation is significant. From this, we can conclude that directive leadership behaviors have a positive impact on employee engagement. Moderation-integrated guidelines leadership shows a weaker relationship with employee engagement, slightly lower than the others. The correlation between participative leadership and employee engagement is strong and statistically significant ( $r = .494$  and  $p = 0.000$ ). This indicates that participating leadership actions have a positive effect on employee commitments. The correlation between leader supportive behavior and employee engagement is strong positive correlation with other behaviors ( $r = .732$  and  $p = 0.000$ ), the correlation between achievement-oriented leadership behavior and employee commitment ( $r = .748$  and  $p = 0.000$ ) indicates that there is a very strong positive and significant correlation variables.

Moderate integration Directive, participation, supportive, achievement oriented leadership ( $r = .879, 0.692, 0.762, .871$ ) respectively. This is one of the highest correlations, suggesting that supportive leadership is strongly influenced by moderation in terms of leadership behavior and how it integrates into other dimensions of leadership and organizational behavior.

The integrated version of the leadership behavior has increased the impact of employees' commitments and has the importance of flexible and adapted leadership in consideration of employee feedback and involvement. Mid of integrated leadership behavior plays an important role in enhancing the relationship between different types of leadership and employee commitment, and the method of integrated leadership behavior is the overall relation of employees and loyalty. It suggests that it may affect. Based on this, we can conclude a hypothesis that modified integrated behavior focused on leadership has a positive effect on employee's involvement. The lack of a strong correlation between the leadership of the command and the commitment of the employee means the possibility that the organization can study communication improvement and the open part to overcome this gap.

## 4.5 Assumptions and tests

### 4.5.1 Normality Test

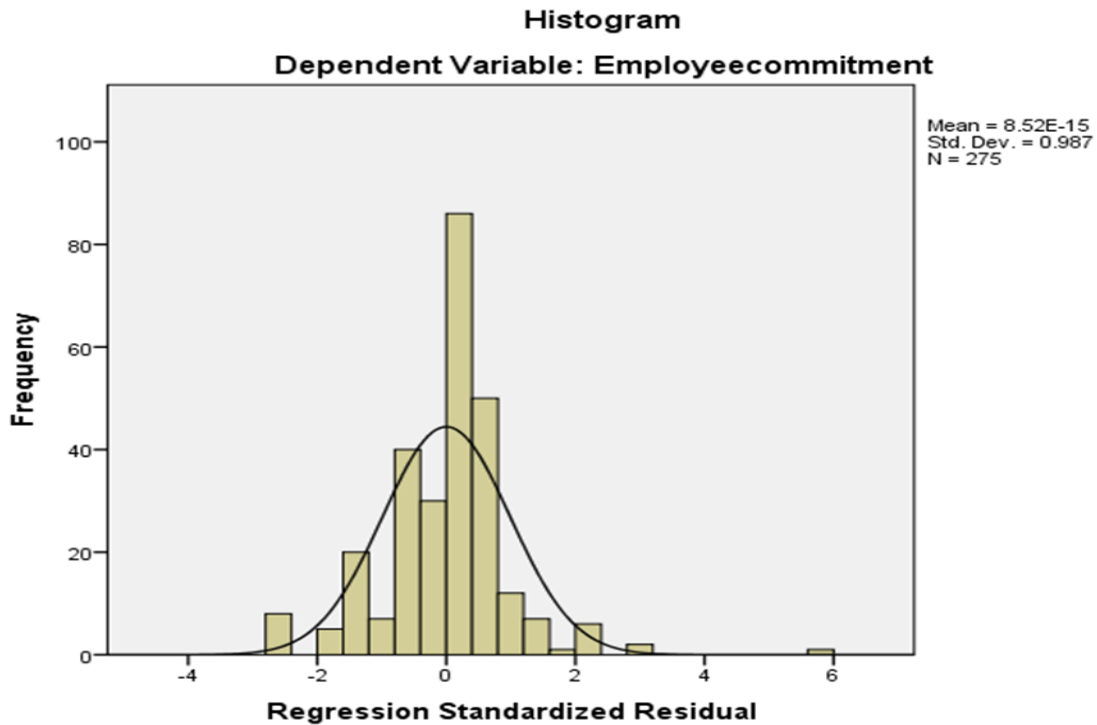
When evaluating regression analyses, checking the assumptions of normality and linearity is crucial for ensuring the validity of the results. Here's a deeper interpretation of both assumptions:

The investigator employed the histogram technique to verify that the data was normal. Normality can be assessed visually (using histograms, Q-Q plots) or statistically (using tests such as the Shapiro-Wilk test). The bell-shaped histogram formed, indicating a normal distribution of the residuals (disturbance or errors). A normal distribution of residuals around the anticipated dependent variable score is required. As shown in the figure below, the dependent variable employee commitment, for every value of the independent variables, leadership behavior has a normal distribution.

Table 4.12 skewness test

Variable	Mean	Skewness
Directive Leadership	3.2415	-0.791
Participative Leadership	3.3467	-0.683
Supportive Leadership	3.5645	-0.123
Achievement Leadership	4.0887	-0.277
Employee Commitment	4.043	-0.155
Organizational Justice	3.7764	-0.346
Moderating Integration Directive Leadership	12.7229	-0.261
Moderating Integration Participative Leadership	13.067	-0.075
Moderating Integration Supportive Leadership	14.1093	0.138
Moderating Integration Achievement Leadership	15.8024	-0.274

Figure 1 Histogram



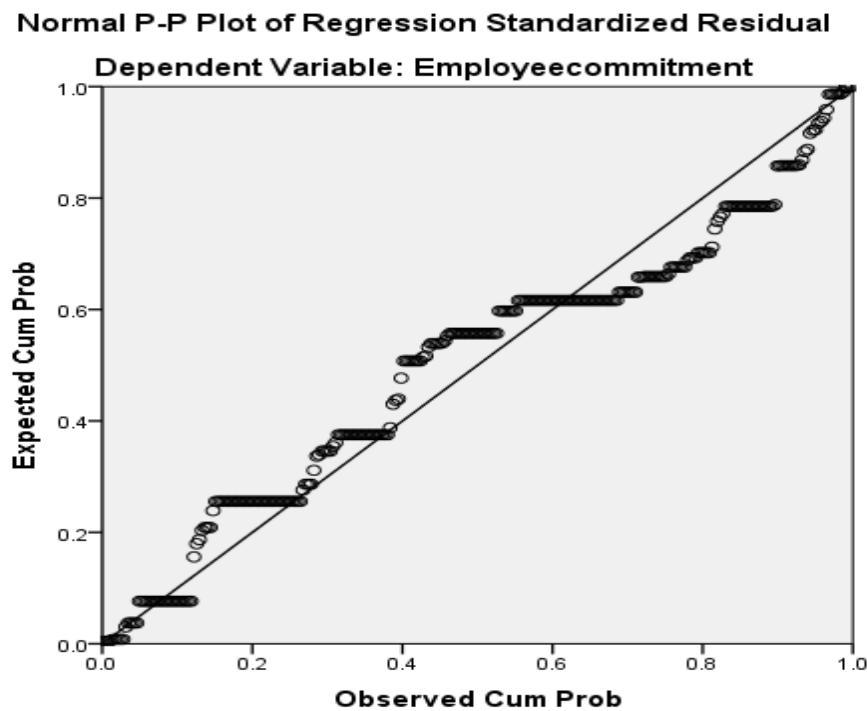
A skewness test for normality is a statistical test that uses skewness values to assess data follows a normal distribution: A value close to zero indicates a symmetrical distribution, that is normal distribution while positive skewness indicates a tail on the right and negative skewness indicates a tail on the left. Shapiro-Wilk Test: This test is used to evaluate a dataset follows a normal distribution, which includes checking for skewness. If skewness is between -0.5 and 0.5, the distribution is approximately symmetric that mean all leadership behavior and employee commitment is normal distribution. Skewness: A measure of the asymmetry of the data distribution. Negative skewness indicates a longer left tail, suggesting more high scores. Positive skewness indicates a longer right tail, suggesting more low scores. Based on the above data all value between- 0.5 and 0.5. Then histogram is normal distribution.

