



**Addis Ababa University
School of Commerce
Office of Graduate Studies**

**The Impact of Leadership Style on
Employees Perceived Work-Life Balance
and Organizational Commitment, Case of
Cooperative Bank of Oromia**

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Addis Ababa, Ethiopia

**The Impact of Leadership Style on Employees Perceived Work-Life
Balance and Organizational Commitment: The Case of Cooperative
Bank of Oromia**



**A Final Project Paper Submitted to Graduate Studies of Addis Ababa University
School of Commerce in Partial Fulfilment of the Requirements for the Degree of
Master of Business Leadership**

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Declaration

I, the undersigned, declare that this study entitled “The Impact of Leadership Style on Employees Perceived Work-Life Balance and Organizational Commitment; Case of Cooperative Bank of Oromia” is my original work and has not been presented for a degree in any other university and that all sources of materials used for the study have been duly acknowledged.

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Certification

This is to certify that this study, “The Impact of Leadership Style on Employees Perceived Work-Life Balance and Organizational Commitment; Case of Cooperative Bank of Oromia”, undertaken by Misgana Degefa for the partial fulfillment of the Requirements for the Degree of Master of Business Leadership at Addis Ababa University, School of Commerce, is an original work and not submitted earlier for any degree either at this University or any other University.

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This is to certify that the thesis prepared by Misgana Degefa entitled “The Impact of Leadership Style on Employees Perceived Work-Life Balance and Organizational Commitment; Case of Cooperative Bank of Oromia” and submitted in a partial fulfilment of requirements of the Degree of Master of Business Leadership complies with the regulations of the University and meets accepted standards with respect to originality and quality.

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Abstract

The Impact of Leadership Style on Employees Perceived Work-Life Balance and Organizational Commitment, Case of Cooperative Bank of Oromia

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The purpose of this study was to examine the Impact of Leadership Style on Employees Perceived Work-Life Balance and Organizational Commitment, Case of Cooperative Bank of Oromia. Total of 339 respondents at head office branches in Addis Ababa filled out the questionnaires that were distributed. To examine the replies, both descriptive and inferential analysis were performed. Additionally, the study made use of qualitative data gathered through purposive sample interviews with particular head office staff members. According to the results of the descriptive statistics, the employees had low levels of WLB and OC with little inter-employee variability. WLB and OC are found to be positively and strongly connected with all observable leadership styles, including transformational, transactional, and laissez-faire leadership styles. Regression analysis results showed that WLB and OC are significantly and favourably predicted by leadership style. In order to improve workers' WLB and organizational commitment, these studies advise the bank to focus on succession planning and work on leadership improvement programs.

Key Words; Leadership Style, Work-life Balance, Employee Commitment

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Table of Contents

Chapter 1	Introduction.....	2
	Background of the study.....	2
	Statement of the problem.....	5
	Research question.....	7
	Research objectives.....	8
	Significance of the study.....	8
	Scope of the study.....	9
	Delimitation of the stud.....	9
	Definition of terms.....	10
	Organization of the study.....	11
Chapter 2	Review of Related Literature.....	13
	The Concept of Leadership.....	13
	Leadership Theories.....	14
	Leadership Style.....	15
	Definition of Work-Life Balance.....	17
	Evolution of Work-Life Balance.....	18
	The Necessity of Work-Life Balance.....	20
	Work-Life Balance Policies	23
	The Concept of Organizational Commitment.....	24
	Scopes of Organizational Commitment.....	25
	Factors Influencing Organizational Commitment.....	26
	Benefits of Organizational Commitment.....	27
	Summary of Empirical Literature Review.....	28
	Summary of Theoretical Literature Review.....	29
	Integration of Recent Research; Emerging Trends and Future Directions.....	30

	Conceptual Framework.....	37
	Research Hypothesis.....	38
Chapter 3	Research Methodology.....	40
	Description of the Study Site.....	41
	Sources of Data.....	41
	Target Population.....	42
	Samples and Sampling Technique.....	43
	Instrument of Data Collection.....	44
	Procedure of Data Collection.....	46
	Methods of Data Analysis.....	46
	Ethical Consideration.....	47
Chapter 4	Results and Discussion.....	47
	Results.....	47
	Discussion.....	61
	Summary of findings.....	65
Chapter 5	Summary, Conclusion and Recommendation.....	67
	Summary.....	68
	Conclusion.....	69
	Recommendation.....	70

References

Annexes

List of Abbreviations/Acronyms

CBO – Cooperative Bank of Oromia

SPSS - Statistical Package for Social Science

OC - Organizational Commitment

AC - Affective Commitment

CC - Continuance Commitment

NC - Normative Commitment

WLB - Work Life Balance

List of Tables

Table 3.1	Population of employees in target study area.....	40
Table 4.1	Sociodemographic Characteristics of the respondents.....	48
Table 4.2	Descriptive statistics for Leadership style, WLB and OC.....	51
Table 4.3	Correlation of Perceived impact of leadership style on WLB and OC of respondents.....	53
Table 4.4	Regression model between leadership style and WLB.....	54
Table 4.5	Regression model between leadership style and OC.....	55
Table 4.6	Regression model between leadership style and WLB.....	56
Table 4.7	Regression model between leadership style and OC.....	59
Table 4.8	Summary of hypothesis testing.....	63

List of Diagrams

Diagram 2.1	Conceptual Framework.....	36
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Chapter One; Background of the study

1. Introduction

This Chapter describes an introduction of the study. It provides an overview of the research problems, related research topics, and goals that need to be met. The chapter presents the background of the study, statement of the problem, research questions, objective of the study, significance of the study, scope of the study, delimitation of the study, operational definition of terms, organization of the Study, and work/plan schedule of the study.

1.1. Background of the Study

In today's highly dynamic and competitive business world, the dedication of employees to the organization is what determines their success (Khan et al., 2021)., According to this study, the key success for business operating in the current competitive climate, therefore, lies in attracting and keeping the right people in the appropriate professions with the right talents and mindset as it is source of a competitive advantage. When used properly, workers are an important source of long-term competitive advantage for companies. Maintaining this competitive edge on the other hand involves employee conduct, employee perception, and employee dedication. Thus, businesses need to place a lot more emphasis on the needs, welfare, and pleasant working environment of their employees. (Agarwal et al., 2023).

The way management leads, or their approach has a significant impact on how well teams collaborate, get along with one another, and work together in a project setting. The manager's behavior and their ability to lead sets the tone for team effectiveness. Thus, strong leadership conduct and the use of a suitable leadership style is essential to enhance a business performance and win the battle by maintaining strong

organizational culture that prioritize employee welfare understanding that a positive employees experience and their wellbeing to enhance their organizational commitment, which requires the right leadership style, leads to a better bottom line performance (Emmett et al., 2021). Therefore, leaders should consider the impact their leadership style has on work life balance and organizational commitment to attain the organizational goals, (Nidadhavolu, 2018). Creating and preserving work settings that encourage improved employee performance requires an understanding of how leadership style affects employees' behaviors which has direct impact on their organizational commitment (Hong et al., 2016).

The banking industry in Ethiopia is the backbone of the nation's financial system and an essential component of its economy accounting for 93 percent of the capital in the financial sector and 4.2 percent of the GDP (National Bank of Ethiopia, 2021a).

According to the NBE report (2023), there are 31 banks functioning in Ethiopia with total branch networks of 11,097 by the end of June 2022.

Cooperative Bank of Oromia is one of the banks operating in the country envisioning for rural financial inclusion according to the information obtained from the bank's website (www.coopbankoromia.com.et). The bank is now one of the most profitable banks in Ethiopia having a total asset value of more than ETB 139.56 billion, 738 branch networks, 11,500 employees and more than, 11.2 million account holders as of June 30, 2023. It requires appropriate leadership to maintain this level of performance and win the competition. This study therefore focuses on assessing the impact different leadership styles has on employees' work life balance and organizational commitment in CBO.

1.2. Statement of the Problem

The number of domestic banks operating in Ethiopia has expanded, creating a more competitive environment for the banking sector. Within two years alone, more than ten new domestic banks have joined the industry where the total number of banks operating in Ethiopia grew to 31 in the year 2023 from 19 in 2020/21 (National Bank of Ethiopia, 2021b). Furthermore, the Ethiopian government is currently implementing the much-needed financial sector liberalization, which is anticipated to have positive effects on the general population, technology and knowledge transfer, competition, and efficiency (Ethiopia Banking Sector Opportunities, 2022). This undoubtedly intensifies the competition will give the industry different look,

In today's business environment, corporations have been viewing human capital as a competitive tool. The efficiency in production has been controlled by adopting skilled workforces in the companies (Mominur and Bilkis, 2021). According to this study, one of the most crucial elements in the resilience and expansion of service-oriented businesses, particularly banks, is their workforce. Companies' strategic approaches have historically been based on a variety of elements, including economies of scale, financial capital exposure, and the expansion of their products and processes.

However, in today's extremely dynamic corporate climate, characterized by market fragmentation, rising demand, and the quick pace of technological development, financial assets no longer provide sustainable competitive advantages.

This calls for a significant investment in human resources, which will affect the personnel as well as the operations of the business. To improve work life balance, organizational commitment and streamline worker growth, a company's health

depends on wise human resource investments and effective leadership (Kareem, 2019). Employee organizational commitment and motivation might increase due to a variety of factors that arise at work. According to Kareem (2019), the most frequent factors influencing employee engagement includes communication, learning and development, leadership, teamwork, job role, performance management, people practices, customer focus, brand alignment, and career prospects which are all determined by the type of leadership style the leaders follow. If they have an effective leader who can give them clear instructions and show them how to handle problems, their team members will be more motivated. An ideal leader will make employees feel that they are an important part of the company.

The work-life balance is another element that may be impacted by the leadership style of a leader. Because great productivity requires happy and healthy employees, work-life balance can be impacted by leadership style. Issues in employee's personal lives may have an impact on how well they work. An employee can more easily balance their personal and professional lives in a flexible workplace with effective leader (Putiri et.al, 2021). Effective leadership is essential in any field. Consequently, Improved turnover and recognition for any firm greatly depends on the management-employee interaction (Akhila, 2018).

Although both WLB, OC and leadership focus on staff management, there hasn't been much alignment between the two ideas in the literature that has been published to date in the context of Ethiopian banking industry. All the three ideas have, for the most part, been extensively studied separately and as distinct subjects. While leadership scholars concentrate on how to conceptualize leadership styles at work and disregard the impact of the non-work domain on leaders and subordinates, WLB researchers

have mainly disregarded leadership theory and styles when examining employees' attainment of WLB (Kossek et al., 2023).

This study therefore focuses on assessing the relationship between these three important subjects: namely different types of leadership styles, employee's perceived work-life balance and organizational commitment in Ethiopian banking industry context focusing on the case of Cooperative Bank of Oromia.

1.3. Research Questions

1. How different types of leadership style (transformational leadership, transactional leadership, and laissez-faire leadership styles) affect employees' perceived work-life balance?
2. How different types of leadership style (transformational leadership, transactional leadership, and laissez-faire leadership styles) affects employees' organizational commitment?
3. Which leadership style is dominant among the higher-level management of the company?

1.4. Research Objective

1.4.1. General Research Objective

The general objective of this research was to study the impact of leadership styles on employees' perceived work-life balance and their organizational commitment.

1.4.2. Specific Research Objective

- ❖ Assessing the impact of different leadership styles i.e transformational leadership, transactional leadership, and laissez-faire leadership styles on employees' perceived work-life balance.

- ❖ Assessing the impact of different leadership styles i.e transformational leadership, transactional leadership, and lessiez-faire leadership styles on employees' organizational commitment.
- ❖ Identifying the dominant leadership styles among higher-level management of the company.

1.5. Significance of the Study

This study is significant to understand the impact leadership style has on employee's work-life balance and their organizational commitment at the Cooperative Bank of Oromia. The gained theoretical insight enables the top-level management of the bank to focus on harnessing the leadership style that improves employees work-life balance and enhances their organizational commitment for a better organizational growth. The practical insight provided by the study encourages the bank to work on leaders to develop the right/preferred leadership style that works well with subordinates to win the increasing level of competition.

