

ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

MASTERS OF BUSINESS ADMINISTRATION

POST GRADUATE PROGRAM

The Effect of Leadership Commitment on Organizational Performance: The Case of Selected Beverage Companies in Lideta Sub-city

By

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A Thesis that is submitted to Addis Ababa University College of Business and Economics for Partial Fulfillment of the Requirement for Master's of Business Administration

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June, 2026/27

Addis Ababa, Ethiopia

AKNOWLEDGEMENT

First, I want to thank the Almighty God for being my basis of courageousness and for the path during my study, throughout my life, and for everything.

I am also thankful to my advisor, Dejene T. (PhD), for his insightful direction, great feedback, support and inspiration during the process of my study. His knowledge and advice were important for the effectiveness of the study conclusion.

Again, I would like to express my appreciation to my husband and everyone who were willing to participate in the study and also assisted me with the process of the study including the data collection. This research was not to be completed without their participation and willingness to share the needed information and giving their precious time.

At last, I want to thank my whole family for their support, understanding, encouragement and inspiration during my academic career. Their continuous belief in me and their unstoppable support in every direction of my life have been outstanding.

Thank you all for your support and the contributions that you have made.

Declaration

I declare that this is my first work and that no other university/institution has submitted it for consideration. This research paper was supplemented by referenced sources duly accepted. Where text, data, and graphics, including the internet, are collected was referred to accordingly.

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This proposal has been submitted for appraisal with our/my approval as University Supervisor(s).

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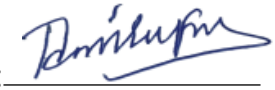
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ABBREVIATIONS AND ACRONYMS

BGI- Brasseries et Glacières Internationales

EABSC- East Africa Bottling Share Company

N- Number of Population

№- Number

p- significant Level

Ph.D.- Doctor of Philosophy

PLC- Public Limited Company

r- Correlation Coefficient

R^2- Coefficient of Determination

S.C.- Share Company

SEM- Structural Equation Modeling

Sig.- Significant

St.- Saint

Std.- Standard

SPSS- Statistical Package for Social Science

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ABSTRACT

This study observed that how leadership commitment can affect organizational performance. By using variables of employee development, transparency and sustainability practice on the side of leadership commitment, and also on the side of organizational performance productivity and operational efficiency variables were used to evaluate the success of an organization. To gather the primary data from respondents, the study used structured questionnaires. And the data has used for quantitative research approach. The study included 110 respondents. The data was analyzed using descriptive and inferential statistical methods like Pearson correlation and regression analysis.

The result indicated that the performance of an organization can be significantly enhanced by leadership commitment. Productivity and operational efficiency were found to strongly positively correlate with employee development with the value of correlation coefficient of 0.605 and 0.689 respectively. Again there was a positive correlation between transparency and productivity with the correlation coefficient of 0.501. Also a sustainable practice has demonstrated a significant positive correlation with operational efficiency of 0.632 correlation coefficient. These results suggest that organizations that are dedicated on leadership are more likely to get greater level of organizational performance.

In conclusion the study revealed that improving organizational performance needs a good leadership commitment. And in order to get improved outcomes, leaders who support employee development, sustainability practice and transparency are needed. Based on the result that is found from the study, the multiple regression analysis showed that employee development and sustainability practice significantly influenced the performance of an organization. And also employee development had a significant positive effect on both productivity and operational efficiency with beta value of 0.605 and 0.438 respectively.

Likewise, sustainability practice has a positive effect on productivity and operational efficiency with the value of beta 0.422 and 0.307 respectively. But in the case of transparency, the study showed that it didn't had a significant effect on productivity and operational efficiency with beta value of 0.053 and 0.065 when it is analyzed together with the other predictors. And the reason for this can be that transparency may be related with the performance of an organization when it is examined by itself or independently but may not be associated when it is considered with the other two independent variables which are employee development and sustainability practice. Besides for future studies, further research should be done to examine other aspects of leadership commitment and include other organizational contexts.

***Keywords**: Leadership Commitment, Organizational Performance, Employee Development, Transparency, Sustainability Practices, Productivity, Operational Efficiency.*

CHAPTER ONE

1. INTRODUCTION

1.1.Background of the Study

Leadership is important because of its significant influence on organizational conditions. An organization needs effective leaders who can positively influence their teams by enhancing employee engagement, thereby improving business performance. This demonstrates that leaders play a crucial role in an organization's success. (Nasomboon, 2014)

The word commitment comes from Latin, specifically 'Committere', with a meaning of combining, uniting, believing, and doing it. And for the success of a business, the commitment of top management is important. (Ini Smart Udoh, 2022) For the growth of an environment that can come up with organizational effectiveness, highly committed leaders are vital. (Nasomboon, 2014)

In order to measure a committed leader, there are variables that can be used. And from them, employee development (Pinghao Ye, 2022), strategic direction, which deals with communication of strategic direction, transparency, ethical behavior, and commitment to sustainability, can be mentioned. (Nereida Hadziahmetovic a. N., 2022)

Nowadays, organizational performance is becoming an issue for a business as many companies are trying to maintain their market share, competitiveness, operational efficiency, and productivity. Based on (HURDUZEU, 2015) organizational performance is accomplishing definite results by using the transformation of input to output. Organizational performance is affected by a leader who is committed to remaining in the business, working with the consideration of attaining objectives and achieving organizational change. (Nasomboon, 2014) In terms of leadership commitment, organizational performance has several variables to be measured, like financial performance, process performance, employee-related performance, and long-term performance. (Jorge Aníbal Restrepo-Morales, 2023) But in this study, only the non-financial parts are considered.

A beverage company is an organization of business that is involved in the making of drinks, formulation of it, manufacture it, including packaging the drinks, and then, for human intake, it will pass through distribution and marketing. These drinks are divided into two, namely non-

alcoholic and alcoholic beverages. From the non-alcoholic drinks, water, energy drinks, juices, and soft drinks can be mentioned. And drinks such as beer, whisky, champagne, and wine are categorized as alcoholic beverages. Besides, this paper considers three beverage companies in the sub-city of Lideta, which include both non-alcoholic and alcoholic beverages that are East Africa Bottling S.C. (EABSC), BGI Ethiopia, and Awash Wine S.C.