#### 4.5.2 Linearity Test

If a scatterplot shows a clear linear trend (points forming a straight line) between predictors and the response, this suggests that the linearity assumption holds. Residuals vs. Fitted Values Plot: If this plot

shows a random scatter of points around zero, it indicates that the linear model is appropriate. A dependent variable's degree of fluctuation in relation to changes in the independent variables is checked by linearity test. Plotting regression residuals using SPSS software allowed us to examine whether the connection between the dependent variable (employee commitment), the independent variables (directive, participative, supportive and achievement-oriented leadership behavior) moderate integration Of organization justice with leadership behavior is linear. A linear relationship between the residuals and the anticipated scores of the dependent variable is expected if linearity is present.

Figure2; Normal p-p plot of Regression



#### 4.6 Checking the assumption Model Summary for Regression Analysis

When evaluating regression analyses, checking the assumptions of normality and linearity is crucial for ensuring the validity of the results.

Table 4.12 model summary

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.845 <sup>a</sup>	0.744	0.735	0.423

Dependent Variable: Employee commitment

Predictors: (Constant), Moderate integration achievement leadership, Directive leadership, Participative leadership, Achievement leadership, Supportive leadership, Moderate integration directive leadership, Moderate integration participative leadership

The R value of 0.845 indicates a strong positive correlation between the independent variables and the dependent variable. R Square (Coefficient of Determination): Interpretation: This indicates that approximately 74.4% of the variance in employee commitment can be explained by the leadership behavior included in the model. This suggests a sufficient level of explanatory power as a significant portion of the variance in employee engagement is explained by the predictors. Adjusted R-squared takes into account the number of predictors in the model and provides a more accurate measure of the goodness of fit of models with multiple predictors. The adjusted R-squared of 0.735 means that after adjusting for the number of predictor variables used, about 73.5% of the variance in employee commitment is explained. The remaining 26.6% depends on variables not considered in this study, and although the regression model is significant, conclusions can be drawn. Generally, by visible, regression models suggest that leadership (combination of results, orders, participation, leadership support, and medium integration) contributes to employee commitments. High square value means that these results may have a positive effect on the level of commitments of employees in the organization. The model resumes are implied by regression analysis as described. Organizations are correlated with higher commitments to employees, so they can give priority to leadership development programs, which are particularly intended to focus on participation, support, and achieving leadership. Training programs should include elements of how to effectively integrate these behaviors into teams. By regularly measuring employee commitment and relating it to management practices, organizations can more quickly adapt to changing employee needs and expectations.

#### 4.7 ANOVA Summary Interpretation

Table 4.13 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	132.164	8	18.742	82.586	.000b
	Residual	5.077	266	0.202		
	Total	185.241	274			

Dependent Variable: Employee commitment

b. Predictors: (Constant), Moderate integration achievement leadership, Directive leadership, Participative leadership, Achievement leadership, Supportive leadership, Moderate integration directive leadership, Moderate integration participative leadership

The ANOVA table confirms that the regression model, which includes independent variables and moderate variable such as directive, participative, supportive, and achievement-oriented leadership as behavior predictors, is significant in explaining the independent variable employee commitment. The high F-value (82.586) The F-statistic is 82.793, which is a ratio of the mean square of the regression to the mean square of the residual. This indicates how well the model fits relative to the error. Higher F-values indicate that the model explains a significant amount of variance compared to the error variance. And the very low p-value (0.000) demonstrates that the model provides a significant fit to the data, indicating that leadership behavior collectively has a significant influence on employee commitment.

The ANOVA results suggest that the model has a strong and statistically significant relationship with Employee Commitment, and that the combination of the predictors used in the analysis can explain a substantial amount of variance in the dependent variable. Further analysis, such as examining individual predictor coefficients and their significance, would provide additional insights into which specific leadership behaviors most strongly influence Employee Commitment.