If the nature of the work is similar, the conclusions derived from the data can be used or be beneficial in other Ethiopian private banks. Additionally, the study contributes to the volume of information previously known about the topic and can guide leadership styles that support work life balance and foster organizational commitment. Furthermore, the research also serves for researchers who are interested in the same or related area of research as a benchmark.

1.6. Scope of the Study

The study has assessed the impact leadership style has on employee's work-life balance and their organizational commitment. It was conducted on employees of the

Cooperative Bank of Oromia at Head Quarter and Addis Ababa area branches. Within this geographical scope, it focused on selected staffs (Top level managements (C level), middle level managements, and line managers (CRM, branch managers, and team leaders), and other non-managerial staffs (Experts and Officers)).

1.7. Delimitation of the Study

Understanding the impact leadership style has on employee's work-life balance and their organizational commitment at the Cooperative Bank of Oromia was the primary goal of this study. This study had many constraints, including study site scope, time, money, and other resources. To further explain these; conceptual, geographical, and timely delimitation are provided.

Conceptually, leadership style, work life balance and organizational commitment are restricted to a certain theory that was used in this investigation. Leadership style is restricted to the Multifactor Leadership Questionnaire (MLQ-6S) by Bass and Avolio (2004) with factors pertaining to transformational, transactional and laissez-faire leadership. Likewise, work life balance is restricted to Hayman's (2005), three-dimensional measuring scale. The three dimensions are: work/personal life augmentation, work/personal life interference, and personal life interference with work. Similarly, organizational commitment is delimited to the three-dimensional approach proposed by Meyer and Allen (1990) which categorizes commitment into three distinctive scales, which are: affective, normative and continuance commitment (Ghosh & Swamy, 2014).

Geographically, the study was delimited to the Cooperative Bank of Oromia, Head Quarters and Addis Ababa area branches within 100 km radius. It did not focus on outlying branches of the bank and other private banks in Ethiopia. Also, within

Addis Ababa, the study focused on selected staff (Top level managements (C level), middle level managements, and line managers (CRM, branch managers, and team leaders) and other non-managerial (Experts and Officers)). This was done to concentrate and produce a thorough study using the resources at hand. Finally, because the study was academic research, and the institute has established a time limit.

1.8. Operational Definition of Terms

Terms used in this chapter are defined as follows.

Leadership – Is the ability of a person to inspire and empower people to contribute to the success and efficacy of the organizations they are a part of.

Leadership Style – Leadership Style is defined as A leader's approach of persuading subordinates to achieve organizational objectives is referred to as their leadership style.

Leadership Skills – are defined as a set of learned or acquired abilities that one can learn to become a more effective leader. A Leadership Skills Inventory is an assessment tool which is used to measure individual leadership skills against the principles of servant leadership.

Organizational Commitment - is a psychological condition that describes an employee's relationship with the organization and influences their decision to stay on staff.

Work-life Balance - refers to an equilibrium between one's personal activities and work activities.

Management – is management is the act of organizing and staffing, planning, and budgeting, controlling, and problem-solving to create a certain level of consistency and order in an organization.

1.9. Organization of the Study

There are five chapters in this paper. The study's background and issue statement are discussed in the first chapter, which serves as the general introduction. The research question, importance, aim, and scope of the study are then provided, all of which support the need for this study.

Chapter Two sees review of related literature, on the concept of leadership style and its impact on employee's perception of work life balance and organizational commitment. In Chapter Three, research methodology is discussed. Chapter Four deals with results and discussion. Finally, Chapter Five provides the summary and conclusion of the research and makes recommendations for future works. The references and questionnaires utilized in the study are then attached.

Chapter Two; Review of Related Literature

2. Introduction

This chapter provides the study with the key concepts of leadership style and its impact on work-life balance and organizational commitment. By concentrating on earlier research that is pertinent to this investigation, it offers insight into these ideas and their relationships.

2.1. The concept of Leadership

Notwithstanding the wide range of its conceptualization's leadership can generally defined as a process that includes a person persuading a group of individuals to attain a common objective (Northouse, 2021). On the other hand, Ejaz et.al., (2021) assert that there are five traits of leadership that seem to be ageless: competence, fairness, honesty, and integrity, forward-thinking or inspiring, and supportiveness. Different kinds of leaders emerged as a result of the evolution of leadership.

Historically, leaders have often fallen into one of three groups: Religious, Political, or Military (Harvard Square, 2022). Owing to various organisational and societal shifts, the concept of leadership has grown and changed (Alonderiene and Majauskaite, 2016). There are leadership roles in every social group. Myths and narratives of what sets outstanding leaders apart from followers always captivate people and leaders are only ever as effective as their ability to engage borrowers (Peters and Haslam, 2018). It is possible to identify several key patterns in the growth of leadership concepts. More recent concepts start to take into account the role of followers and the contextual aspect of leadership, whereas the earlier concepts typically concentrate on the traits and actions of effective leaders (Sumantri et.al., 2022).

There are several definitions available for leadership. According to Northouse (2018), leadership is the activity of motivating and directing others towards the realisation of a shared objective or vision. Leadership is the capacity to encourage, inspire, and enable people or groups to collaborate and perform as a team. Making decisions, communicating, thinking strategically, empathising, and creating a vision are just a few of the many abilities, characteristics, and behaviours that make up leadership and are essential for all leaders (Barokati and Nizarudin, 2017). Although there are many definitions of leadership, one feature that is typically shared by them all is that leadership has to do with a person's ability to influence the behaviour of other people, who may be characterised as followers (Khan et al., 2014; Hui et al., 2011).

The distinction between managers and leaders is also significant. According to Vineet, (2013) “A good manager does things right on the other hand a leader does the right thing.” A leader is someone who can inspire others by developing a compelling vision and then turning that vision into action. By enlisting others in their vision, leaders attract others to themselves. People are empowered and inspired by leaders. It takes an innovator to be a leader. It is flexible, imaginative, and quick. Effectiveness is the outcome of these qualities (Bennis, 2007). The majority of leadership studies, according to Peters and Haslam, (2018) analysis, indicate that leadership is a significant factor in determining an organization's effectiveness. Performance on an individual, group, and organizational level can be greatly impacted by leaders (Ilies et al., 2007). Successful leaders inspire people and teams to go above and beyond what the organization needs of them (Ilies et al., 2007; Podsakoff et al., 1990).

2.2. Leadership Theories

There are a lot of theories in the field of leadership regarding what makes successful leaders and how to lead effectively. Managers can use a variety of leadership philosophies, and their effects change according to the population they oversee and their respective sector. The reasons behind and methods by which some individuals become leaders are elucidated by leadership theories (Leadership Theories and Styles, 2022). They place special emphasis on the traits and behaviors that individuals might adopt to develop into more successful leaders. strong moral principles and ethics, excellent self-organizational abilities, effective learning, nurturing staff development, and a sense of community and belonging. Empirical evidence indicates that these characteristics rank highest among leaders globally. Furthermore, leadership theories clarify how leaders use and cultivate these qualities (Northouse, 2021).

A number of hypotheses have been and are being proposed to explain the effectiveness of leadership. The three most well-known theories of leadership are transactional and transformational leadership. Theories of charismatic and transformational leadership have gained popularity since the late 1980s (Odumeru & Ogbonna, 2013).

2.3. Leadership Style

A leader's attitude and behaviour combine to form their leadership style, which influences how they interact with others in the organisation (Demirtas and Akdogan, 2015). It is common for leaders to inspire and encourage their people while displaying a certain leadership style. Thus, a leader's chosen approach to leading and interacting with their followers is referred to as their leadership style. It is the reflection of the acts, attitudes, and behaviours of the leader while guiding and influencing others. The

way a leader conveys expectations, inspires followers, and establishes a work atmosphere is greatly influenced by their style of leadership. (Northouse, 2018).

Distinct leadership styles provide varying outcomes, impacting employees' attitudes and behaviours both directly and indirectly (Yukl et al., 2009).

A leader's attitude to leadership is reflected in their style of leadership. It displays the leader's inclinations, principles, and convictions on the best ways to guide and sway others. There exist several leadership styles, and these styles can have diverse effects on the dynamics, productivity, and culture of a group or organisation (Bwalya, 2023).

According to published research, there are two broad types of leadership namely; Dominant Leadership Style and Prestige Leadership Style that each represent distinct leadership philosophies, roles, histories, and neurological and developmental pathways. Dominant leadership is authoritarian, top-down, coercive, and endlessly scalable. Because it is based on positional authority. This leadership in dominant leadership style emanates from three sources including Legitimate Power, Coercive Power, and Reward power. Prestige Leadership style on the hand is a bottom-up approach which is emphatic, and difficult to scale since it is the authority of prestige leader is unique and difficult to replicate. These individuals are frequently seen as "humble, generous, competent, and inspiring" leaders and they mobilize followers through creating emotional or intellectual bond based on their ideas, wisdom, vision, and generosity. The authority for leadership style is based on two foundations: Referent Power and Expert Power (John and Christopher, 2021).

The two other well-known types of leadership styles are transformational and transactional leadership styles. The main goal of transformational leadership is to inspire team members to continuously raise the bar and accomplish goals they never

would have believed they could. This can be applied to businesses or groups (Al Khajeh, 2018). Expecting the best from their team, transformational leaders hold people accountable until they see significant progress or a transformation in their work, lives, and enterprises (Milhem, Muda, and Ahmed, 2019).

The simplest way to characterize transactional leadership is as a "give and take" style of relationship that is more immediate. On accepting a job, employees consent to follow their leader; as such, it's a transaction requiring compensation for services provided. Workers receive compensation for the precise labor they would have completed. They obtain the bonus that was promised to them if they reach a specific goal (Purwant et.al.,2020).

2.4. Definition of Work life balance

Technological advancements have led to a shift in employment demands and patterns (Thilagavathy and Geetha, 2021). Turanlıgil and Farooq (2019) suggest that the competitive nature of a company can negatively impact individuals' work-life balance. Over the last 50 years, there has been a surge in research on work-life interaction due to shifts in gender roles, families, employment, and careers (Powell et al. 2019).

Work-life balance is a major topic in both academic research and professional business practices. However, the concept of work-life balance largely depends on the conversation context and the speaker's point of view. It has been interpreted variously by several authors, hence there is no single definition for it. Academics have not reached a universally accepted definition or understanding of the concept. However, it can be seen as categorizing actions as work-related or non-work related (Teklu, 2020).

According to Keelan (2015) work life balance is prioritizing and managing personal and professional commitments effectively. It can also be described as the equilibrium that a person needs to maintain between the demands of their home life and their professional life. Daily living consists of family life, extracurricular activities, and personal hobbies. It may also be seen as the relationship that exists between a worker's personal and professional life. (Kerdpitak & Jermsittiparsert, 2020). Work-life balance is striking a healthy balance between personal and professional responsibilities. According to Lahkar Das and Baruah (2016) a person's personal and professional lives should not conflict with one another. However, this does not imply equal time allocation between the two. The concept of work-life balance pertains to creating a peaceful equilibrium between an individual's two unique responsibilities, specifically their obligations as a family member and their commitments at work (Haar et al., 2014). 'Equal credit' in the workplace is not implied by the aforementioned definitions. It implies that management of a company must reorganize an employee's work to allow them to take care of their families, themselves, and other obligations (Mendis and Weerakkody, 2017).

According to all of these definitions, work-life balance (WLB) is the intersection of career and family. Moreover, a number of academic studies have demonstrated that the definition of work encompasses the formal tasks that employers assign their employees to perform in order to meet goals (Helmle and Seibold, 2014; Semlali and Hassi, 2016). Delecta (2011) WLB definition is the one that is utilized as the operational definition in this research work. This term was used since it encompasses the main aspects of an individual's life. Accordingly, a person's WLB is reached when they successfully carry out their responsibilities to their friends, family, and job.

2.5. Evolution of work life balance

The concept of work-life balance is not unique to our era or occupation. The idea that working hours should be minimized originated with industry legislation in the late 1800s that restricted the number of hours that women and children could labor. The Fair Labor Standards Act of 1938 established a 44-hour workweek (Raja and Stein, 2014). Raja and Stein (2014) claim that the Women Liberation Movement reemphasized work-life balance in the 1980s. To accommodate women in the workforce, flexible work schedules and maternity leave have become standard practices. Originally, this concept was mostly intended for women, who were expected to continue working and taking care of their children and houses on top of their careers. Working men and women were soon to be included in these benefits and notions.