1.2. Statement of the Problem

Organizational performance is highly considered significant for the aim of establishing and enhancing business operations. (Orabi, 2016) Effective leadership is assumed to be an important feature that can enhance the performance of an organization. And studies show that companies that are successful usually have effective leaders. (Lena G. Karauri, 2024)

Leaders have a big responsibility for the development of organizational performance. And this will have an impact on the efficiency and sustainability of an organization. (Sahin Danisman, 2015) Understanding that the performance of an organization has a capability to be affected by leadership is highly crucial as it is one of the vital reasons in order to increase performance. (Obiwuru Timothy C., 2011) But, based on (Sahin Danisman, 2015) it is stated that there is a lack of understanding of the relationship between leadership and organizational performance. The importance of researching leadership commitment can be considered as a unique component of organizational success. (Suleman Muhammad Khan, 2025)

According to the 2024 Global leadership development report, leadership has evolved into a specialized profession needing a strong commitment to organizational goals, and limited changes are no longer enough. Without a strong commitment from the leadership, businesses run the risk of lagging behind in addressing difficult issues. (Learning, 2024)

There is a lack of empirical study from developing countries, especially Ethiopia’s private manufacturing sector, although considering that leadership and organizational performance have been extensively studied worldwide. (Huluka, 2024) Only a few studies concentrate on manufacturing sectors, particularly the beverage industry, where productivity and operational efficiency are important performance metrics. The majority of leadership performance research is carried out in fields including public administration, healthcare, and the education sector.

Because of this, it is yet unclear if the current findings can be applied to companies that manufacture beverages. (Moumin I. , 2024)

Based on recent research, organizational resilience is strengthened, employee engagement is increased, and trust is fostered by leadership commitment. As (Lena G. Karauri, 2024) shows that good leadership techniques greatly enhance organizational results in Kenyan institutions, highlighting the significance of leadership dedication in maintaining success. Likewise, (Oh, 2023) discovered that organizational commitment is greatly influenced by leadership interaction, and it has a direct impact on performance. And (Wang Jiatong, 2022) further demonstrated how employee involvement under transformational leadership improves job performance, emphasizing function of leadership commitment.

Plus, as many of the existing studies mainly focus on leadership style, this paper will be one of the insight providers with respect to leadership commitment in the beverage sector. On the other hand, based on (HURDUZEU, 2015) there is a suggestion for future studies in order to investigate how and why leadership affects performance. So, by taking this into consideration, this paper tries to conduct an investigation to address the issue regarding the effect of leadership commitment on the organizational performance of beverage companies. And this will help for bringing high organizational performance by using leadership commitment.

1.3. Objective of the Study

1.3.1. General Objective

The general objective of the study will be analyzing the effect of leadership commitment on organizational performance in the case of selected beverage companies.

1.3.2. Specific Objectives

- To assess the relationship between leadership commitment to transparency and productivity in beverage companies.
- To analyze the relationship between leadership commitment to employee development on productivity and operational efficiency in beverage companies.
- To examine the contribution of leadership commitment to sustainability practices on the operational efficiency of beverage companies.

1.5. Significance of the Study

Many business organizations, especially in developing countries around the world, have been failing. The reason for this is poor leadership. The success of an organization in achieving its stated objectives depends on the people who are appointed to coordinate and manage the business. (Akinniyi, 2021) And this paper contributes a significant insight and recommendation for the beverage industries regarding leadership commitment to the performance of the organizations basically beverage industries.

The goal of this thesis paper is to contribute comprehension of the effect of leadership commitment on the intended performance of an organization, specifically on beverage companies. The objective is not be limited to certain benefits but will cover different areas. From the companies' sides, it helps to identify the gaps that can affect the performance of an organization, and it shows a way to enhance productivity and related issues by using leadership commitment. By using this paper, managers and leaders can have an awareness of how their commitment affects the outcome of an organization. For policymakers and regulators, this paper is able to support bringing effective management practices and inform leadership development programs in the Ethiopian sector of the beverage.

This objective makes it important because it helps leaders to recognize the level at which their commitment can have an effect on organizational performance. In addition to this, the result of the thesis is useful for researchers who want to conduct further issues related to the topic of this paper.

1.6 Scope of the Study

The paper held on the relationship between leadership commitment as an independent variable and organizational performance as a dependent variable. And leadership commitment includes employee development (Mulie, 2024), transparency (Nereida Hadziahmetovic N. S., 2022) and sustainability practices. (Boechat, 2025) Similarly, organizational performance considers non-financial terms and includes productivity (Raja Rehan, 2024) and operational efficiency. (Akinrinola, 2019)

Geographically, this thesis focuses on three top beverage factories that are found in Lideta sub-city. And these are East Africa Bottling S.C, BGI Ethiopia, and Awash Wine S.C. These

beverage companies have a long establishment based on the data that is found on each of their official website.

1.7. Limitation of the Study

The limitation for this paper would be the possibility of getting comprehensive and unbiased data from the selected beverage organizations in a Lideta sub-city, as personnel may limit themselves from providing exact feedback about what they have been asked. Likewise, some companies may not have the willingness to share performance information. And studies on leadership commitment in the Ethiopian beverage sector could be difficult to find. Furthermore, for the reason of time constraint the paper focuses on selected beverage companies, which may limit the generalizability of the findings. Therefore, attention should be paid when applying or using the paper regarding findings and other related contexts, as the paper uses a cross-sectional type of study.

1.8. Organization of the Thesis

This thesis paper is structured into five chapters. The first chapter contains background, statement of the problem, research questions, objectives, the significance of the study, scope of the study, and the limitation. The second chapter will include a review of theoretical and empirical literature views of leadership commitment and organizational performance. Chapter three will address the research methodology, which includes the design, population, data collection methods, samples, and the method of analyzing the data. The fourth chapter deals with the findings, the discussion, and the analyzed data, and discusses the effect of leadership commitment on organizational performance in the case of beverage companies. The last chapter, which is chapter five, will summarize the paper by giving a conclusion, and it provides a recommendation for future research on the selected topic.

CHAPTER TWO

2. RELATED LITERATURE REVIEW

2.1. Introduction

Relevant research on organizational performance and leadership commitment is reviewed in this chapter. This review emphasizes on theoretical views, empirical results, and important concepts related with leadership commitment and how it affects organizational performance. Particular attention is paid to employee development, transparency, and sustainability practices as aspects of leadership. Also productivity and operational efficiency are considered as the measure of organizational performance.

The companies that this study used are East Africa Bottling S.C. (EABSC), BGI Ethiopia, and Awash Wine S.C. The primary Coca-Cola bottler in Ethiopia began operation in 1959 as a privately held company in Addis Ababa that is located in the Abinet district at Lideta Sub city. As it is found from the official website of the company, it has been serving the Ethiopian soft drink market for more than 60 years and operates multiple production plants across the country. EABSC produces a wide range of non-alcoholic beverages like Coca-Cola, Fanta, Sprite, Schweppes Tonic, Diet Coke, Dasani, Minute Maid, Predator and Novida. (Africa, 2025)

BGI Ethiopia PLC is a Brewery company that makes brewery and beverage. It is located at Mexico area, Addis Ababa, Ethiopia and was established in 1992. It is a major brewing company with annual production capacity of 3.6 million hectoliters. The company currently produces St. George beer, Castel beer, Meta beer, Raya beer and Sen'q Malt. (PLC, 2020)

Awash Wine S.C is the longest established winery company in Ethiopia. It was established in 1956 which is located at Lideta in Addis Ababa. The company produces a wide range of wines like Awash itself, Gouder, Kemila, Axumit, Gebeta and Dankira. (S.C., 2026)

2.2. Theoretical Basis of the Study

This research is based on three known theoretical frameworks which are transformational leadership theory, stakeholder theory, and resource based view.