**Implications** of the ANOVA Results given that the p-value is less than 0.05, the model is statistically significant. This strongly indicates that at least one of the independent variables is significantly related to employee commitment. The high F-statistic further validates the robustness of the model, confirming that the independent variables provide a meaningful contribution to predicting employee commitment. Given the significant results, it may be beneficial to delve deeper into which specific independent

variables are driving this significance. This could be done through post-hoc analyses or examining individual coefficients through further tests (like t-tests) to assess the impact of each variable.

#### 4.8 Result multiple regression

##### 4.8.1 Parameter estimation and interpretation

Table 4.14 multiple regression

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
constant	2.570	.210		12.244	.000
Directive Leadership	-.054	.145	-.060	-.372	.710
Participative Leadership	.024	.255	.034	2.446	.015
Supportive Leadership	.015	.236	.047	3.869	.000
Achievement Leadership	.067	.118	1.05	10.706	.000
Organization justice	.717	.127	.862	5.623	.000
Moderate Integration Directive Leadership	.043	.037	.280	1.152	.251
Moderate Integration Participative Leadership	.149	.063	1.056	2.365	.019
Moderate Integration Supportive Leadership	.136	.062	1.099	2.206	.028
Moderate Integration Achievement Leadership	.164	.037	1.165	4.456	.000

Based on the above data, the beta values for, participative, supportive, achievement-oriented leadership behavior and organization justice are 0.34, .047, 1.05, .862 positive relation with employee commitment. The organization justice variables can influence the strength or direction of the relationship between leadership behavior and employee commitment. The moderate integration organization justice

(achievement oriented, participative and supportive leadership behavior) beta value 1.161, 1.056, 1.099 respectively has strong positive relation with employee commitment. The Organizational justice typically refers to employees' perceptions of fairness in the workplace in how their input is received and acted upon can foster stronger relationships between leaders and employees. But Moderate Integration organization justice with Directive Leadership has a negative weak relation with employee commitment.

Regression Model1:

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

$$Y = 2.570 + (-0.54) X_1 + (0.024) X_2 + (0.015) X_3 + 0.067 X_4 + 0.210$$

Regression Model2:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_1 X_5 + \beta_7 X_2 X_5 + \beta_8 X_3 X_5 + \beta_9 X_4 X_5 + \varepsilon$$

$$Y = 2.570 + (-0.54) X_1 + (0.024) X_2 + (0.015) X_3 + 0.067 X_4 + 0.043 X_1 X_5 + 0.149 X_2 X_5 + 0.136 X_3 X_5 + (0.164) X_4 X_5 + 0.210$$

Where: Y = Employee Commitment

X1 = Directive Leadership Behavior,

X2 = Supportive Leadership Behavior, X3 = Participative Leadership Behavior,

X4 = Achievement-Oriented Leadership Behavior,

X5 = Organization Justice

X6 = Organization Justice \* leadership behavior

$\beta_0$  = Coefficient of Independent Variable,

$\varepsilon$  = Error Margin.

### **Main Effect Model (without moderation)**

Directive leadership behavior in Coefficient ( $\beta = -0.054$  and  $p = 0.710$ ) was negative sign and not significant on the employee commitment suggesting that a more authoritarian approach to leadership may not foster employee commitment, based on this, our hypothesis that directive leadership behaviors have a negligible influence on employee commitment is not significant.

Participative Leadership: Participative Leadership coefficient of 0.024 suggests a positive effect on the employee commitment and significant p-value (0.015) suggests that participative leadership significant on the employee commitment. This behavior is a statistically significant predictor of employee

commitment. Hence, our hypothesis was significant. This indicates that increases in participative leadership behavior lead to a marginal increase in outcomes measured by the dependent variable.