The idea that people would want a good work-life balance, more flexibility in their schedules, and ultimately higher levels of satisfaction from their jobs and personal lives became a guiding philosophy in the second part of the 20th century.

Nonetheless, before the 1970s, work and family were generally seen as distinct entities (Blyton, 2006)

However, not long after, Kanter (1977) highlighted the connection of "work" and "family," emphasizing how features of family life affect work and how work affects family life. The second half of the 20th century saw employers begin to see the need for work-life balance programmes as job obligations began to intrude more quickly on personal and family time. These initiatives assisted staff members in keeping a good balance between their personal and professional life' conflicting demands (Naithani,

2010). According to Naithani (2010), there was a remarkable surge in the availability of work-life balance options for employees between the late 1980s of the 20th century and the early 21st century.

Work-life balance has evolved and grown over the past 20 years and has become one of the main concerns as a result of increased business competition, economic uncertainty, and organizational restructuring that has increased the workload for employees (Ansari et.al, 2015). Over the past 10 years, Africa has become more aware of the need for work-life balance. This is because Africa has deeply ingrained cultures and heritages; in the majority of African cultures, people are rewarded for doing the most; tenacious people are given more responsibility and authority; those seeking a higher status in the community want to put in more work; and this, combined with the conviction that more work produces greater profit, inspires ambitious Africans to make their work an integral part of their lives, leading to work-life imbalance. The concept of work life balance has been floating around in the Ethiopian business sector for a while now. Some have tried to adopt flexible working hours, extended holiday leaves, attractive compensations, and job sharing to increase organizational commitment (Berhan, 2018; Teklu, 2020; Berhanu, 2019; Alemu, 2018).

2.6. The necessity of work life balance

For most individuals, their jobs have become their top priorities. A person's primary emphasis is on their profession because they want to support their family, grow in their career, and get respect. Because of the evolving nature of the work and contemporary working patterns, it is likewise become more demanding. However, studies have indicated that contentment and success in home life can lead to success

and fulfilment at work (Weale et al., 2019). Employees' ability to maintain a healthy work-life balance is jeopardised by the demanding, competitive nature of the corporate environment, which requires their full participation and steadfast allegiance in order to prosper. Maintaining a healthy work-life balance is becoming more and more important due to growing family obligations and performance pressure at work (Lahkar Das, & Baruah, 2016). Over the past 50 years, there has been a notable surge in study on work-life balance due to changes in gender roles, families, jobs, leadership style and professions (Powell et al., 2019).

Maintaining a healthy work-life balance has become more important in modern workplaces for both company efficiency and employee well-being (Alrowwad et al., 2018). It is essential to raising everyone's value of life (Ang, 2020). Employers, employees, and society are all significantly impacted (Balogun & Afolabi, 2019). Therefore, the end result WLB will be advantageous to workers as well as businesses overall (Cameron, 2022). Work-life balance is one of the most important issues that human resource management in enterprises has to address, according to Abdirahman et al. (2020). All sizes of businesses should guarantee that employees have enough time to balance their responsibilities to their families and their careers.

Many individuals struggle to balance their personal and professional life (Akinlade & Nwaodike's, 2021). This isn't because they don't know how to do what they perform; rather, it's mostly because the organisations take up a lot of their time, not them. It's imperative that employees manage their personal and professional life (Ola, et al., 2019). Conflicting roles are reduced when work, family responsibilities, and personal interests are balanced (Kerdpitak and Jermisittiparsert, 2020). Tamunomiebi and

Oyibo (2020) point out that work-life balance affects both public and private sector organisations since it is important for families and society as a whole. According to Semlali and Hassi (2016) the notion of work-life balance has been more important for firms and employees over the past few decades.

The importance of the work-life balance has also increased due to societal changes brought about by the entry of a large number of women into the workforce, which have mimicked changes in traditionally socially prescribed gender roles and been weighed against organisational requirements for increased productivity (Lappegard et al. 2017). Chan et al. (2017) showed that an employee's impression of organizational commitment was mediated by work-life balance in the relationships between work and family obligations. According to Chan et al. (2017), there was a greater correlation between job demands and commitments than there was between work engagement and family demands.

Workers at commercial banks in Nigeria voice grievances on work-life balance. The majority of these workers have expressed dissatisfaction with their jobs and family obligations, excessive workloads, lengthy workdays, and pressure at work (Ogechi & Nwaeke, 2019; Ogomgbunam, 2023). Due to all of this, bank employees are now compelled to choose between their personal and professional commitments (Mmakwe & Ukoha, 2018), which puts them at odds with other institutional and cultural expectations (Odita, 2021). Even banks are preoccupied with hitting objectives, without caring who or what gets hurt in the process. Ethiopian banks are also victims of this, as they seek to reach and surpass goals at the expense of the welfare of their staff. For this reason, work-life balance is a crucial issue that organisations' human

resource management must address. Organisations, regardless of size, should guarantee that employees have enough time to balance their personal and professional lives (Abdirahman et al., 2020).

2.7. Work life balance policies.

The literature on work-family issues discusses more about the essentiality for policies that assist employees in balancing work and family obligations. It is often recognised that there are notable regional variations in the legislative frameworks and governmental efforts that facilitate work and family life. However, many agree in providing some kind of WLB policies. Policies and procedures pertaining to work-life balance are often created to lessen the likelihood of workplace conflicts and to encourage or reward workers who strive for improved balance between work and life (Bouwmeester et al., 2020). Numerous flexible work schedules and work-life balance options are available. These are the unambiguous policy declarations that declare the organization's dedication to provide a flexible, responsive work balance that enables all workers to manage work and obligations to their families and personal lives while adhering to policy rules (Sathyanarayana and Gargasha, 2018). They will also attempt to provide employees with a sense of ownership of their time spent at work (Keeton et al., 2007).

Support and compensation policies are intended to positively affect workers' perceptions of their work-life balance; nevertheless, they may not always achieve this goal. Social environment can impact people's views of work-life balance in a variety of ways. For example, one of the main reasons why work-life balance rules are rarely adopted in professional businesses is a lack of leadership backing for them life (Bouwmeester et al., 2021). Another viewpoint is that "the long working weeks here will pay off later in your career." Such occupational ideology may impact work-life

balance views in a good direction, even if the situation is not optimal in the viewpoint of outsiders. Such occupational beliefs have been noticed in the context of leadership consulting (Bouwmeester and Kok, 2018) and various other high-status professions (Vaast, 2023), and are employed to neutralise the sense of work-life conflict.

2.8. Factors that impact Work life balance.

Both employees and employers may work together to achieve work-life balance through organisational support considering the fact that a healthy work-life balance benefits all parties. Businesses must play a crucial part in helping employees strike a good balance between their personal and work life (Kumarasamy et al., 2022). This suggests that leaders should assist their staff members as doing so can enable them to achieve a work-life balance (Aledeinat, 2022).

The elements that Poulouse and Sudarsan (2017) identified as contributing to work-life balance include individual, organisational, social, and other influences. which considers individual characteristics including personality, health, and emotional intelligence. Work schedules, work-life balance practices and rules, technology, organisation support, leadership style, colleague support, job stress, role conflict, role ambiguity, and role overload are examples of organisational variables. Childcare arrangements, marital support, family support, social support, personal and family needs, dependent care concerns, and family disputes are examples of societal influences. Age, gender, marital status, parental status, experience, employee level, job type, income, and family type are other considerations (Umma, and Zahana, 2020).

2.9. The Concept of Organizational Commitment

The success of an organization is contingent upon the employees' adherence to a particular set of values, principles, or attitudes (Gülbahar, 2017). Despite extensive research, commitment is still one of the most difficult concepts to understand in the leadership, organizational behavior, and human resource management domains.

Organizational commitment entails working for the organization's existence as well as adhering to its goals and objectives as well as its guiding principles, regulations, and conventions (Dominic, and Salim, 2018). Another commonly used definition of organizational commitment is provided by Greenberg and Baron (2008), who characterize it as the extent to which workers identify with the company where they work, the level of dedication they demonstrate, and the willingness to leave the company. The level of identification and involvement that employees have with a particular organization is referred to as organizational commitment (Fantahun et al., 2023).

The relationship that workers have with their organization is known as organizational commitment. All things considered, dedicated workers typically sense a connection to their company, a sense of belonging, and an understanding of the company's objectives. These workers bring value because they are more proactive in providing assistance, exhibit comparatively high productivity, and have a tendency to be more determined in their work (Van Der Werf, 2023a). Organizational commitment, according to Abdullah and Ramay (2012) is a connection that a person has with the company they work for. Three attitudes are involved in organisational commitment, according to Gibson, Ivancevich, and Donnelly (2017): identification with the organization's goals, a sense of involvement in its tasks, and feelings of loyalty to the organization. This implies that workers who are dedicated to the company consider

their own objectives to be intertwined with the organization's ideals and interests.

According to Konopaske, Ivancevich, and Matteson (2017), an employee's sense of identity, participation, and dedication towards their organization is known as organizational commitment.

2.10. Scopes of Organizational Commitment

Though the overall significance of organizational commitment is undeniable, writers like Meyer and Allen (1991a) contend that the multiplicity of definitions and methods for evaluating it renders the comparison of research in this area more difficult than is necessary. Various models that assess organizational commitment usually concentrate on the extent of the commitment or its level, thereby answering the question of how strongly an employee is committed to the organization. This is shown by models such as the one proposed by Meyer and Allen (1991b) who differentiate between affective commitment, continuance commitment and normative commitment.

2.10.1 Affective commitment: the first type of organizational commitment, affective commitment, refers to how individuals want to stay with their organization. If an employee is affectively dedicated to their company, it indicates that they desire to stay there. They often identify with the organization's aims, feel like they fit in, and are content with their employment. Employees who are affectively dedicated feel valued, serve as ambassadors for their employer, and are generally valuable assets to businesses (Van Der Werf, 2023b).

2.10.2 Continuance Commitment: the fear of losing something or the financial rewards account for the second type, continuance commitment. Here, workers weigh the advantages and disadvantages of leaving their current company (Steyrer, Schiffinger & Lang, 2008). The urge to remain with the business is the fundamental motivator for personnel who exhibit continuance commitment. The urge

to remain with an organisation might have a variety of causes, but compensation and a lack of other employment options are the two primary ones (Van Der Werf, 2023c).

2.10.3 Normative Commitment: the last type can be attributed to sentiments that are required. Even under difficult situations, employees that have a strong normative commitment show the greatest degree of loyalty (Araya, 2019). It is the degree to which employees believe they ought to remain with their company. Employees typically believe that they ought to remain with their companies. They feel guilty about the prospect of quitting and believe that leaving their company will have terrible repercussions. Though the causes of this guilt might vary, employees frequently believe that if they left the company, a knowledge or skill gap would be left behind, putting more strain on their peers. These emotions have the potential to have a detrimental impact on employees' performance within businesses (Van Der Werf, 2023d).

2.11. Factors Influencing Organizational Commitment

Studies on the subject have shown that a number of elements, including work environment, support from supervisors, workload, leadership styles, and variables pertaining to person and job characteristics, are the most important in determining how committed employees are to their organisations (Fantahun et al., 2023).

Organizational commitment and leadership styles are positively correlated. Employee and organizational commitment are recognized to be influenced by leadership. A connection of this kind demonstrates the organization's leadership caliber (Aghashahi et al, 2013). Variables influencing organizational commitment are also age, gender, and marital status. Older employees report higher levels of job satisfaction due to their dedication to a particular attitude. Research has indicated that women exhibit a little

greater degree of commitment to organization than males, albeit not significantly (Saha, 2016).

2.12. Benefits of organizational commitment

Human resources play a crucial function both individually and in teams. They are also one of the primary factors that keep corporate operations operating smoothly, and their existence determines how far a company or organization may advance.

Businesses frequently search for ways to increase their output. In an attempt to increase high performance and productivity, any business or organization must pay attention to and manage the existence of personnel (Hamdan, 2022). Productivity may be greatly increased by fostering an environment in the workplace where workers feel devoted to their task. This is due to the fact that motivated individuals are prone to work better and be more driven to meet their objectives at work when they experience a sense of commitment to their profession. Devoted workers also have lower absenteeism rates as they take pride in their job and desire to be part of the company's culture (What Is Organizational Commitment? (With Tips and Benefits), 2022).