2.2.1. Transformational Leadership Theory

Burns and Bass established the transformational leadership theory in 1978 and 1985 respectively. This highlights the importance of leaders in inspiring, motivating, and developing staff to accomplish corporate goals beyond their own immediate self-interest. The approach emphasizes leadership traits that are highly compatible with employee development and transparency, such as personalized attention, intellectual encouragement, and inspirational motivation.

According to this study, transformational leadership characteristics that promote worker engagement, productivity and operational efficiency are reflected in the leadership's dedication to employee development and open communication. The basic principles of transformational leadership theory are supported by the increased likelihood of improved motivation and performance among leaders who make investments in staff development and communicate honestly.

For instance, empirical data demonstrates a favorable correlation between transformational leadership and employee outcomes including engagement and corporate citizenship behavior as well as business performance. Transformational leaders have these impacts because they build trust, inspire workers to go above and beyond their own interests, and reward proactive performance. (Michelle Chin Chin Lee, 2023)

2.2.2. Stakeholder Theory

According to these theory which was first presented by Freeman in 1984, in order for an organization to succeed over the long term, it must take into account the interests of all parties involved, including communities, consumers, employees, and the environment. A stakeholder-oriented approach to management can be seen in the leadership's dedication to sustainability and transparency.

Based on this study, a leader's dedication to sustainability practices shows ethical responsibility and accountability to stakeholders, which enhances the long-term performance of the firm. The idea supports the claim that businesses that strike a balance between their social, economic, and environmental obligations do better in the long run.

Generally, in order to accomplish both social and economic objectives, businesses must manage their connections with various stakeholder groups, according to an extensive review of stakeholder theory's significance to organizational performance and sustainability results. (Ritika Mahajan, 2023)

2.2.3. Resource-Based View Theory

Barney introduced the resource based view, which contends that rare, precious, unique, and non-replaceable resources are essentially drive organizational performance. This theory views organizational culture, leadership potential, and human capital as strategic resources.

According to this study, transparent leadership practices and a focus on sustainability improve organizational culture and reputation, while leadership dedication to staff development increases human capital. These internal resources enhance long-term organizational performance, employee engagement, productivity, and operational efficiency. (Assensoh-Kodua, 2019)

2.3. Leadership

Leadership can be defined as a practice of influencing people to accomplish objectives. It entails leading, inspiring, and directing people or groups to collaborate in order to achieve common goals. It is a relational and behavioral process in which leaders shape followers' attitudes and behaviors to accomplish desired results. It goes beyond simply being in a position of power. In addition to this, researchers give a stress that a leadership includes actions that influence followers' actions, assist them in embracing group objectives, and motivate dedication and output. (Zijian Huang, 2022)

2.4. Leadership Commitment

Leadership commitment refers to the level of organizational leaders' commitment, active participation, and accountability in directing staff members and coordinating organizational operations to attain strategic objectives. To ensure long-term organizational performance, committed leaders are essential. According to recent research, leaders' commitment goes beyond their official duties and includes ongoing staff support, open communication, and long-term strategic thinking. (Lim Ming Joon, 2025)

2.5. Employee Development on the Aspect of Leadership Commitment

Employee development is vital for leadership commitment which includes leadership support for training, skill development, and career advancement opportunities. Leaders who place a strong priority on staff development will drive a result of higher levels of employee competency, motivation and engagement. Likewise, research on sustainable leadership shows that companies that make investments in staff development experience an increase of organizational commitment and performance. (Abdullah Helalat, 2025)

These results show that improving employee engagement and overall organizational performance requires a leadership commitment to employee development.

2.6. Transparency on the Aspect of Leadership Commitment

Transparency in leadership referred as the practice of leaders and employees communicating openly, honestly, and efficiently about the information of the organization, decisions and goals. Transparent leaders involve staff members in communication channels, disclose pertinent information, and provide justification for actions. This transparency helps to boost employee confidence in leadership. A strong correlation between employee trust and engagement with leadership transparency indicates that open leadership practices contribute to the development of a positive workplace where staff members feel informed and appreciated. (Prusty, 2025)

According to the research, open communication improves employee engagement and trust, which in turn improves organizational performance results.

2.7. Sustainability Practice on the Aspect of Leadership Commitment

By finding a balance between social, economic, and environmental responsibilities, sustainability practices demonstrate leadership commitment to a long-term organizational success. Long-term strategies that promote organizational resilience and stakeholder satisfaction are more likely to be adopted by leaders who prioritize sustainability. Sustainable leadership greatly increases corporate effectiveness through employee engagement and motivation and sustainability-focused leadership motivates staff members to coordinate their efforts with long-term company objectives, which increases output. (Farah johri, 2026) As well, sustainable leadership has been linked to enhanced organizational culture and long-term performance outcomes across various sectors. (Lim Ming Joon, 2025)

2.8. Productivity and Operational Efficiency

Productivity and operational efficiency are important aspects of organizational performance. Operational efficiency concentrates on reducing waste and simplifying procedures, whereas productivity measures how well workers and organizational systems transform inputs into intended outputs. Businesses that prioritize operational efficiency are better able to maintain a competitive edge and improve overall performance. In addition to minimizing expenses, efficient operations enhance responsiveness and service quality, which is important for long-term success. (Moumin, 2024)

In general, research indicates that a mix of operational and employee related metrics should be used to assess organizational effectiveness. This comprehensive strategy offers a more precise knowledge of how organizational outcomes are impacted by leadership commitment. Based on this point of view this paper studies the organizational performance using productivity and operational efficiency.

2.9. Variables used in the Paper

To measure leadership commitments, variables like employee development (Mulie, 2024), transparency (Nereida Hadziahmetovic a. N., 2022), and sustainability practices (Boechat, 2025) are used. And for the measurement of performance, variables such as productivity (Raja Rehan, 2024), and operational efficiency (Akinrinola, 2019) are used from a non-financial perspective.

2.10. Empirical Basis of the Study

According to recent studies, organizational results and employee performance can be greatly impacted by leadership support for employee development. For instance, training and development methods have a favorable effect on employee performance particularly when leadership is involved in directing and organizing the development process. (Solomon OJO, 2026) This research supports the idea that a leadership commitment to staff development improves operational performance and productivity because systematic development opportunities increase employees' capacity and motivation.

Better employee and organizational results have been experimentally linked to leadership transparency, which is characterized as openness in communication, ethical behavior, and

sharing of organizational information. Based on a recent quantitative study conducted in the Nigerian healthcare industry, leaders that are open, ethical and communicative with their staff members greatly improve employee performance, which in turn is likely to increase production and job efficiency. (Adaiwo, 2024) These findings give credibility to the idea that openness in leadership fosters trust and clarity in organizational objectives, which in turn can enhance critical performance outcomes and employee engagement.