Supportive Leadership coefficient of 0.015 and significant p-values (0.000), supportive leadership coefficient detrimental positive effect and ( $p = 0.000$ ) implies significant, reinforcing the importance of supportive leadership behaviors on the employee commitment. Hypothesis's suggestions based on supportive leadership are positive and significant.

Achievement Leadership: The coefficient (1.27) and significant (0.000), this indicates that positive achievement-oriented leadership is vital for enhancing employee commitment. Leaders who set high expectations and support their team in meeting these expectations can drive commitment and performance, suggesting that organizations should prioritize these leadership behaviors. Fostering achievement-oriented leadership could be a key strategy for enhancing employee commitment. This suggests that leaders who set high-performance standards and encourage goal attainment can positively influence their followers' commitment to the organization.

#### **Interaction Model (with Moderation)**

Organization justice: The coefficient (0.717) and significant (0.000) is positive and significant; it means that higher levels of organizational justice lead to increased employee commitment, regardless of leadership behavior.

Moderate integration of directive leadership: The coefficient is 0.043, with a significance level of 0.251; the directive leadership's generally positive relationship with employee commitment is not significant suggesting that organizational justice does not significantly moderate the effect of directive leadership on employee commitment in this case. This means that organizational justice does not substantially change how directive leadership influences commitment. Moderate integration participative leadership ( $\beta = 0.149$  and  $p = 0.019$ ) positive and statistically significant, meaning that organizational justice moderates the effect of participative leadership on employee commitment. Moderate Integration of Supportive Leadership the coefficient (0.136) and significance (0.028) indicate that moderate integrations of supportive leadership can positively effect of employee commitment. However, further investigation is required to clarify how it can be effectively balanced with other leadership behavior. Moderate Integration of Achievement Leadership: The more positive coefficient (0.164) and statistically significant (0.000), indicating that organizational justice moderates the effect of supportive leadership on

employee commitment. That integrating achievement leadership with other behaviors organizations may need to be cautious about diluting the direct impact of achievement-oriented behaviors with too much integration, suggesting that the clearest path to commitment might lie in maintaining a achievement focus. Coefficient of 0.717 a positive effect and significant p-value (0.000) statistically significant, meaning that organizational justice strongly moderates the effect of achievement leadership on employee commitment.

**The implications** the implications Moderate Integration Variables: The performance of moderate integration variables (especially participative, supportive, and achievement leadership) signifies that their influence on the dependent variable may be substantial and potentially more relevant in specific contexts of leadership. Directive Leadership: The negative coefficient, although not statistically significant, suggests that it may have a potentially undesirable impact on the dependent variable Achievement Leadership Organizations should prioritize training programs that enhance achievement-oriented leadership skills. Leaders trained in setting clear goals, providing recognition, and fostering a high-performance culture may significantly boost employee commitment and performance. Supportive and Participative Leadership While these behaviors are important, training should emphasize the potential pitfalls or misconceptions surrounding these approaches. Leaders should learn to balance support and participation without compromising accountability and clarity in their roles. Different teams and employees may respond differently to various leadership behaviors. Organizations should encourage leaders to assess the dynamics of their teams and adapt their approaches accordingly. Supportive, participation leadership has a negative correlation with commitment; organizations should provide structures that allow employees to seek help without fostering dependency such as mentorship programs that encourage autonomy.

## CHAPTER FIVE

### 5. SUMMARY, CONCLUSION & RECOMMENDATION

#### 5.1 Introduction

This chapter presents a summary of the findings, conclusions, and some relevant recommendations to practice, with the research's major contributions, as well as for future researchers.

#### 5.2 Summary of the Findings

The study analyzed the influence of various leadership behaviors and organizational justice on Employee commitment, with particular focus on the moderating role of leadership behaviors' integration with organizational factors. This is carried out by computing the four leadership behaviors, and four moderate variable organization justice which are directive, participative, supportive, achievement-oriented, and employee's commitment. According to a descriptive analysis of the study among the four categories of leader behaviors and four moderate integration of organization justice, achievement oriented leadership behaviors and moderate integration organization justice with achievement oriented leadership behaviors are the ones that are usually employed in the commercial bank of Ethiopia Arada district, followed by supportive leadership behaviors, participative behaviors, and directive leadership behaviors.