Another benefit of organizational commitment is the fact that it promotes a healthy work-life balance. The emphasis on work-life balance is a major component of the contemporary workplace. Employers are aware that maintaining a healthy work-life balance is essential for workers to be productive (Semlali and Hassi, 2016).

Additional compensated time off is something that some businesses are starting to give, which boosts employee happiness and motivates workers to put in more effort for the business (Balogun and Afolabi, 2019). Employee morale may be raised and a greater sense of commitment to the firm can be fostered by demonstrating to them the

value of their personal lives in addition to their professional lives (Tamunomiebi and Oyibo, 2020).

2.13. Summary of Empirical Literature Review

The purpose of this empirical literature review is to examine current studies in order to comprehend the connection between leadership style, workers' perceptions of work-life balance, and organizational commitment. The link between organizational commitment, work-life balance, and leadership style is explained by recent empirical research. For example, research conducted by Chen et.al., (2016) discovered that transformational leadership enhanced workers' perceptions of work-life balance and boosted organizational commitment. The way a leader leads has a significant impact on how well-balanced and devoted a team member feels to the company (Kelidbari et.al., 2015). In a similar study Naseer et.al, (2016) found that transactional leadership had a detrimental effect on work-life balance, which in turn decreased employee loyalty to the firm.

Conclusively, contemporary empirical data validates the noteworthy influence of leadership style on workers' perspectives of work-life equilibrium and their commitment to the company (Gangai and Agrawal, 2017). While transactional and laissez-faire leadership may make it difficult to sustain work-life balance, transformational leadership creates a supportive work environment that is favourable to both organizational commitment and work-life balance (Aslam, 2015).

However, future studies should carry out further investigation into the processes behind these associations and devise plans for fostering organizational commitment and work-life balance in a variety of organizational settings.

2.13.1. Leadership Style and Its Impact

Current research is looking at how different leadership philosophies affect the results of employees. Positive relationships between employee attitudes and actions and transformational leadership, which is defined by charisma, inspiration, intellectual stimulation, and personalized concern, are often seen (Judge and Piccolo, 2004). Avolio et.al., (2004) research revealed that transformational leadership improved work-life balance by fostering a favourable company culture.

On the other hand, transactional leadership which emphasizes conditional rewards and remedial measures has demonstrated subtle effects on organizational commitment and work-life balance. Although transactional leaders can offer discipline and clarity, they may unintentionally exacerbate work-life conflict and organizational commitment (Den Hartog and Belschak, 2012).

Likewise, laissez-faire leadership style is found to have negative impact on employee's work-life balance and organizational commitment even though it can offer benefits such as autonomy and creativity. According to research by Meyer and colleagues (2020), workers under bosses who practice laissez-faire frequently experience role ambiguity and a lack of support, which increases stress and makes it harder to manage boundaries between work and personal life. Employees may also feel less connected to the organization and its goals when they perceive a lack of leadership engagement and direction (Meyer et al., 2020).

2.13.2. Work-Life Balance and Organizational Commitment

According to Alrowwad et.al., (2018) work-life balance is akin to a balanced scale with personal and professional lives on opposite sides. Furthermore, the concept of work-life balance encompasses the appropriateness of work-related factors like

aspirations and careers vs lifestyle factors like hobbies, family, health, and other interests. As to Sharma and Nayak (2016) work-Life Balance is a crucial factor that influences turnover intention. The evolution of work-life balance reveals how organizations view this crucial aspect of human well-being. To help employees balance their personal and professional lives, organizations should enhance their work-life policies. Additionally, employees who have flexible work schedules experience less stress and conflict at work.

The value of work-life balance in promoting organizational commitment has been affirmed by recent research. Workers with higher degrees of dedication to their company are more likely to report a favourable work-life balance (Shockley et.al., 2017). According to Zheng et.al., (2015) each work-life balance method has a unique role in managing workplace health and welfare issues. Because work-life balance and employee welfare have an impact on both employee and organizational performance, it is necessary to assess the current work-life policies and initiatives. The stability of one's personal and professional lives is referred to as work-life balance (Iqbal et.al., 2017). A person's daily routine often consists of their job life as well as their social and familial lives. Employers who assist staff members in juggling work and personal obligations see an increase in organizational commitment.

2.14. Summary of Theoretical Literature Review

2.14.1. Leadership Style

In modern organizational settings, the significance of leadership in shaping employee perceptions and behaviors has garnered substantial attention. Specifically, the influence of leadership style on employees' perceived work-life balance and organizational commitment is a topic of considerable interest. This theoretical

literature review therefore aims at providing a brief summary of recent publications to explore the theoretical frameworks, concepts, and debates surrounding this relationship.

An ancient idea, leadership has evolved and adapted to different organizational and cultural changes (Alonderiene and Majauskaite, 2016). While there are a variety of definitions of leadership, they all generally have one thing in common: leadership is defined as the capacity of an individual to affect the behaviour of others, who may be described as followers (Khan et al., 2014; Hui et al., 2011). A leader's attitude and behaviour combine to form their leadership style, which influences how they interact with others in the organisation (Demirtas and Akdogan, 2015). Thus, a leader's chosen approach to leading and interacting with their followers is referred to as their leadership style. Distinct leadership styles provide varying outcomes, impacting employees' attitudes and behaviours both directly and indirectly (Yukl et al., 2009). According to Odumeru and Ogbonna (2013), the three most well-known theories of leadership are transformational, transactional, and Laissez-faire leadership style.

A) Transformational Leadership Style

Through the articulation of a compelling vision, intellectual stimulation, customized consideration, and role modelling, transformational leaders inspire and motivate their followers (Bass and Riggio, 2006). They establish a positive work atmosphere, foster creativity, and enable staff members to reach their greatest potential. Transformational leaders foster a sense of belonging among their followers. These executives possess a compelling and motivating vision that inspires personnel to prioritize the organization's objectives over their personal pursuits. It is thought that these leaders are vivacious and enthusiastic (Al-Malki and Juan, 2018).

According to Robbins and Coulter (2007) a transformational leader is someone who motivates and inspires their followers to attain remarkable results. James Macgregor Burns first proposed the idea of transformational leadership in 1978 while doing a descriptive study on political leaders. The core idea of transformational leadership theory is that a leader can influence followers to act in the best interests of the group as a whole and to look out for each other's interests (Warrilow, 2012).

Through several methods, transformational leadership raises followers' motivation, spirits, and output. The following are some of these: encouraging and energizing followers by being a role model; pushing followers to take more responsibility for their work; recognizing their strengths and weaknesses so the leader can assign them to tasks that improve performance; and understanding the followers' identities and self in relation to the project and the organization (Odumeru & Ogbonna, 2013).

According to Warrilow (2012), a transformative leadership style consists of four elements: The first is a charisma or idealized influence which is the extent to which a leader exhibits exemplary behavior, makes convictions known, and takes positions that inspire followers and resonate with them because they share the leader's values and serve as an example for them. The second is inspirational motivation, and it is the extent to which a leader can communicate a vision that enthuses and motivates followers with hope for future achievements while providing context for the work at present. The third element is Intellectual stimulation which is the extent to which the leader questions presumptions, sparks, and promotes creativity in the followers; by giving them a framework to understand how they relate to the leader, the organization, one another, and the goal, followers can creatively get past any barriers that stand in the way of the mission. The last element is personal and individual attention which is the extent to which a leader attends to the needs of each individual follower, serves as

a mentor or coach, and respects and values each follower's contribution to the team. By meeting and exceeding each team member's demand for self-actualization and self-worth, this encourages followers to pursue greater success and development (Warrilow, 2012).

B) Transactional Leadership Style

To guarantee task completion and performance results, transactional leaders concentrate on corrective actions and contingent rewards (Avolio, Bass, and Jung, 1999). They provide employees feedback, set clear goals, and award them according to their output. Nonetheless, transactional leadership is frequently chastised for its little attention to long-term growth and restricted focus on extrinsic incentives. Transactional leadership has usually taken us from a counter-concept to transformational leadership where it is based on a philosophy of give and take. The transition takes place when the employees give their work and performance and receive wages and rewards in return (Romanus et.al.,2023).

According to this study, transactional leadership consists of some elements of active/passive management by exception and contingent reward, and Laissez-faire leadership style, although in a narrower sense it is neither transactional nor transformational. Generally, in transactional leadership style, the system based on rewards is used to motivate the followers. Though, the motivation given through such approach does not last long. Turning to transformational leadership, this style serves to improve the collaboration among organization members (Keegan et al., 2004; Bass and Avolio, 1993; Pearce et.al., 2008).

C) Laissez-faire leadership style

A laissez-faire leader is one who only abstains from using leadership techniques and refrains from taking part in decisions pertaining to the tasks that fall under his/her

purview as well as other duties that come with his or her role (Gilbert, Horsman, and Kelloway, 2016). Laissez-Faire leaders never accept accountability for the things they do, and they frequently show up late for meetings when their subordinates need them. They also typically don't share their own opinions with their followers on important issues, and they rarely offer their subordinates any help or support when they need it. They often avoid developing strong ties with their followers. They are said to have the most indifferent leadership style, since they do not use management efforts to help their subordinates accomplish organisational objectives (Bass and Avolio, 1990).

2.14.2. Work-Life Balance

The concept of Work Life Balance (WLB) however gets attention in late 19th century with technological advancements that led to a shift in employment demands and patterns which resulted in industry legislation restricting the number of hours that women and children could labor (Thilagavathy and Geetha, 2021). The concept has also been interpreted variously by several authors, hence there is no single definition for it. However, it can be seen as categorizing actions as work-related or non-work related (Teklu, 2020). According to Keelan (2015), work life balance is prioritizing and managing personal and professional commitments effectively. It can also be described as the equilibrium that a person needs to maintain between the demands of their home life and their professional life. It may also be seen as the relationship that exists between a worker's personal and professional life. (Kerdpitak & Jermittiparsert, 2020).

Generally speaking, work-life balance is all about striking a healthy balance between personal and professional responsibilities. According to Lahkar Das and Baruah (2016) a person's personal and professional lives should not conflict with one another. However, this does not imply equal time allocation between the two. The concept of

work-life balance pertains to creating a peaceful equilibrium between an individual's two unique responsibilities, specifically their obligations as a family member and their commitments at work (Haar et al., 2014). Nowadays, maintaining a healthy work-life balance is becoming more and more important due to growing family obligations and performance pressure at work (Lahkar Das, & Baruah ,2016).

2.14.2.1. Theoretical Framework: Linking Leadership Style to WLB

Aiming to clarify the processes by which workers' perceptions of work-life balance are influenced by leadership style, several theoretical frameworks have been developed. The Job Demands-Resources (JD-R) model is one such concept that suggests how job resources (such autonomy and social support) and job demands (like workload and time pressure) affect workers' performance and well-being (Bakker and Demerouti, 2017). According to theory, transformational leadership improves work-life balance by giving staff members the tools (autonomy, support, etc.) they need to successfully balance their personal and professional obligations (Den Hartog and Belschak, 2012). Transformational leaders foster a culture of trust, cooperation, and adaptability at work so that staff members may successfully balance their personal and professional life.

Conversely, transactional leadership may exert both positive and negative effects on work-life balance. While contingent rewards and clear expectations can enhance clarity and structure in the work environment, excessive monitoring and micromanagement may undermine employees' autonomy and flexibility, leading to work-life conflict. (Lanaj, Foulk, and Erez, 2019). Likewise, laissez-faire leadership style also has negative impact on employee's work-life balance and organizational commitment due to ambiguity it creates and lack of leadership support to the team,

even though it can offer benefits such as autonomy and creativity. Meyer and colleagues (2020).

2.14.3. Organizational Commitment

Organizational commitment can be defined as working for the organization's survival and upholding its guiding principles, policies, and procedures, in addition to its aims and objectives, (Dominic and Salim, 2018). According to Gibson, Ivancevich, and Donnelly (2017), three attitudes—identification with the organization's aims, a sense of engagement in its duties, and sentiments of loyalty to the organization—are involved in organizational commitment. This suggests that committed employees view their own goals as entwined with the values and purposes of their employer. Organizational commitment is defined by Konopaske, Ivancevich, and Matteson (2017) as an employee's feeling of self, involvement, and commitment to their organization.