Research also indicates that organizational performance is impacted by leadership's commitment to sustainable practices. A comprehensive analysis of leadership styles and sustainable performance shows that ethical and sustainable leadership practices frequently lead to better long-term performance outcomes and environmental performance. Despite covering a wide range of leadership styles, this study emphasizes the beneficial relationship between sustainability oriented leadership and organizational performance metrics like long-term success and operational efficiency.

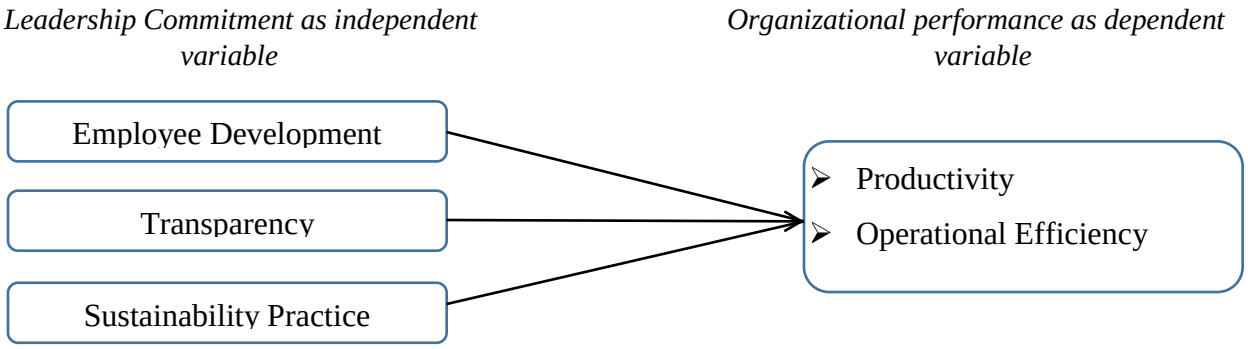
The idea that leadership approaches impact performance results through employee engagement is supported by recent empirical research. Based on a 2025 public sector study, when leaders encourage employee engagement through supportive leadership and performance management techniques, it significantly improves organizational effectiveness, including productivity and overall performance results. (Emmanuel Dauda, 2025) This demonstrates how leadership may promote engagement, which in turn leads to increased output, operational effectiveness, and long-term performance.

(Edirisinghe, 2019) used a sample of 278 employees to investigate how training and development approaches affect worker performance. The study discovered a strong correlation between employee performance and training. The findings also showed that training strategies accounted for 63.7% of the variation in employee performance ($R^2 = 0.637$), suggesting that improving organizational outcomes is significantly influenced by employee development. According to the study's findings, companies that make investments in the training and development of their workforce are more likely to see increases in worker productivity and overall effectiveness.

(Ibini, 2020) carried out a study to investigate how organizational openness affected the performance of insurance businesses in Lagos State, Nigeria. The study used a survey research approach, and regression and correlation analysis were used to examine the data. With a Pearson correlation coefficient of r = 0.633 and a significance level of p = 0.000, the results showed a substantial positive association between transparency and organizational performance, suggesting that transparency greatly enhances organizational performance. The regression results also demonstrated that organizational performance, efficiency, and service delivery were all positively impacted by transparency. According to the study's findings, companies that encourage openness, responsibility, and information disclosure are more likely to perform at higher levels.

(Naween Weerasinghe, 2023) investigated the connection between sustainable practices and organizational performance in Sri Lanka's textile and clothing sector during the COVID-19 epidemic and financial crisis. Structural Equation Modeling (SEM) was used in the study to examine how sustainability policies affect organizational performance. The results showed that sustainability practices had a significant beneficial impact on organizational outcomes, explaining 55.6% of the variation in organizational performance ($R^2 = 0.556$). According to the study's findings, even in difficult economic times, companies that implement sustainable practices are more likely to enhance their overall performance, resilience, and operational efficiency.

2.11. Conceptual Framework



(Abdullah Helalat, 2025: Prusty, 2025: Lim Ming Joon, 2025: Moumin, 2024)

Figure 2.1: Conceptual Framework

2.12. Research Hypothesis

H_1. There is a significant relationship between leadership commitment to transparency and productivity in beverage companies.

H_2. Leadership commitment to employee development has a major effect on productivity and operational efficiency in beverage companies.

H_3. Leadership commitment to sustainability practices significantly contributes to the operational efficiency of beverage companies.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Research Area

This study is kept to Addis Ababa, which is the capital city of Ethiopia with the presence of major beverage companies in Addis Ababa, which is believed to give an effective gathering of data from managers and respective staff who can be involved in the organizational operations and leadership practice. Furthermore, due to its accessibility the city is suitable site for making this study. Here, the selected companies are East Africa Bottling Share Company, BGI Ethiopia, and Awash Wine Share Company. These top beverage manufacturers have been stayed in the business for an extended period of time which makes them appropriate for analyzing the effect of leadership commitment on organizational performance. On this study there are 50 operational staffs, 27 supervisors, 23 middle managements and 10 senior managements. The framing of the population is done depending on a list of workers found from the human resource departments of the companies as 110 in total.

3.2. Research Design

This paper used both descriptive and explanatory research designs which follows a cross sectional design, where data are collected from respondents at a single point in time. Descriptive research design is an approach to analyze the characteristics of a certain group. It concentrates on giving a description of the circumstance or phenomenon under a study instead of testing theories or forecasting. On the other hand the goal of explanatory research design is to understand the cause-and-effect of various factors. The purpose of this design is to give an insight or explanation that can help to give a solution or handling of future events. (Mdhlalose, 2025)

Accordingly, in this paper both descriptive and explanatory design used to define the present level of organizational performance with the existing leadership commitment practices in the beverage companies that are selected. Then this can help to know how leadership commitment is applied in the organizations. And the research approach used to link the cause and effect of organizational performance with the leadership commitment.

3.3. Research Approach

The impact of leadership commitment on organizational performance in beverage companies are investigated in the study using a quantitative research methodology. The three components of leadership commitment which are employee development, transparency, and sustainable practices are considered to be the independent variable. Productivity and operational efficiency are used to quantify organizational performance, which is viewed as the dependent variable.

The quantitative technique is suitable for this study as it enables to use numerical data to measure causal effects and correlations between well-defined variables. The methodology facilitates hypothesis testing and allows statistical methods to be applied in order to determine the importance and strength of correlations between organizational performance metrics and leadership commitment dimensions.

Structured questionnaires used to gather study data from employees and relevant managerial personnel in a chosen beverage companies. Inferential statistical techniques like correlation and multiple regression analysis also used to assess the hypotheses that have been developed, while descriptive statistical used to describe respondents characteristics and variable distributions.

In general, the quantitative research approach proves suitable for accomplishing the study's goals since it offers empirical proof of how organizational performance outcomes in beverage companies are influenced by leadership commitment through employee development, transparency, and sustainability practices.