- Following the completion of a correlation analysis, it was shown that there is a positive and statistically significant relationship ( $p < 0.05$ ) between employee commitment and each of the eight independent variables of leadership behavior and moderate integration of organization justice (directive, participative, supportive, and achievement-oriented).
- The influence of the four categories of leader behaviors on employee commitment was also examined using multiple linear regression analysis. The results show that the independent variables such as directive, supportive, participative, and achievement-oriented leadership behaviors and four moderating integration leadership behavior explain 71.3% of the variation in employees' commitment, according to the adjusted R square. Directive Leadership: This leadership behavior showed no significant impact on the dependent variable. The relationship was negative but not statistically significant ( $p = 0.710$ ). Participative Leadership: Participative

leadership had a small but statistically significant positive effect on the dependent variable ( $p = 0.015$ ). This suggests that leaders who involve employees in decision-making positively influence employee outcomes. Supportive Leadership: Supportive leadership was highly significant ( $p < 0.001$ ) and had a positive effect on employee outcomes. Leaders who show concern for employee well-being strongly contribute to positive employee engagement and commitment. Achievement Leadership: Achievement-oriented leadership, which focuses on setting challenging goals and expecting high performance, had a large and highly significant positive effect ( $p < 0.001$ ). This leadership behavior was one of the strongest predictors of the dependent variable. Organizational Justice: This factor was highly significant ( $p < 0.001$ ) and had the strongest effect on the dependent variable (Beta = 0.862). Perceived fairness in the organization plays a crucial role in enhancing employee commitment and overall satisfaction.

- Moderate Integration of Directive Leadership: The interaction between directive leadership and other organizational factors was not significant and positive effect on employee commitment. Moderate Integration of Participative Leadership: The integration of participative leadership with organizational factors showed a statistically significant positive effect ( $p = 0.019$ ) on employee outcomes. Moderate Integration of Supportive Leadership: The interaction between supportive leadership and organizational factors was also significant ( $p = 0.028$ ). This indicates that the combination of supportive leadership with the right organizational environment can significantly improve employee commitment and engagement. Moderate Integration of Achievement Leadership: The interaction between achievement leadership and organizational factors was the most of positive and significant ( $p < 0.001$ ). This implies that when achievement-oriented leadership is integrated with organizational support on employee outcomes.
- The ANOVA results suggest that the model has a strong and statistically significant relationship with Employee Commitment, and that the combination of the predictors used in the analysis can explain a substantial amount of variance in the dependent variable. Further analysis, such as examining individual predictor coefficients and their significance, would provide additional insights into which specific leadership behaviors most strongly influence Employee Commitment.

### 5.3 Conclusion

The main objectives of the study are to investigate the influence of leadership behavior on employee commitment moderate variable the role of organization justice. by computing the four types of leadership behavior and four type moderate integration organization justice , such as directive, supportive, participative, and achievement-based leadership behavior and moderate integration of organization justice with directive, supportive, participative, and achievement-based leadership behavior with employee commitment.

The result of the study shows that directive leadership and moderate integration directive behavior has a positive correlation with employee commitment. These leadership behaviors, determined by managerial instructions on what tasks should be done and how, support and guidance, standards of performance, and close supervision, negative influence employee commitment by offering a predictable and controlled work environment. Directive Leadership: The coefficient (-0.054) and significance (Sig. = 0.710) indicate that directive leadership does not significantly influence employee commitment in this model. This suggests that a more authoritarian leadership approach may not foster commitment among employees, possibly reflecting a desire for more autonomy and empowerment.