2.14.3.1. Theoretical Perspectives: Organizational Commitment as an Outcome

To understand the effect of leadership style on employees requires a knowledge of organizational commitment, which is characterized as the level of connection and loyalty individuals have towards their organization (Meyer and Allen, 1991). As per Meyer et.al., (2002) contemporary theoretical viewpoints have emphasized the significance of leadership in molding workers' emotive, continuance, and normative commitment to the company.

According to theory, transformational leaders increase workers' emotional commitment by helping them identify with and connect with the organization's aims and values (Judge and Piccolo, 2004). Transformational leaders foster a sense of loyalty and belonging in their followers by investing in their professional growth and

fostering a supportive work environment. Conversely, transactional leadership may largely affect continuous commitment by offering material incentives and rewards for good work (Meyer et.al., 2002). A transactional exchange connection with employees, marked by a lack of emotional attachment or identification with the firm, may arise from transactional leaders' concentration on extrinsic motivators, even while they may guarantee compliance and job performance.

2.15. Integration of Recent Research; Emerging Trends and Future Directions

Current empirical research has shed important light on the intricate relationships that exist between organizational commitment, work-life balance, and leadership style.

Ma, et.al., (2020) study, for example, looked at the mediating function of psychological empowerment in the connection between transformational leadership and workers' satisfaction with work-life balance. Their results demonstrated how crucial empowering leadership behaviors are in helping staff members successfully manage their personal and professional life.

In addition, Gulseren, Thibault, and Kelloway, (2019) study looked at the moderating effect of gender on the connection between work-life balance and transactional leadership. Their findings highlighted the necessity for gender-sensitive leadership approaches in supporting work-life balance efforts by indicating that transactional leadership may have distinct effects on the perceptions of work-life balance among male and female workers.

To sum up, new theoretical advancements have expanded our knowledge of how leadership style affects workers' perceptions of work-life balance and organizational

commitment. Theoretically, transformational leadership may increase workers' emotional attachment to the company and foster a work-life balance-friendly work environment (George, and Sreedharan, 2023). Depending on the environment and leadership style, transactional leadership can have varying effects on organizational commitment and work-life balance (Aslam, 2015). Subsequent investigations must persist in examining the fundamental processes and contextual factors that influence the correlation among leadership style, work-life balance, and organizational commitment (Handoyo, and Kharismasyah, 2024). Scholars can offer important insights to guide leadership practices and promote employee well-being and organizational effectiveness by combining theoretical perspectives from various disciplines and contextual factors like organizational culture, industry characteristics, and individual differences.

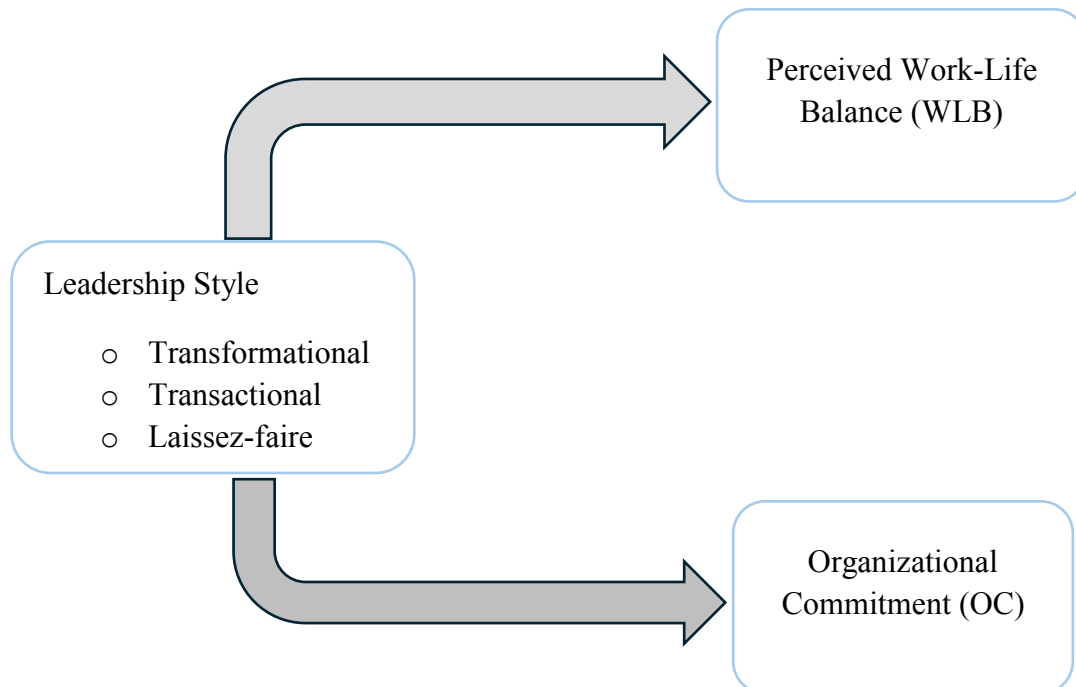
2.16. Conceptual Framework

As clearly depicted in the literatures reviewed, leadership style have direct impact on the employee's work life balance and organizational commitment. However, the impact can be both ways; negative or positive. While transformational leadership has found to have direct positive impact on WLB and OC, the impact of transactional leadership can be both positive or negative on WLB and OC based on the nature of the job and its reward type. Laissez-faire leadership, on the other hand have direct negative impact on both WLB and OC.

Based on the overall literature reviewed, this study come up with the following conceptual framework. This framework highlights how leadership behaviours may affect both employees well-being and organizational success by illuminating the intricate interactions between organizational commitment, individuals' perceptions of work-life balance, and leadership style. According to this conceptual framework,

leadership styles has a direct influence on organizational commitment and employees perceived Work-Life balance.

Fig. 2.1 – Conceptual Framework



2.17. Research Hypothesis

Based on both theoretical and empirical literature reviewed, and the conceptual framework constructed above, the research proposed the following null (H0) and alternative (H1) hypothesis.

H0: There is no significant relationship between transformational leadership style and the employees perceived work-life balance and organizational commitment at cooperative of Oromia.

H1: There is a significant positive relationship between transformational leadership style and the employees perceived work-life balance and organizational.

commitment at the Cooperative bank of Oromia.

H0: There is no significant relationship between transactional leadership style and the employees perceived work-life balance and organizational commitment at the Cooperative Bank of Oromia.

H1: There is a significant positive relationship between transactional leadership style and the employees perceived work-life balance and organizational commitment at the Cooperative Bank of Oromia.

H0: There is no significant relationship between lassies-faire leadership style and the employees perceived work-life balance and organizational commitment at the Cooperative Bank of Oromia.

H1: There is a significant negative relationship between lassies-faire leadership style and the employees perceived work-life balance and organizational commitment at the Cooperative Bank of Oromia.

Chapter Three; Research Methodology

3.1. Research Design

This study employed a mixed-methods approach that combines quantitative and qualitative methodologies to present the impact of leadership style on employees' perceived work-life balance and organizational commitment. This allowed for an appropriate description and summary of the quantitative data collected through questionnaires and qualitative data to be collected from structured interview. The goal of the study question is to quantify the subjectively felt effects of leadership style leaders follow on work-life balance of employees' and their organizational commitment. This research design captures quantitative relationships and qualitative insights into the underlying mechanisms and contextual factors, enabling a nuanced exploration of the impact of leadership style on employees' work-life balance and organizational commitment. This was made possible by the integration of both quantitative and qualitative methods.

Mixed research approach is most suited for these kinds of research questions to give a thorough grasp of the connections between work-life balance, organizational commitment, and leadership style, combining the data from both quantitative and qualitative components, interpret quantitative data, give context, and describe the reasons behind observed connections using qualitative insights. This research design best suits the research question for it offers comprehensive way to study the subject. However, there are significant limitations to the technique, including its complexity to integrate both methods, it requires more time, resources, and expertise compared to single-method approaches, complexity to ensure validity and reliability of findings, its potential of vulnerability for researcher's bias, and difficulties of integrating both forms of data.

3.2. Description of the Study Site

This study was carried out at the Cooperative Bank of Oromia headquarters, which is in Addis Abeba, as well as bank branches in the same city. As one of the leading competitors in the banking sector, Cooperative Bank of Oromia has been in operation for 19 years. As a result, the National Bank of Ethiopia included it in its first financial stability report, which was released in April 2024, as one of the nation's five medium-sized banks. It is renowned for its broad ownership and clientele, which as of March 31, 2024, numbered over 13 million. The bank's objective is to establish a strong foundation in the community and deliver banking solutions that enhance the customer experience by maximizing stakeholder value and making appropriate use of human resources and modern technology. The bank's vision is to become the premier private bank in Ethiopia by 2025.

3.3. Sources of data

Both primary (Qualitative & Quantitative) and secondary data sources were used in this investigation. To gather quantitative information on leadership style, employees' perceptions of work-life balance, organizational commitment, and demographics, a standardized survey questionnaire was utilized. Qualitative data, on the other hand, was gathered from subset of participants using semi-structured interviews in order to get deeper insight on the perception of leadership style in the organization, experiences related work-life balance and its impact on organizational commitment, and specific leadership behaviour that may affect work-life balance and organizational commitment. In order to investigate relevant publications on the topic under investigation, as well as the bank's formation history, human resource policy, publications, and corporate records, secondary data sources were used.

3.4. Target Population

According to the bank’s human resource business partner sub-process, the bank has total permanent employee of 13,517 as of March 31, 2024, from which 1153 are head office staffs and the remaining are at district offices and 750 branches throughout the country. The bank has 171 branches in Addis Ababa alone. Therefore, the study's target population consisted of 1153 bank’s head office employees, and 1660 Staffs at 171 branches in Addis Ababa. The bank's human resources business partner sub-process has provided the personnel details.

Table 3.1 - Population of employees in target study area

SN	Duty station	Position	No. of employees
1	Head Office	Executives	13
		Middle Level	48
		Team Mangers & CRMs	152
		Others	940
2	Branches in Addis Ababa	Branch Mangers	171
		Other branch Staffs	1489
Total			2813

3.5.Samples and Sampling Technique

Simple random sampling technique was used to select a representative sample of employees from different departments at headquarters and from branches as well. In order to get employees perspective on the impact of leadership style on employees’ perceived work-life balance and their organizational commitment. In addition to this, the researcher conducted interviews with the subset of the participants using purposive sampling technique to collect qualitative data that enables the triangulation of the data obtained and get deeper insights on the subject of the study, mainly on the

perceived leadership style within the organization, experience related perceived work-life balance and specific type of leadership behavior that influence work-life balance and organizational commitment.

3.5.1. Sample Size Determination

Yamane's (1967) formula was used by the researcher to calculate the right sample size for the study. The optimal sample size for this group, as determined by Yamane's (1967) method, is 350 employees with a 95% confidence level and a 5% error margin.

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

where: n = the sample size

N = the population of the study = 2813

e = the margin error in the calculation = 5%

Hence, the sample size for this study is 350.

3.6. Instruments of Data collection

Primary data was gathered using a self-administered, standardized questionnaire and interviews. One advantage of employing a questionnaire for data collection, according to Williams (2007), is that participants may answer knowing that their responses would be kept private. Because of this, people might speak the truth more than they would in a face-to-face interview, particularly when it comes to sensitive or divisive subjects. However, it is very important to triangulate the information gathered through questionnaire with qualitative data to enrich the findings from quantitative data.

Therefore, this research conducted interview to get qualitative data as well in order to get deeper insight on the subject.

3.7. Questionnaire Design

There are four primary components of the questionnaire. The first section of the survey included questions on the respondents' age, gender, marital status, years of experience working at CBO, job position, and duty station. These inquiries made it easier to explain how leadership style impacts work life balance and organizational commitment and its relationship to the sociodemographic characteristics of the respondents.

The second part of the survey provided a description of respondent's leadership style. Multifactor Leadership Questionnaire (MLQ) is one of the standard tools used to measure leadership styles in organizations. It was developed by Bass and Avolio (2004). MLQ comes in several versions. The 21-item MLQ-S6 was adopted on a 5-point Likert-type scale for this particular study, with options for not at all, once in a while, sometimes, fairly often, and frequently if not always. Every item has a score between 1 (not at all) and 5 (frequently if not always). The questionnaire addresses transformational leadership, transactional leadership, and laissez-faire leadership style.