3.4. Data Type and Source

This study follows mixed research type which includes both qualitative and quantitative. The quantitative research deals with the collection and analysis of numerical data that is used to examine the relationship between variables. And the qualitative research gives a concern on meanings, perceptions, with the non-numerical data such as observations. (Taherdoost, 2022)

This paper uses both primary and secondary data. Primary data is information that a researcher collects for the first time whereas secondary data is information that has previously been gathered or generated by others. (Ajayi, 2023) The primary data are collected form managers and

employees related to leadership by using questionnaire. And the secondary data are gathered from books, publications, databases and scholarly journals.

3.5. Population, Sample and Sample Size

The study consists of managers and non-managers who are employed at particular selected beverage companies in Addis Ababa Lideta sub-city. This includes personnel at various organizational levels as well as workers from different functional divisions. To get a complete understanding of leadership commitment and its effect on organizational performance, both operational and leadership personnel are included in the population.

For the reason of population diversity in terms of position, experience level and responsibilities the paper is able to represent a range of viewpoints regarding on leadership practices in the organizations. The usage of integrating employees from various hierarchical levels will give an advantage on the evaluation of leadership commitment, incorporating workers opinions who are directly impacted by the decision and actions made by leaders instead of only managerial viewpoints.

All employees of the company, who are relevant to the research, including those in the management, administration, and production divisions, make up the population 'N' for this study. The population is taken to be 115 employees for the purpose of this study. A total of 115 questionnaires were distributed to respondents from the selected companies. Out of these, 110 questionnaires were fully completed and returned while 5 questionnaires were not returned. Moreover, the sampling technique that is used in this paper is non-probability, which is specifically judgmental or selective sampling, as participants are chosen based on a defined criterion.

3.6. Measurement and Data Collection Instruments

This study used a structured questionnaire with items adopted from previously validated organizational research scales to measure all constructs, both independent and dependent. A 5-point Likert scale is used to rate each survey item, with 1 indicating "strongly disagree" and 5 indicating "strongly agree". This method is consistent with empirical organizational studies that

use Likert type measures to accurately capture respondents' attitudes and perceptions across various constructs. (Nuru Siraj, 2022)

Employee development items are derived from recognized measures of training, skill upgrading, and career growth. Whereas transparency questions represent norms of open communication and clear decision making, that have been verified in similar organizational performance research. In accordance with frameworks utilized in organizational research connected to sustainability, sustainability practices are operationalized through indicators of environmental responsibility and sustainable operational policies. (Toikka, 2023)

Dependent variables are measured using survey items that capture organizational performance outcomes over time, engagement characteristics like commitment and motivation, productivity benchmarks, and operational efficiency criteria frequently employed in organizational effectiveness research are utilized to quantify dependent variables. (Alfawaz, 2025)

In order to account for any confounding effects, demographic data like age, gender, position, background, and level of education are gathered during the data collection process, which takes place across several departments. Participations are voluntary, all data are kept privet, and qualitative responses are conceptually examined to help interpret quantitative findings.

The measurement tools utilized in this study are taken from manuals and journal articles that had already undergone validation and that included the complete questionnaire items in their official documentation or appendices. Measuring items for the dependent variables are adapted from established management and operations literature. The principles of productivity measurement, including output/input and labor productivity indicators are taken from the book of operations management: sustainability and supply chain management. (Jay Heizer, 2017) Process and resource utilization scales is modified from the book of operations management (Lewis, 2005) which describes established metrics of operational efficiency, competitiveness through process performance, and resource optimization are used to quantify operational efficiency. A five Likert scale is used to measure the items from these sources that are incorporated into the structured questionnaire.

The measurement tools for the independent variables of transparency, sustainable practices, and staff development are taken from well-established scholarly works. The concepts are taken from Reymond A. Noe's book of employee training and development, (Noe, 2005) which offers proven indicators related to employee training opportunities, skill enhancement, and career development processes inside firms that used to quantify employee development. Besides transparency is assessed using communication and organizational openness categories from Katherine Miller's book of organizational communication: approaches and processes, (Miller, 2018) which describes aspects of management openness, transparent information sharing, and communication clarity. Measuring and controlling sustainability: Spanning theory and practices by Adam Lindgreen, (Adam Lindgreen, 2019)which address organizational sustainability practices across environmental, social, and economic dimensions, provided the frameworks for measuring sustainability practices. A structured questionnaire will be created by utilizing the items from these sources, and a five point Likert scale are used.

3.7. Data Analysis and Presentation

To obtain findings, the data must be processes and analyzed after it has been gathered in order to produce insights. Depending on the kind of problem, quantitative analysis was used in the study. The descriptive statistics' quantitative (numerical) response was compiled using tables. Using SPSS (Statistical Package for Social Science) version 26, inferential analysis, such as correlation was performed to evaluate the link between each independent and dependent variable as well as the aggregate effect.

Employee development, transparency, sustainability practices, productivity and operational efficiency were to be compared using correlation analysis. The study makes used of Pearson's correlation coefficient. The bivariate analysis uses Pearson's coefficient of correlation, or 'r' to quantify the degree of link between two variables. The Pearson correlation coefficient was used to look into the link between variables, and essentially a Pearson product-moment correlation tries to build a line of best fit through the data of two variables. The Pearson correlation coefficient or 'r' displays the distance between each of these data points and this line of best fit, which shows how well the data points match. The Pearson correlation coefficient or 'r' can be

any number between '+1 and -1. A value of 0 (zero) indicates that there is no correlation between the two variables. (Patrick Schober, 2018)

3.8. Reliability and Validity

Reliability and validity are crucial in order to make sure that the measurement tools that are used in the study are consistent and give significant results. The stability and consistency of a measurement tool are used to know whether it produces the same result under consistent conditions. (Ishtiaq Ahmed, 2021) Cronbach's alpha, which measures the internal consistency of items within a scale which is commonly used technique for reliability evaluation in questionnaire based research. Usually a higher Cronbach's alpha score 0.7 and above which shows the instrument is reliable since the items constantly reflect the same underlying concept. (Gordon W. Cheung, 2023)

On the other hand validity describes how well the instrument measures information that it is supported to measure. It tells that the response and the results interpretations are suitable for the study. (Ishtiaq Ahmed, 2021) When validity and reliability combined they are able to strengthen the credibility of the study findings and ensure the validity of conclusions regarding on the relationships of the effect of leadership commitment on organizational performance.

Table 3.1: Reliability Statistics

Reliability Statistics		
Item	**Cronbach's Alpha**	**N of Item**
Overall Variables	0.931	28
Employee Development	0.725	6
Transparency	0.714	6
Sustainability Practices	0.733	6
Productivity	0.863	5
Operational Efficiency	0.840	5

Source: IBM Statistical Package for the Social Sciences (SPSS) Statistics Version 26

3.9. Ethical Consideration

The participants and the data gathered for this study is kept in secret and the responders' identity are kept private. All the confidentiality of the participants is reserved when this study reported. Before any research survey carried out, the aim of the research is described and the participants' permission for the survey has been insured. (Shreyashee Tripathi, 2023) Also, to prevent plagiarism, this paper uses proper source references.