Participative Leadership: The coefficient (0.024) with a significant p-value (0.015) suggests that participative leadership, when positive implemented effectively, might lead to higher employee commitment. This finding could imply that employees might feel resentful if their participation is merely symbolic rather than impactful. Participative leadership behavior, where branch managers involve this result may suggest that an increase in participative leadership could lead to incline in employee commitment, which might warrant investigation into whether the participative approach is causing frustration or disengagement among employees. Moderate integration Participative leadership behavior employees in decision-making processes and seek their input, greatly contributes to employee commitment. This empowers employees, giving them a sense of ownership.

Supportive Leadership: With a coefficient of 0.015 and a highly significant p-value (0.000), supportive leadership appears to have a detrimental effect on employee commitment in this model. Supportive leadership behavior which is finding could indicate that an excessive supportive approach might be seen as patronizing or Organizations might need to balance support with opportunities for autonomy to boost

commitment. Supportive leadership behavior, which focuses on addressing employees' needs, creating a sociable work environment, and creating a friendly and approachable managerial environment, significantly increases employee commitment. Branch managers who care for employees' well-being and provide emotional support create a positive work environment that promotes trust and loyalty.

Achievement Leadership: This has the highest positive coefficient (1.267) and is significant (0.000) comparing with the other. This indicates that achievement-oriented leadership is vital for enhancing employee commitment. Leaders who set high expectations and support their team in meeting these expectations can drive commitment and performance, suggesting that organizations should prioritize the leadership behaviors. Achievement Leadership commercial bank of Ethiopia indicates that vital for enhancing employee commitment. Leaders who set high expectations and support their team in meeting these expectations can drive commitment and performance, suggesting that organizations should prioritize these leadership behaviors.

Organizational Justice is critical and plays an essential role in shaping organizational outcomes.

#### **5.4 Recommendations**

- ❖ Develop training programs that emphasize the principles of success-oriented leadership. Leaders must have the skills to set clear, ambitious goals and provide employees with the support and resources they need to achieve those goals.
- ❖ Based on the above-stated major findings, this study recommends the findings revealed that directive leadership behavior was a determinant of employee commitment. For this reason, managers should consistently provide clear and detailed instructions. These clear instructions help employees understand their roles, reduce uncertainty, and create a stable work environment.
- ❖ Encourage leaders to develop a range of leadership behaviors, especially those that combine results-achievement oriented, participative and supportive behaviors. This multifaceted approach will address the diverse needs of employees and help create a more inclusive environment.
- ❖ Commercial Bank of Ethiopia (CBE) found the relationship between managerial leadership behavior and employee commitment. This approach emphasizes control over the work process and allows for the close supervision of team members to ensure that tasks are completed efficiently and effectively.

- ❖ Other leadership behaviors require more and more emphasis on communication. Branch managers should have regular conversations with employees about offering assistance, creating a supportive and accessible environment, and providing emotional support. This creates a positive work environment that promotes confidence and loyalty.
- ❖ This survey recommends that the entire leadership behaviors list have an employee's commitment and important and positive links. Based on this, the bank will develop different strategies to develop leadership behaviors and study the behavior of the bank's current leaders. Collecting and evaluating the data was important because it provided information that could be used to improve talent management, manage effective leadership behaviors, and promote employee commitment.
- ❖ The findings also recommend that banks implement regular surveys and feedback tools to assess employee commitment and identify areas where leadership behaviors need adjustment. Use this data to develop leadership development initiatives and organizational strategies.

### **5.5 Implication for Future Study**

- ❖ This study contributes to the next generation of researchers in this field, an entry or resource for detailed research. Generalized may be improved if the data from other sector is included therefore comprehensive study collective data from other sector is suggested as future research
- ❖ Contexts of various organizations: In future research, we investigated the effects of leadership behavior in various organizations, such as non -profit organizations, educational facilities, and technical startups, and how the context is in the relationship between leadership and employee involvement.
- ❖ Dynamic Interaction of Leadership behaviors in Combination future research might explore the effectiveness of combining different leadership behaviors within a single context. Understanding how leaders can blend behaviors to improve employee commitment could provide practical insights for leadership practices.
- ❖ The findings of this study suggest many avenues for future research that can enrich the fields of leadership and employee commitment. By considering the above implications, future researchers can contribute to a deeper understanding of leadership dynamics, improve organizational practices, and ultimately promote a more engaged and proactive workforce in diverse contexts.