The work-life balance measure is in the third segment. This specific study applied Jeremy Hayman's WLB standardized scale (Hayman, 2005). The scale, which consists of 15 items, is intended to gather employee opinions about work-life balance. WLB was measured using a 5-point Likert scale, where 1 represents strongly disagree and 5 represents strongly agree. This scale was chosen because personal life has a more inclusive phrasing than family and allows for the measurement independent of a

worker's marital status or family circumstances, as the interface between the work and non-work domains may not be pertinent to all employees. These scales are superior to other metrics because they account for both the good and negative elements of the relationship between both professional and private lives. (Hayman, 2005).

The final item is section four which is the organisational commitment scale. The organisational commitment measure that was applied in this study is derived from Allen and Meyer's (1990). The employees' level of organisational commitment was measured by 24 questions. Respondents were asked to select their level of agreement or disagreement with each statement using a five-point rating system, with each statement labelled. The rating system ranges from 1 to 5, with 1 denoting strongly disagree, 2 disagree, 3 neither agree nor disagree, 4 agree, and 5 denoting strongly agree.

3.8. Validity and reliability for the questionnaire

A standardized questionnaire was utilized to ensure the measuring tool's validity and reliability. However, Errors can occur in any data-collection tool, including questionnaires, regardless of how meticulously they are designed (Babbie, 2007). Therefore, to determine the feasibility of this study and the validity and reliability of the measuring tool, the questionnaire underwent pre-testing. To further establish the instrument's suitability in the context of CBO employees, a pre-testing with thirty employees was carried out. To collect responses, the researchers issued a Google Form and followed up with a phone call a few days later. In order to facilitate their exclusion from the final questionnaire that was sent to participants in the main study, the pre-testing respondents were carefully chosen. Pretesting revealed that the Cronbach alpha was computed to be 0.748, which is higher than 0.6.

Likewise, studies by Bass and Avolio (2004) have established the validity and reliability of the leadership style subscales on the Multifactor Leadership Questionnaire (MLQ-S6), which consists of 21 items. Using confirmatory factor analysis, factor loadings to assess the construct validity of the scale have been found to range from 0.62 to 0.91. At the same time the reliability coefficient of the questionnaire was 0.90.

Furthermore, an exploratory factor analysis was conducted by Hayman (2005) to explore the construct validity of the 15-work life balance scale items, and the instrument's dimensionalities were validated. The scale's internal consistency and reliability were also examined. The Cronbach alpha coefficient was used to measure the reliability of the work- life balance scale (Hayman, 2005). Consequently, the scale was tested for reliability and Cronbach alpha was found to be .87. According to Hayman (2005), the instrument had satisfactory validity and reliability after carrying out all this testing for reliability and validity. He suggests that the instrument may be helpful to employers in identifying employee perceptions of work-life balance.

Similarly, the results of a study by Syauta et.al., (2012) demonstrate that organisational commitment scale by Allen and Meyer's (1990) has reached the required level of reliability, with a value of 0.825. According to additional study, Tsai (2014) finds that organisational commitment, with a value of 0.57, has satisfied reliability standards. With the result of construct reliability, rating of 0.875, a study by Suryani and Tentama, (2020) concludes that organisational commitment satisfies the reliability criteria.

3.9. Procedure of data collection

The Human Resource Shared Service sub-process at Coopbank was the first to acquire the university's letter of cooperation in order to gather data from the specified sample of respondents. When the bank granted approval for the request, the surveys were sent using Google Forms for selected employees through simple random sampling method using their ID number through their email addresses. The researcher personally visited the chosen respondents after sending the Google Form to discuss the importance of the study for both the company and the employees. Respondents were also instructed not to speak with other participants while filling out the questionnaire. In addition to this, the researcher has conducted face to face interviews with selected participants based on purposive sampling techniques from the total sample size. Only 30 respondents were selected from employees at head quarter alone and the detail face to face interview took place as per the questions checklist.

3.10. Methods of Data Analysis

The researcher used a quantitative approach to analyse the information obtained from the questionnaire. On the other side, percentages and frequencies were used to describe the respondents' personal and professional profiles. The responses were summed up and characterized using the descriptive statistics approach, where the main measures of tendency for gauging variability was the mean and standard deviation. Regression and correlation analysis were conducted to determine the degree of the link between leadership style, WLB and organizational commitment. The statistical packages for social sciences, SPSS version 26 was used to process the data. Likewise, the qualitative data from the interview was analyzed using content analysis and it gave an insight to interpret quantitative results.

3.11. Ethical Considerations

The letter of ethical approval was given by the ethical review board of the Addis Ababa University's ethical Institute. The Cooperative Bank of Oromia, therefore, has received the letter. Concerning privacy and confidentiality, the researcher addressed ethical issues at every turn in the investigation. The respondents also got a formal assurance that their identities will not appear in the survey or research report. Additionally, they were reassured that they are under no obligation to continue with the study and can stop at any time.

Chapter Four; Result and Discussion

4.1. Results

In this part, the study's findings are provided. The information that was obtained from the employee using a standardized questionnaire was analysed and interpreted using descriptive and inferential statistics, which are then shown using tables. The study encompassed a total sample size of 350 employees drawn from the Cooperative Bank of Oromia, stationed across its Head office and branches in Addis Ababa. To ensure a representative dataset, 370 questionnaires were disseminated via Gmail addresses affiliated with the sampled employees from which 339 completed questionnaires were accurately filled out, representing a response rate of 96.86%. These meticulously completed questionnaires formed the bedrock of our analysis, furnishing us with invaluable insights into the dynamics of employee experiences within the organization. The researcher used Google Forms to collect the data, and SPSS version 26 was used to analyse it.

4.1.1. Sociodemographic Characteristics of the Respondents

This section displays the personal and professional biographies of the participants. Table 4.1 provides an example of the application of a descriptive statistic of frequency and percentage to ascertain the gender, age, marital status, employment status, and years of experience of the participants.

Table 4.1. *Sociodemographic Characteristics of the Respondents*

Sociodemographic Characteristics of the Respondents				
Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Female	65	19.2	19.2	19.2
Male	274	80.8	80.8	100.0
Total	339	100.0	100.0	
Age	Frequency	Percent	Valid Percent	Cumulative Percent
Below 30	140	41.3	41.3	41.3
31 - 40	151	44.5	44.5	85.8
41 - 50	42	12.4	12.4	98.2
Above 50	6	1.8	1.8	100.0
Total	339	100.0	100.0	
Marital Status	Frequency	Percent	Valid Percent	Cumulative Percent
Married	210	61.9	61.9	61.9
Single	123	36.3	36.3	98.2
Other (Divorced, Widow...)	6	1.8	1.8	100.0
Total	339	100.0	100.0	
Service Year	Frequency	Percent	Valid Percent	Cumulative Percent
1 - 5 Years	180	53.1	53.1	53.1
6 - 10 Years	83	24.5	24.5	77.6
Above 10 Years	76	22.4	22.4	100.0
Total	339	100.0	100.0	
Work position	Frequency	Percent	Valid Percent	Cumulative Percent
Executive Management	6	1.8	1.8	1.8
Middle Level	17	5.0	5.0	6.8
Management/Director				
Line Manager (team manager, CRM or branch manager)	125	36.9	36.9	43.7
Other non-managerial (Expert, office...r)	191	56.3	56.3	100.0
Total	339	100.0	100.0	

Duty Station/assignment	Frequency	Percent	Valid Percent	Cumulative Percent
Head Quarters	255	75.2	75.2	75.2
Branch	84	24.8	24.8	100.0
Total	339	100.0	100.0	

Table 4.1 above shows the sociodemographic characteristics of the respondents. The frequency and percentage of male and female respondents in a sample of 350 employees is shown. According to the demographic data for respondents in this survey, out of the total sample, 274 respondents identified as male, which is 80.8% of the sample, while 65 respondents identified as female, which is 19.2% of the sample. This implies that the survey had a higher response rate from male respondents than female respondents. This is because the CBO has more male employees than female employees.

The age distribution within the sample provides valuable insights into the demographic composition of the respondents. The largest age group among participants falls within the 31-40 range, representing a significant portion at 44.5% (151) of the total sample. Following closely, the below 30 age group accounts for 41.3% (140) of the sample, indicating a substantial presence. In contrast, the 41-50 age group represents 12.4% (42) of the respondents, while the category "Above 50" has the smallest number of respondents, making up 1.8% of the total sample with only 6 respondents. This implies that the majority of the respondents are in their late twenties and to mid-thirties.

The respondents' marital status provides insight into the composition of the sample in terms of marital relationships. Specifically, the majority of participants, accounting for 61.9% (210) of the total sample, indicated that they are Married. While 36.3%

(123) of the respondents are single. In contrast, a smaller proportion, comprising 1.8% of the sample, reported being other (widowed, divorced, etc.). This distribution implies the prevalence of married individuals among the study's respondents, suggesting that most participants are currently in marital relationships.

Among the respondents, 180 individuals have worked in the organization for 1-5 years, accounting for 53.1% of the total sample which is a significant amount. 83 respondents on the other hand, have a tenure of 6-10 years, making up 24.5% of the sample. In the 'more than 10 years' category, there are 76 respondents, representing 22.4% of the total sample. This implies that the bank's workforce is dominated by new entrants indicating the fast growth and expansion the bank is undergoing on one hand, and relatively unstable workforce on the other hand because of the number of employees decreases with the increasing years of experience. It also shows that the bank has lower retention rate, as employees are not staying with the organization for a relatively long time. The 22.4% of respondents who have worked in the organization for more than 10 years implies that the organization has a small but loyal group of long-term employees.

From the total sampled respondents, 255 or 75% are stationed at headquarters and only 84 respondents comprising of 25% are from branches. The largest group, consisting of 191 respondents, are in Other Non-Managerial (Experts and Officers) positions, making up 56.3% of the total sample. The remaining respondents hold management positions, with 6 individuals holding positions in Executive management, comprising 1.8% of the total sample, 17 respondents holding middle-level management positions, accounting for 5.0% of the sample, and 125 respondents holding first-line management positions, such as Customer Relationship Managers (CRMs), team managers and branch managers, making up 36.9% of the total sample.

This implies that most of the respondents in the sample are in non-managerial positions, with only a small percentage holding management positions. This could have implications for the bank, such as a lack of leadership development opportunities. It may also suggest that the bank has a flatter organizational structure, with fewer layers of management. It also highlights the diversity of work positions among the participants.

4.1.2. Descriptive Statistics for Leadership Style, Work life balance and Organizational Commitment of the respondents

Descriptive statistics were used in the study to analyze the mean and standard deviation of participant responses on the work-life balance and organizational commitment. The raw data makes it difficult to identify these factors. The work-life balance scale consists of fifteen items that inquire about the respondents' perceptions of the three components of work-life balance. The organizational commitment scale on the other hand consists of twenty-three items, the three of organizational commitment categories. This analysis help us understand the level perceived WLB and OC in the organization and to identify the dominantly practiced leadership style as well.

Table 4.2. *Descriptive Statistics for leadership style, work life balance and organizational commitment of the respondents*

Descriptive Statistics, WLB			
	Mean	Std. Deviation	N
WLB	2.8242	.47778	339
Leadership	3.3739	.76795	339
Descriptive Statistics, OC			
	Mean	Std. Deviation	N
OC	3.0649	.37216	339
Leadership	3.3739	.76795	339

Descriptive Statistics, Leadership Styles			
	Mean	Std. Deviation	N
Transformational	3.4870	.87368	339
Transactional	3.4153	.91832	339
Laissez-faire	3.0838	.83237	339

Table 4.2 above shows the descriptive statistics of the responses to the Work-Life Balance (WLB) and Organizational Commitment (OC) scales. The participants' mean scores are described as low, moderate, or high using the Pihie and Akmaliah (2009) mean score assessment. A mean score of 3.39 or less is considered low, 3.40 to 3.79 is considered moderate, and 3.80 or more is considered high.

There were 339 valid responses for the WLB scale, with a mean of ($M = 2.82$, $SD = 0.48$), on a scale of 1 to 5. This demonstrates that respondents see a Low amount of work-life balance. Likewise, 339 valid responses ($M = 3.06$, $SD = 0.37$) on a 5-point scale were found for the OC scale demonstrating that a low level of OC is practiced by the respondents. The standard deviation indicates that the values of OC have a greater spread or variability compared to WLB.