CHAPTER FOUR

4. RESULTS AND DISCUSSIONS

4.1. Introduction

In this chapter a data processing, presentation, and interpretation of respondents' general information has covered. Also the analysis of their demographics has included. Each of the research topics in this study is addressed through an analysis of the data that is gathered and presented by using tables. It is organized by using the Likert scale method of collecting via questionnaires. The effect of leadership commitment on organizational performance is evaluated by the research data that is collected and analyzed using mean, standard deviation, correlation and regression.

4.2. Response Rate of Respondents

This section included the results and analysis of how leadership commitment affects the productivity of organizations. Before the questioners were distributed, five questioners were used as pilot testing or pre-test and clarification changes being made. From the total questionnaires of 115 that are being distributed, only the 110 were completed and sent back. The distributed questionnaire has a 95.65% of response rate (110/115*100). Therefore, the final analysis was based on the 110 valid responses. The non-returned questionnaires were treated as non-response cases and were not included in the data analysis performed using SPSS statistics.

The section holds different subsections which are respondents' basic profile as a first section, and second, employee development. The third, fourth, fifth and the six subsections are about transparency, sustainability practices, productivity and operational efficiency respectively.

4.2.1. General Profile of the Respondents

On the table 4.1 below, the respondents' overall profile is shown. It consist of gender, age group, highest educational qualification, position in the organization, department and year of experience. The table shows 110 respondents in total and the 67 were men with 61% and the rest are woman with 43% and 43 respondents. It indicates that there were more male respondents than of female respondents. From age perspective the table shows that, years that are below 25 were 9%, between year of 25 and 34 were 28%, between year of 35 and 44 were 30%, between age of 45 and 54 were 28% and the rest 5% of the respondents were above 55 years. This showed

that the age that is between 35 and 44 or middle aged holds the majority of those who have replied.

The education status of the respondent's has been found that of 23% diploma from the total percent, for the bachelor's degree there were 54%, and the other 23% have a master's degree. From the data one can understand that most of the respondents hold a bachelor degree and the majority of respondents are well educated. Accordingly, the results showed that the respondents are capable of giving thoughtful answers and responses with qualified intellectual to the study.

In the case of job positions there are 4 different types that are mentioned on the paper which are operational staff, supervisor, middle management, and senior management. Based on these respondents' various organizational roles, there are 45% of operational staff, 25% of supervisor, 21% of middle management and 10% of senior management in total. The biggest percentage of the respondents among these groups is 45% which tells the majority of the participants are involved with the direct daily operation of the organizations.

From the different five organizational departments that are mentioned, 59% of the respondents are from production, from the quality department there are 18%, from human resource there are 9%, 5% from the finance department and the rest 9% are from logistics. This showed that the majority of the participants are involved on the primary of operational operations.

For the year of experience, the 39% of the respondents have a year of experience that is less than 5 years, between years of 6 – 10 years of experience it is 35%, and the rest 26% of them have more than 10 years of work experience. The majority of the respondents are experienced as shown in the table that is within the company. Generally, there is a presence of highly experienced workers which indicates that most of the respondents have a substantial amount of experience in work and this can enhance the reliability and validity of the data that has been presented in the research.

Table 4.1: Demography of Respondents

№	Factor	Categories	Frequency	Percentage
1	Gender	Male	67	61%
		Female	43	39%
		Total	110	100%
2	Age Group	Below 25 Years	10	9%
		25 – 34 Years	31	28%
		35 – 44 Years	33	30%
		45 – 54 Years	30	28%
		55 Years and Above	6	5%
		Total	110	100%
3	Highest Educational Qualification	Diploma	25	23%
		Bachelor's Degree	60	54%
		Master's Degree	25	23%
		Total	110	100%
4	Position in the Organization	Operational Staff	50	45%
		Supervisor	27	25%
		Middle Management	23	21%
		Senior Management	10	9%
		Total	110	100%
5	Department	Production/ Operation	64	59%
		Quality/ Laboratory	20	18%
		Human Resource	10	9%
		Finance	6	5%
		Supply Chain/Logistics	10	9%
		Total	110	100%
6	Year of Experience	Less than 5 Years	43	39%
		6 – 10 Years	38	35%
		More than 10 Years	29	26%
		Total	110	100%

Source: IBM Statistical Package for the Social Sciences (SPSS) Statistics Version 26

4.2.2. Descriptive Analysis of Employee Development

Respondents were asked to rate their level of agreement by using a five point Likert scale by using numbers from one up to five. Where one is being strongly disagree, two is being disagree,

three is being neutral, four is being agree and five is being strongly agree in order to evaluate the effect of leadership commitment on organizational performance. This 5 point Likert scale is used to determine the statistical mean values of the items that is explained by the following assumptions: if the mean score is less than 2.5, it suggests that the respondents were disagree with the statement: if the mean score is 2.5, it suggests that the respondents would prefer to remain neutral, and if the mean score is greater than 2.5, it suggests that the respondents agree with the statement. And here the effect of leadership commitment on the performance of organizations has been studied with the independent variables of employee development, transparency, sustainability practice. Likewise the dependent variable include productivity and operational efficiency.

The high mean rating for each statement that is in the range from 4.67 to 4.79 showed that most of the respondents agreed of strongly agreed with the statement. The highest mean for the statement is with a value of 4.79 and std. deviation of 0.430 that was ‘management supports employee career advancement’ which suggests that employees strongly feel management is dedicated to enhance their professional development.

Also, the statement that is ‘employee are given opportunities to develop leadership and professional skilles’ also had a high mean value of 4.72 and standard deviation of 0.491 that indicates an opinion on opportunities for a skill development. If there are regular training programs for organizations that can actively support employee learning and development, with a mean value of 4.70 and std. deviation of 0.551 and staff members to acquire new skill relevant to their jobs has a mean value of 4.69 and Std. deviation of 0.502. Moreover, participants believed that training initiatives enhance workers’ job performance had a mean value of 4.68 and std. deviation of 0.468.

It can be concluded as the modest standard deviation numbers indicates that the respondents’ views are consistent which implies that the companies provide resourceful employee development and training programs that are well received by the staff members.

This current findings are found to be aligned with (Edirisinghe, 2019) findings with a significant positive correlation between staff development and operational efficiency with correlation coefficient of 0.689 and between staff development and productivity with correlation coefficient

of 0.605. The findings suggests that organizations can enhance workers productivity and operational effectiveness by giving a high priority on employees development. In conclusion both studies emphasize how employee development is important in order to improve organizational productivity.