- ❖ This study not only enriches the academic literature but also provides practical insights for practitioners seeking to improve leadership effectiveness and employee relations in their organizations.

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## Appendix-I questionnaires



Dear Respondents:

My name is Bantie Minwagaw and I am a post graduate student of business leadership program. The purpose of this questionnaire is to gather information for the study "The influence of leadership behavior on employee commitment: moderate variable the role organization justice in the case of commercial bank of Ethiopia, Arada district." Due to this, I am kindly asking for your assistance in completing the questionnaire. I also want to reassure you that all information will be kept private and used exclusively for academic reasons. I want to sincerely thank you for your willingness, time, and thoughtful assistance in completing the questionnaire.

Thank you, for your support!!

Bantie Minwagaw

Email:mbante0321@gmail.com

Tel;

### PART ONE DEMOGRAPHIC

**INSTRUCTION:** Please read all the questions first and choose the appropriate answer box by ticking (✓) clearly or **circling** against **one item** for **each** question. All the information will remain confidential and to maintain anonymity, no names are required.

1. Sex

A Male

B Female

2 Ages

- A. 20-25      B. 26-30      C. 31-35      D. 36-40      E. Above 40

3 Educational Qualifications

- A. Diploma      B. Degree      C. Masters      D. above Masters

4 Current job categories within the organization

CSM/OM	
Auditor	
Cashier	
RO	
Bank trian1,Junair train Senior bank officer	

5 Total years of experience in this company in years

- A. 1-5      B. 6-10      C.11-15      D. above 15 year

**PART TWO LEADERSHIP BEHAVIOUR**

**INSTRUCTION** Please indicate the extent to which you agree or disagree with the following statements describing the leadership behavior by using the scale 1 -5 where Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly Agree (5).

<b>Directive Leadership Behavior</b>	1	2	3	4	5
My manager gives me instructions on what must be done and how.					
My manager anticipates that employees will report back once they have finished all of the tasks.					
My manager informs employees of the required standard of performance.					
The manager says that he / she is unsure of the followers' capacity to do tasks independently.					
Whenever policies and procedures are broken, my manager takes appropriate action.					
<b>Participative Leadership Behavior</b>	1	2	3	4	5
My managers actively hear the ideas and suggestions of their subordinates.					
When my manager has a problem, he or she consults with the team.					
My Manager seeks input from staff members prior to making significant decisions.					
<b>Supportive Leadership Behavior</b>	1	2	3	4	5
My Manager keeps a cordial work relationship with subordinates.					
My Manager acts in a way that is mindful to our needs.					
My Manager is approachable and friendly.					
My management involves the staff while scheduling work.					

<b>Achievement oriented behavior</b>	1	2	3	4	5
My Manager sets challenging goals for subordinate to achieve at their highest performance.					
The leader sets clear and specific goals for the workers.					
The goals assigned to the employees are in line with the organization strategic plan					
My manager ensures that allocated goals are always accomplished within given timelines					
My manager expect subordinate to design their own strategies to accomplish a given objectives					
<b>Employee commitment</b>	1	2	3	4	5
My beliefs and the organization's principles seem to be in line.					
Being a member of this organization makes me extremely pleased.					
I understand how my work contributes to the organizations goals and objectives.					
My current position is aspiring me.					
I am happy to stay in the organization because of the support from the manager.					
I believe in the value of loyalty to one organization.					
I feel inspired to provide the best service to our partners and/or colleagues.					
<b>Organizational Justice</b>	1	2	3	4	5

I believe that my contributions to the organization are fairly rewarded.					
I feel that the processes used to make decisions in my organization are fair.					
My leader treats all employees with respect and fairness.					
I feel comfortable voicing my opinions and concerns in this organization.					
My leader's support and fairness strengthen my emotional attachment to the organization.					
Fair treatment by my leader motivates me to be more committed to my work.					