On the other hand, from the valid 339 responses for leadership style questions, transformational leadership has ($M = 3.487$, $SD = 0.87$), transactional leadership style ($M = 3.415$, $SD = 0.918$) and laissez-faire leadership style ($M = 3.0838$, $SD = 0.832$). This indicates that transformational leadership is perceived by the respondents to be the most prevalent leadership style in their team closely followed by transactional type of leadership style

4.1.3. Correlation Analysis

The links between the variables under investigation are shown by the correlation analysis. The degree of link between leadership styles and work-life balance and Leadership styles and organizational commitment was discovered by a Pearson's correlation study.

Table 4.3. *Correlations for perceived impact of leadership style on work life balance and organizational commitment of respondents*

Correlations for leadership style and WLB			
		Leadership	WLB
Leadership	Pearson Correlation	1	.126*
	Sig. (2-tailed)		.020
	N	339	339
WLB	Pearson Correlation	.126*	1
	Sig. (2-tailed)	.020	
	N	339	339
*. Correlation is significant at the 0.05 level (2-tailed).			
Correlations for leadership style and OC			
		Leadership	OC
Leadership	Pearson Correlation	1	.234**
	Sig. (2-tailed)		.000
	N	339	339
OC	Pearson Correlation	.234**	1
	Sig. (2-tailed)	.000	
	N	339	339
**. Correlation is significant at the 0.01 level (2-tailed).			

The correlation coefficient's sign indicates whether the connection is positive or negative. The strength of the link is determined by the value of the correlation coefficient. The Evans (2002), recommendation for the absolute value of r was applied in order to characterize the strength of the correlation. The intervals: 0.00-0.19: “very weak”, 0.20-0.39: “weak”, 0.40-0.59: “moderate”, 0.60-0.79: “strong”, and 0.80-1.0: “very strong”.

Table 4.3 above shows the correlation coefficients between leadership style and work life balance (WLB) using Pearson's Correlation coefficient (rho). The correlation

between leadership style and work life balance were significant positive, $r(339) = .126, p = .020$. The variables are however weakly correlated. Likewise, leadership style and organizational commitment are weakly correlated, $r(339) = .234, p = .000$ which is significant positive. In general, leadership style is positively correlated with both work life balance and organizational commitment and the correlation is statistically significant. This means that as perceived presence or effectiveness of certain leadership style increase, work life balance and organizational commitment also increases, and vice versa.

4.1.4. Regression Analysis

Regression analysis was done to determine the extent to which the independent factors explained the dependent variable. Work-Life Balance (WLB) and Organizational Commitment (OC), the two dependent variables, and the independent variable, leadership style were regressed, and the result is presented as follows separately for each leadership styles: transformational leadership style, transactional leadership style, and laissez-faire leadership styles.

A) Regression Between Leadership Style and WLB

Table 4.4; Regression model between Leadership Style and WLB

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.126 ^a	.016	.013	.47467

Predictors: (Constant), Leadership

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.226	1	1.226	5.441	.020 ^b
	Residual	75.931	337	.225		

Total	77.157	338
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- a. Dependent Variable: WLB
- b. Predictors: (Constant), Leadership

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.560	.116		22.004	.000	2.331	2.788
	Leadership	.078	.034	.126	2.333	.020	.012	.145

a. Dependent Variable: WLB

A value of $R=0.126$ from the regression model shown in Table 4.4 above shows that the independent variable (Leadership Style) has a positive prediction on the dependent variable (WLB). According to the R^2 value of 0.016, only 1.6% of the variability of the dependent variable, WLB, can be explained by the independent variable, Leadership Style. The regression model provides a strong fit to the data, as seen by the ANOVA table which indicates that the independent factors substantially predict the dependent variable, $F(1,337) = 5.441$, $p = 020$.

b) Regression between Leadership Style and OC

Table 4.5; Regression model between Leadership Style and OC

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.234 ^a	.055	.052	.36239

Predictors: (Constant), Leadership

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.557	1	2.557	19.471	.000 ^b
	Residual	44.257	337	.131		

Total	46.814	338
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a. Dependent Variable: OC

b. Predictors: (Constant), Leadership

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.683	.089		30.208	.000	2.508	2.857
	Leadership	.113	.026	.234	4.413	.000	.063	.164

a. Dependent Variable: OC

From the regression model indicated in the table 4.5 above, a value of $R = .234$ shows that the independent variable (Leadership Style) has a positive prediction on the dependent variable (OC). According to the R^2 value of 0.055, only 5.5% of the variability of the dependent variable, OC, can be explained by the independent variable, Leadership Style. The regression model provides a strong fit to the data here as well, as shown in the ANOVA table which indicates that the independent factors substantially predict the dependent variable, $F(1,337) = 19.471, p = 0.000$.

b) Regression Analysis between Types of Leadership with WLB

Table 4.6; Regression Model between Leadership Style and WLB

i. Transformational Leadership Style and WLB

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.062 ^a	.004	.001	.47757

Predictors: (Constant), Transformational

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.296	1	.296	1.300	.255 ^b
	Residual	76.861	337	.228		

Total	77.157	338
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a. Dependent Variable: WLB
 Predictors: (Constant), Transformational

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.706	.107		25.320	.000	2.496	2.916
	Transformational	.034	.030	.062	1.140	.255	-.025	.092

Dependent Variable: WLB

ii. Transactional Leadership Style and WLB

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.182 ^a	.033	.030	.47046

a. Predictors: (Constant), Transactional

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.567	1	2.567	11.596	.001 ^b
	Residual	74.591	337	.221		
	Total	77.157	338			

a. Dependent Variable: WLB
 b. Predictors: (Constant), Transactional

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.500	.099		25.371	.000	2.306	2.694
	Transactional	.095	.028	.182	3.405	.001	.040	.150

Dependent Variable: WLB

iii. Laissez-faire Leadership Style and WLB

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

1	.144 ^a	.021	.018	.47350
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Predictors: (Constant), Laissez-faire

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.602	1	1.602	7.143	.008 ^b
	Residual	75.556	337	.224		
	Total	77.157	338			

a. Dependent Variable: WLB

b. Predictors: (Constant), Laissez-faire

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.569	.099		25.998	.000	2.375	2.764
	Laissez-faire	.083	.031	.144	2.673	.008	.022	.144

a. Dependent Variable: WLB

As indicated in the regression model tables under Table 4.6 above, the value of R is 0.062, 0.82 and 0.144 for transformation, transactional and lassiez-faire leadership styles respectively showing a positive prediction of all independent variable (leadership style) types on the dependent variable, WLB. The R² values of 0.004, 0.033 and 0.021 implies that the independent variable explains only 0.4%, 3.3% and 2.1% of the dependent variable, WLB, for each type of leadership styles respectively. The ANOVA tables shows that the independent variables significantly predicts the dependent variable with values F(1,337) = 1.3, P = 0.255, F(1,337) = 11.6, P = 0.001, F(1,337) = 7.1, P = 0.008 for transformational, transactional and lessiez-faire leadership styles respectively inferring that independent variable (all types of style) substantially predicts the dependent variable, WLB.

j) Regression Analysis between Types of Leadership Styles and OC

Table 4.7; Regression Model between Leadership Style and OC

i. Transformational Leadership Style and OC

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.161 ^a	.026	.023	.36785

a. Predictors: (Constant), Transformational

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.214	1	1.214	8.975	.003 ^b
	Residual	45.600	337	.135		
	Total	46.814	338			

a. Dependent Variable: OC

Predictors: (Constant), Transformational

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.826	0.082		34.326	0	2.664	2.988
	Transformational	0.069	0.023	0.161	2.996	0.003	0.024	0.114

a. Dependent Variable: OC

ii. Transactional Leadership Style and OC

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.163 ^a	.027	.024	.36771

a. Predictors: (Constant), Transactional

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

1	Regression	1.249	1	1.249	9.240	.003 ^b
	Residual	45.565	337	.135		
	Total	46.814	338			

a. Dependent Variable: OC

Predictors: (Constant), Transactional

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.839	.077		36.858	.000	2.687	2.990
	Transactional	.066	.022	.163	3.040	.003	.023	.109

a. Dependent Variable: OC

iii. *Laissez-faire Leadership Style and OC*

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.353 ^a	.125	.122	.34865

a. Predictors: (Constant), Laissez-faire

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.849	1	5.849	48.115	.000 ^b
	Residual	40.965	337	.122		
	Total	46.814	338			

a. Dependent Variable: OC

Predictors: (Constant), Laissez-faire

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.578	.073		35.422	.000	2.434	2.721
	Laissez-faire	.158	.023	.353	6.936	.000	.113	.203

a. Dependent Variable: OC

As shown in the regression model tables under Table 4.7 above, the value of R is 0.161, 0.163 and 0.353 for transformation, transactional and laissez-faire leadership styles respectively showing a positive prediction of all independent variable (leadership style) types on the dependent variable, OC. The R^2 values of 0.026, 0.027 and 0.125 implies that the independent variable explains only 2.6%, 2.7% and 12.5% of the dependent variable, Organizational Commitment (OC), for each type of leadership styles respectively. The ANOVA tables shows that the independent variables significantly predicts the dependent variable with values $F(1,337) = 8.975$, $P = 0.003$, $F(1,337) = 9.240$, $P = 0.003$, $F(1,337) = 48.115$, $P = 0.000$ for transformational, transactional and lessiez-faire leadership styles respectively inferring that independent variable (all types of style) substantially predicts the dependent variable, which is Organizational Commitment (OC) in this case.

4.2. Discussion

Studies indicated the link between leadership style and employees work-life balance and their organizational commitment. Ma, et.al., (2020). This notion is further supported by this study's findings. Leadership style is significantly positively correlated with employees Work-life balance and their organizational commitment having, $r(339) = .126$, $p = .020$ and $r(339) = 0.234$, $p = .000$ respectively. This means that as certain preferred leadership style increases, both employees work life balance, and their organizational commitment also tends to increase and vice versa. The findings are consistent with the existing body of knowledge. According to Bass and Riggio (2006), leader's behaviour patterns and the way they interact with their employees affects the work-life balance of employees and their organizational commitment. Likewise, the study concluded that low levels of work-life balance and organizational commitment is practiced at among the respondents with $M = 2.82$ &

SD = .48 for WLB and M = 3.06 & SD = .37 for OC. Qualitative data from interview also conforms with this finding for the behaviour of their has significantly affects both their work and personal life and its mostly the reason to leave the bank or change work organ if they get the opportunity.

According to the theoretical implication drawn from the literature, leaders' behavior has intricate impact on work-life balance organizational commitment which otherwise has a negative impact on the productivity of both people and organizations (Marchese et al. 2002). The theoretical implication of the finding that leadership style has a statistically significant positive correlation with work-life balance and organizational commitment is that cultivating a desirable leader behavior or leadership style brings a healthy work-life balance can lead to greater mental and physical health and improved organizational commitment and loyalty as well. According to a study by Sullivan & Lewis (2006), a lack of work flexibility can lead to depression and physical problems such as sleeplessness, eating issues, and aches and pains from strain which increases absenteeism, turnover and job dissatisfaction leading to lower productivity and organizational loyalty.

The practical implication of this discovery is that businesses organization should strategically identify the type leadership style they desire and make it part of their succession planning in order enhance employees work-life balance which improves their overall wellbeing and organizational commitment. Employees are more productive as a result, take fewer sick days, and feel supported in their responsibilities.

4.2.1. Summary of the Hypothesis testing

This study's main goals were to respond to the fundamental research questions and validate or refute the three research hypotheses that the author put out after reading relevant literature on the subject. The analysis's conclusions determine whether the hypothesis is accepted or rejected, as shown in table 4.9 below.