Table 4.2: Descriptive Statistics of Employee Development

	Mean	Std. Deviation
The organization provides regular training programs for employees.	4.70	0.551
Employees are encouraged to learn new skills related to their job.	4.69	0.502
Management supports employee career advancement.	4.79	0.430
Training programs improve employees' job performance.	4.68	0.468
Employees are given opportunities to develop leadership and professional skills.	4.72	0.491
The organization invests in long-term employee development initiatives.	4.67	0.490

Source: IBM Statistical Package for the Social Sciences (SPSS) Statistics Version 26

4.2.3. Descriptive Analysis of Transparency

The data showed that the communication of organizations and also the transparency is positively seen by the respondents. From the gathered data one can understand that the means of the statements are high with a range between 4.61 to 4.78, which tells respondents for the statements, are agree with it or strongly agree. The statement that is 'organizational goals and policies are clearly communicated,' hold the highest mean form all with the value of 4.78 and std. deviation of 0.436 that showed employees strongly feel the business that the organizations communicate their goals and policies. Likewise, respondents agreed that staff members are free to raise questions and receive concise responses from the management with a mean value of 4.71

and std. deviation of 0.495 which shows there is a good communication between management and staff.

According to the statement ‘employees are informed about decisions that affect their work’, employees feel included and informed about the significant work related decisions had a high mean value of 4.69 with std. deviation of 0.502. Again respondents thought that the confidence of an organization can be enhanced by transparency with a mean value of 4.65 and std. deviation of 0.497. It seems that from all the statements the two statements which are ‘management openly shares important organizational information’ and ‘communication between management and employee is honest’ had a mean value of 4.62 and 4.61 and std. deviation of 0.606 and 0.526 respectively which is lower than the other two. But even if it is low from the other two, the score of each of the statement is still high by themselves which indicates that there is a positive opinion of honesty and sharing of information within the company. From the result it is easy to understand that the organizations upholds efficient communication and transparency that can enhance employees engagement and give a confidence.

The result of this study is aligned with the research of (Ibini, 2020) which both studies show that transparency can improve organizational performance even if the correlation of this current study is slightly lower than Ibini’s. The results indicate that companies can enhance overall organizational performance by increasing productivity and operational efficiency by using transparency, accountability and sharing of information.

Table 4.3: Descriptive Statistics of Transparency

	Mean	Std. Deviation
Management openly shares important organizational information.	4.62	0.606
Employees are informed about decisions that affect their work.	4.69	0.502
Organizational goals and policies are clearly communicated.	4.78	0.436

Communication between management and employees is honest.	4.61	0.526
Employees can freely ask questions and receive clear answers from management.	4.71	0.495
Transparency improves trust within the organization.	4.65	0.497

Source: IBM Statistical Package for the Social Sciences (SPSS) Statistics Version 26

4.2.4. Descriptive Analysis of Sustainability Practice

From the results one can understand respondents have a positive opinion for the sustainability practices of the organization. All the statements has a high mean score that is between 4.61 to 4.76 which showed that respondents had a good agreement with the organizations' sustainability practice. The statement of with 'economic performance is balanced with social and environmental concerns' had the highest mean value that is 4.76 and std. deviation of 0.448. This indicates that respondents thought that the organizations prioritize social responsibility, and environmental protection. Likewise the rest two statements which are 'the organization promotes sustainability awareness among employees' and 'the organization considers social responsibility in its activities' both received a high mean values of 4.72 and standard value of 0.491 which indicates sustainability practice is greatly encouraged throughout the organization.

In addition to that respondents agreed that environmental sustainability is included into organizational operations with a mean value of 4.70 and standard deviation of 0.551. Again, employees acknowledged that the organizations' success in the long term is influenced by the policies of sustainability policies with a mean value of 4.65 and standard value of 0.497.

The statement 'management supports sustainable business practices' had the lowest mean value of 4.61 and standard value of 0.526 but still it shows that the managements involvement in sustainability practices are important. All the results indicates that the organizations have a significant commitment to environmental, social, and economic sustainability policies overall.

With the research of (Naween Weerasinghe, 2023), this study also align to the results. According to this study, productivity and operational efficiency have a correlation coefficient of 0.640 and 0.632 respectively which showed that they strongly positively and significantly correlated with

sustainability measures. This study shows that there is a substantial connections between sustainability practices and both productivity and operational efficiency, whereas the Neween's research found that sustainability practices explained 55.6% of organizational performance variation R^2 =0.556. Generally, both studies confirm s that sustainable practices are important for organizational performance to enhance organizational outcomes.

Table 4.4: Descriptive Statistics of Sustainability Practice

	Mean	Std. Deviation
Environmental sustainability is integrated into organizational operations.	4.70	0.551
The organization considers social responsibility in its activities.	4.72	0.491
Economic performance is balanced with social and environmental concerns.	4.76	0.448
Management supports sustainable business practices.	4.61	0.526
The organization promotes sustainability awareness among employees.	4.72	0.491
Sustainability practices contribute to the organization's long-term success.	4.65	0.497

Source: IBM Statistical Package for the Social Sciences (SPSS) Statistics Version 26

4.2.5. Descriptive Analysis of Productivity

Based on the result that is found from this study respondent' perceptions of the organizations' work performance and productivity are positive. All the statements are between a mean value of 4.68 to 4.81 which is high that gives an evidence that employees view productivity levels and progress well. The statement of 'technology and systems support productivity improvement' with a mean value of 4.81 and std. deviation of 0.439 had the highest mean value which indicates that employees feel that organizations operational methods and technology contribute can improve productivity and performance. The importance of employee competence in accomplishing organizational goals is confirmed by the respondents' agreement that workers

apply their talent to enhance productivity with a mean value of 4.74 and standard deviation of 0.519.

The statement ‘work output has improved overtime’ has also a high mean value of 4.73 and standard deviation of 0.487 which indicates that employees are aware of improvements that are ongoing in the performance on an organization. Similarly, for the statement of productivity goals are regularly met got a high mean value of 4.70 and standard value of 0.499 based on the respondents reply.

Even if the statement of ‘employees complete tasks efficiently’ had the lowest mean score, it demonstrates that a high degree of agreement is there among respondents about task efficiency. Generally it can be said as the organizations maintain a productive workplace with competent staff and efficient systems.

Table 4.5: Descriptive Statistics of Productivity

	Mean	Std. Deviation
Employees complete tasks efficiently.	4.68	0.557
Productivity targets are consistently met.	4.70	0.499
Work output has improved over time.	4.73	0.487
Employees effectively use their skills to improve productivity.	4.74	0.519
Technology and systems support productivity improvement.	4.81	0.439

Source: IBM Statistical Package for the Social Sciences (SPSS) Statistics Version 26

4.2.6. Descriptive Analysis of Operational Efficiency

The statements about effective operations and resource management are strongly agreed which is showed by the high values of mean. This tells the descriptive statistics from the respondents opinions are favorable on the organization’s operational efficiency. The high value of the mean is between 4.73 to 4.85. The statement of ‘continuous improvement practices enhance operational efficiency’ had the highest mean value from the other statements with the mean value of 4.85 and std. deviation of 0.403 which indicates that the respondents are strongly feel that a

continuous improvement initiatives greatly increase organizational performance. Likewise the statement of 'operational costs are controlled efficiently' has the other high mean value with a 4.78 score and std. deviation of 0.496 which indicated trust in the organization's capacity to control expenses.