Table 4.8; summary of the hypothesis testing

	Hypothesis	Test	Result
Ho	There is no significant relationship between transformational leadership style and the employees perceived work-life balance and organizational commitment at cooperative of Oromia	Regression Analysis	Rejected
H1	There is a significant positive relationship between transformational leadership. style and the employees perceived work-life balance and organizational. commitment at the Cooperative bank of Oromia	Regression Analysis	Accepted
Ho	There is no significant relationship between transactional leadership style and the employees perceived work-life balance and organizational commitment at the Cooperative Bank of Oromia	Regression Analysis	Rejected
H1	There is a significant positive relationship between transactional leadership style and the employees perceived work-life balance and organizational commitment at the Cooperative Bank of Oromia	Regression Analysis	Accepted
Ho	There is no significant relationship between lassies-faire leadership style and the employees perceived work-life balance and organizational commitment at the Cooperative Bank of Oromia	Regression Analysis	Rejected
H1	There is a significant negative relationship between lassies-faire leadership style and the employees perceived work-life balance and organizational commitment at the Cooperative Bank of Oromia	Regression Analysis	Rejected

4.3. Summary of Findings

Studies indicate that leadership style has an impact on work-life balance and organizational commitment (Gangai and Agrawal, 2017), Chen et.al., (2016), (Kelidbari et.al., 2015), Naseer et.al, (2016). This notion is further supported by the findings of this study. Leadership style is found to be positively correlated to both work-life balance and organizational commitment and the correlation is statistically significant with, $r(339) = .126$, $p = .020$. for work-life balance and, $r(339) = .234$, $p = .000$ for organizational commitment. This means that as availability and effectiveness of preferred leadership style increases, the perception of employees about work-life balance and their organizational commitment tends to improve. This finding is consistent with the existing body of knowledge.

Studying further into the three dominant types of leadership styles, the theoretical implication drawn from the literature shows transformational leadership style has positive impact on both WLB and OC (Judge and Piccolo, 2004). Transactional leadership style on the other hand can affect WLB and OC both negatively or positively based on situations such as nature of the job and reward type. (Den Hartog and Belschak, 2012). On the contrary, literature indicates that laissez-faire leadership style has negative impact on work-life balance (Meyer, et.al, 2020).

The practical findings of this study go with the theoretical implication's literature has drawn for transformational and transactional leaderships and deviates from implication drawn for laissez-faire leadership style. According to the findings of this study, laissez-faire leadership style has also positive impact on work-life balance and organizational commitment. This might be due to the fact that the study involved different level of the organizations both at head office and branches and different work positions including executive, managerial and non-managerial posts. Therefore,

it requires further study which type of leadership style is required at which organizational level and work position since it is not within the scope of current study. However, the study has discovered that transformational leadership style is the dominant leadership style in the organization with (M = 3.48 and SD = .87368) followed by transactional leadership style as perceived by the respondents. The findings of this study shows that laissez-faire leadership style is the less practiced leadership style in the organization.

The findings of this study also conclude that there is low level of work life balance perception with WLB (M= 2.82, SD =.48) and low-level organizational commitment, OC (M = 3.06, SD = 0.37) in the organization implying that the management should give due attention on identifying and cultivating the required leadership style for each work structure in the organization.

Chapter Five; Summary, Conclusion and Recommendation

5.1. Summary

The purpose of this study is to assesses the impact leadership style on employees perceived work life balance and organizational commitment at Cooperative Bank of Oromia head office and branches in Addis Ababa. It has assessed how different leadership affects employees work-life balance and their commitment to their organization.

The participants for this study were selected through a simple random sampling technique. In accordance with the research methodology, 370 questionnaires were distributed to the sampled employees of Cooperative Bank of Oromia at Head office and branches in Addis Ababa and 339 (96.8%) questionnaires that were correctly completed were gathered and utilised in the study. The data was gathered by the researcher using Google Forms, and it was examined using SPSS version 26. In order to triangulate the findings, the researcher also conducted interview with 30 head office employees selected through purposive sampling.

Quantitative approach is employed to analyse the information obtained from the questionnaire. On the other side, percentages and frequencies are used to describe the respondents' personal and professional profiles. The responses analysed using descriptive statistics approach, where the main measures of tendency for gauging variability will be the mean and standard deviation. A regression and correlation analysis are also conducted to determine the degree of the link between leadership style, work-life balance and organizational commitment.

The descriptive statistics of leadership style and work-life balance revealed that the respondents' mean or average response for WLB ($M = 2.82$, $SD = .48$) on a 5-point scale and for the OC was ($M = 3.06$, $SD = 0.37$) on a 5-point scale. Indicating low level of work life balance perception and organizational commitment among respondents, respectively.

The correlation analysis also implies that there is statistically significant positive correlation between the independent variable and dependent variables. However, the correlation is found to be weak with, $r(339) = .126$, $p = .020$. for work-life balance and, $r(339) = .234$, $p = .000$ for organizational commitment.

5.2. Conclusion

Based on the findings of the study, the following conclusions are drawn.

- The leadership style is found to be positively correlated to employee's work-life balance and organizational commitment implying that the perceived availability or effectiveness of preferred type of leadership style improves employees perception of work-life balance and enhance their organizational commitment. Thus, the management has to work on enhancing desirable leadership style in the bank to improve the level of employee's work-life balance and their organizational commitment.
- All the three leadership styles, i.e transformational, transactional and laissez-faire leadership styles have statistically significant positive correlation with WLB and OC. However, the impact is found to be low implying that there are also other factors that affects WLB and OC.

- The perceived work-life balance and organizational commitment of employees is found to be at very low level which requires immediate management action to improve both.
- The dominant leadership style in the organization, as perceived by the respondents is transformational leadership style closely followed by transactional leadership style.

5.3. Recommendation

Based on the research findings and the conclusion drawn from the findings, the following recommendations are forwarded to the bank in order to improve employee's work-life balance and their organizational commitment.

- The bank has to work on leadership development in order improve its employees work-life balance and their commitment to the organization since it directly affects employees work life balance and organizational commitment.
- Finally, this study was focused on assessing the impact of leadership style on employee's work-life balance and organizational commitment mainly utilizing quantitative method. However, the research didn't take into consideration the impact it has gender and work position wise. Therefore, broader analysis that employs both qualitative data and taking into account variables such as gender and work position is required for better understanding of the topic.

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ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE
MASTER OF BUSINESS LEADERSHIP

Dear Respondents,

I am a Business Leadership graduate student at Addis Ababa University's School of Commerce. This questionnaire is prepared to collect primary data from the employees of Cooperative bank of Oromia Headquarters and branches in Addis Ababa on **the impact of Leadership Style on Employees Perceived Work-life Balance and Organizational Commitment**. As a member of your organization, your participation in this study will be valuable and greatly appreciated. The responses are to be kept confidential and will be used for academic purpose only. In addition, all personal data shall be treated collectively rather than on personal levels.

Thank you for your cooperation and participation.

Instruction

- ❖ Read the questions carefully before giving an answer.
- ❖ Answer the following questions by making '√' mark inside the box.
- ❖ Please go through all the questions before attempting to complete the questionnaire.

SECTION ONE: Demographic Information

1. Gender Male Female

2. Age Below 30 41-50
 31-40 Above 50

3. Marital Status Married Single
 Other (widowed, divorced...)

4. Your Service Year in CBO.
1-5 years
6-10 years
11 - 15 years

5. Your current work position.
Executive Management Middle Level Management

First Line Managers (CRM and team managers)

Other Non-Managerial {Experts and Officers}

6. Duty Station

Headquarters

Branch

SECTION TWO: Leadership Style

INSTRUCTION

- This questionnaire provides a description of your leader’s leadership style. Twenty-one descriptive statements are listed below. The word “others” may mean you or group members. Please make a ‘√’ mark on your response to each statement according to the five-point scale labelled at each statement that reflects your own agreement and disagreement of the statement.

No	Multifactor Leadership Questionnaire	Not at all (1)	Once in a while (2)	Sometimes (3)	Fairly often (4)	Frequently, if not always (5)
7	My leader tells others what to do if they want to be rewarded for their work.					
8	My leader provides recognition/rewards when others reach their goals.					
9	My leader calls attention to what others can get for what they accomplish.					
10	My leader helps others develop themselves.					
11	My leader lets others know how he/she thinks they are doing.					
12	My leader gives personal attention to others who seem rejected.					
13	My leader makes others feel good to be around them.					
14	Others have complete faith in my leader.					
15	Others are proud to be associated with my leader.					
16	My leader expresses with a few simple words what we could and should do.					

17	My leader provides appealing images about what we can do.					
18	My leader helps others find meaning in their work.					
19	My leader enables others to think about old problems in new ways.					
20	My leader provides others with new ways of looking at puzzling things.					
21	My leader gets others to rethink ideas that they had never questioned before.					
22	My leader is content to let others continue working in the same way as always.					
23	Whatever others want to do is O.K. with my leader.					
24	My leader asks no more of others than what is absolutely essential.					
25	My leader is satisfied when others meet agreed-upon standards.					
26	As long as things are working, my leader does not try to change anything.					
27	My leader tells others the standards they have to know to carry out their work.					

SECTION THREE: Work Life Balance Scale

INSTRUCTION

- This work life balance scale is intended to measure your perception of work life balance. Please make a ‘√’ mark on your response to each statement according to the five-point scale labelled at each statement that reflects your own agreement and disagreement of the statement.

No	Work Life Balance Scale	Never (1)	Rarely (2)	Sometimes (3)	Often (4)	Always (5)
28	Personal life suffers because of work					
29	Job makes personal life difficult					
30	Neglect personal needs because of work					
31	Put personal life on hold for work					
32	Miss personal activities because of work					
33	Struggle to juggle work and non-work					
34	Happy with the amount of time for non-work activities					

35	Personal life drains me of energy for work					
36	Too tired to be effective at work					
37	My work suffers because of my personal life					
38	Hard to work because of personal matters					
39	Personal life gives me energy for my job					
40	Job gives me energy to pursue personal activities					
41	Better mood at work because of personal life					
42	Better mood because of my job					

SECTION FOUR: Organizational Commitment Scale

INSTRUCTION

- Using three different dimensions; Affective, Continuance, and Normative this organisational commitment scale is meant to measure your level of commitment. In accordance with the five-point rating system indicated for each statement, please indicate your level of agreement or disagreement with each by marking a '√' on your response.

No	Organizational Commitment Scale	Strongly Disagree (1)	Disagree (2)	Neither agree Nor disagree (3)	Agree (4)	Strongly agree (5)
Affective Commitment Scale						
43	I would be very happy to spend the rest of my career with this organization.					
44	I enjoy discussing my organization with people outside it.					
45	I really feel as if this organization's problems are my own.					
46	I think that I could easily become as attached to another organization as I am to this one.					
47	I do not feel like 'part of the family' at my organization.					
48	I do not feel 'emotionally attached' to this organization.					
49	This organization has a great deal of personal meaning for me.					
50	I do not feel a strong sense of belonging to my organization.					
Continuance Commitment Scale						
51	I am not afraid of what might happen if I quit my job without having another one lined up.					
52	It would be very hard for me to leave my organization right now, even if I wanted to.					

53	Too much in my life would be disrupted if I decided, I wanted to leave my organization now.					
54	It wouldn't be too costly for me to leave my organization now.					
55	Right now, staying with my organization is a matter of necessity as much as desire.					
56	I feel that I have too few options to consider leaving this organization.					
57	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.					
Normative Commitment Scale						
58	I think that people these days move from company to company too often.					
59	I do not believe that a person must always be loyal to his or her organization.					
60	Jumping from organization to organization does not seem at all unethical to me.					
61	One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.					
62	If got another offer for a better job elsewhere, I would not feel it was right to leave my organization.					
63	I was taught to believe in the value of remaining loyal to one organization.					
64	Things were better in the days when people stayed with one organization for most of their careers.					
65	I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore.					



ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE
MASTER OF BUSINESS LEADERSHIP

Interview Questions

1. How would you describe the leadership style of your immediate leader or manager? _____

2. Can you provide examples of how your supervisor demonstrates their leadership style in daily interactions or decision-making? -

3. In your opinion, how effective is your supervisor's leadership style in supporting team cohesion and collaboration? _____

4. How does your supervisor's leadership style influence your motivation and engagement at work? _____

5. Have you experienced different leadership styles in your career? How do they compare in terms of their impact on your work-life balance and commitment to the organization? _____

6. Are there specific aspects of leadership styles that you find more conducive to maintaining a healthy work-life balance? _____
Please elaborate _____

7. How do you see your current work-life balance?

8. What factors contribute to your perception of work-life balance, both positively and negatively? _____ -

9. How committed do you feel to the organization and its goals?

10. What factors contribute to your commitment or lack thereof?

Thank you for taking your time to discuss!