By the agreement of the respondents' it is being demonstrated that the organizations' capacity to sustain timely operations, the work processes are performed within scheduled timeframes with a mean value of 4.77 and std. deviation of 0.463. In addition to this the efficient use of resources with a little waste got a mean value of 4.75 and std. deviation of 0.478 which indicates that workers believe that the organizations are making a good use of their resources.

The other statement which is 'organizational processes are efficient and well structured' had the lowest mean value but still had a highly value with a mean value of 4.73 and std. deviation of 0.540. in general all the results suggest that the organizations have a strong continuous improvement culture, efficient usage of resource, and efficient operating procedures.

Table 4.6: Descriptive Statistics of Operational Efficiency

	Mean	Std. Deviation
Organizational processes are efficient and well structured.	4.73	0.540
Resources are used effectively with minimal waste.	4.75	0.478
Work processes are completed within planned timeframes.	4.77	0.463
Operational costs are controlled efficiently.	4.78	0.496
Continuous improvement practices enhance operational efficiency.	4.85	0.403

Source: IBM Statistical Package for the Social Sciences (SPSS) Statistics Version 26

4.3. Inferential Analysis and Hypothesis

The degree of relationship between two variables is measured by the bivariate analysis that is called Pearson's coefficient of correlation or 'r' in short. This Pearson correlation coefficient is

used to examine the relationship between variables which indicates how far away all of data points are from this line of best fit. The Pearson correlation coefficient 'r' can be anything between +1 and -1. And a value of zero implies that the two variables have no relationship (Patrick Schober, 2018)

The correlation coefficient magnitude can be interpreted as; if the correlation coefficient is between 0.1 and 0.20, it is minor correlation; if it is between 0.20 and 0.40, it is a weak relationship; if it is between 0.4 and 0.7 it is moderate; if it is between 0.70 and 0.9, it is a significant relationship, and if it is between 0.9 and 1, it is a very high correlation or has a very strong correlation between variables.

Table 4.7: The Pearson rank correlation coefficient value vs. Strength of Relationship

Coefficient value	Strength of Relationship
0.0 – 0.19	Very Weak
0.20 – 0.39	Weak
0.40 – 0.7	Moderate
0.7 – 0.90	Strong
0.90 – 1.0	Very Strong

Table 4.8: Correlation Analysis

	Employee Development	Transparency	Sustainability Practice	Productivity	Operational Efficiency
Employee Development	1				
Transparency	.748**	1			
Sustainability Practice	.660**	.554**	1		
Productivity	.605**	.501**	.640**	1	
Operational Efficiency	.689**	.563**	.632**	.857**	1

Source: IBM Statistical Package for the Social Sciences (SPSS) Statistics Version 26

Therefore, in this research Pearson Coefficient which is used to examine the relationship between the three independent variables that are employee development, transparency, and sustainability practices. And with dependent variables of productivity and operational efficiency which has been tested by using two tailed test of statistical significance at the level of 99%. Because of each variables has a perfect positive linear relationship with itself, the correlation coefficients on the main diagonal are always 1.0.

Based on the answer of the respondents the correlation between the variables are summarized below. And the above table 4.8 shows the overall Pearson product moment correlation matrix for employee development, transparency, sustainability practice with dependent variables of productivity and operational efficiency. This implies:

4.3.1. The Effect of Employee Development on Productivity and Operational Efficiency

Productivity and operational efficiency are correlated positively according to the analysis of the correlation with employee development. Both productivity and employee development have a significant positive link which is indicated by the Pearson correlation coefficient value of 0.605. and this will imply that increased productivity is related to the employee development which that contain training, skill development, and career promotion possibilities.

Likewise, employee development and operational efficiency are also positively correlated with a significance value of 0.000 and Pearson correlation coefficient value of 0.689. This shows that if organizations invest in the growth and development of their employees, they have the tendency to achieve effective operations, better resource usage and improvement of workflow performance.

Again form the table one can understand that there is a good correlation between productivity and operational efficiency with the value of $r = 0.857$. And from this value it is clear that higher production has a substantial effect on enhanced operational efficiency inside the organizations. Furthermore, there is a good correlation between sustainability practice and employee development with the r value of 0.660 and for transparency with r value of 0.748 that shows that organizations which prioritize employee development will also support sustainable practices and

transparent communication. Generally, the results demonstrate that organizations can increase their performance by investing in training of staff and learning opportunities.

4.3.2. The Effect of Transparency on Productivity and Operational Efficiency

The correlation results tell that operational efficiency and productivity are positively correlated with transparency. Increasing productivity has an effect on transparency within a company which is demonstrated by the Pearson correlation coefficient of 0.501. Also, transparency and operational efficiency have a positive association that is shown by Pearson correlation coefficient of 0.563. Conclusion can be drawn as in order to enhance both productivity and operational efficiency, transparency is needed as it can be described by the positive association between them.

4.3.3. The Effect of Sustainability Practice on Productivity and Operational Efficiency

As the data shown both productivity and operational efficiency, they both are appeared to be positively correlated with sustainability practices. When separately being seen, productivity and sustainability practices have positive relationship with 0.01 significant level and this also can be described by the Pearson correlation coefficient with the value of 0.640 which tells that is organizations can adopt sustainability practices they have the tendency to increase productivity.

When in the case of operational efficiency and sustainability practice, the results show that they also have a good relation that can be described by the Pearson correlation coefficient value of 0.632 which shows a positive connection between the two. And from this one can understand that if there is a operational efficiency in an organization, there is a big chance to have a better sustainable practice like better use of resource, having less waste, and better financial saving. In conclusion, the results show that sustainable practices are important in order to improve organizational performance in the way of productivity and operational efficiency.

4.4. Regression Analysis

In order to analyze the relationship between one or more independent variables and dependent variables, one can use a statistical method that is called regression analysis. It is used to assess how much change in the independent factors influence the dependent variable and estimate results based on these correlations. Likewise, in this study regression analysis was used to

evaluate how the dependent variables which are productivity and operational efficiency, impacted by the independent variable which are employee development, transparency and sustainability practice. A number of assumptions like linearity, normality, homoscedasticity, multicollinearity and independence or autocorrelation have been observed in order to check the validity and reliability of the regression result. Linearity tells the relationship between the two variables which are independent and dependent follow a straight line pattern. And in the case of normality it indicates that whether the error distribution is normal or not. And for homoscedasticity it expresses that the alteration of a variable remains constant across all levels of independent variable. For multicollinearity which should not be present during the test states independent variables should not be extremely correlated with each other. For the last assumption that is independence, it tells that a one observation's error must not influence another observation's error. Without the fulfillment of these assumptions, a regression analysis could not be done.

H_1. There is a significant relationship between leadership commitment to transparency and productivity in beverage companies.

Source: IBM Statistical Package for the Social Sciences (SPSS) Statistics Version 26

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)	9.283	2.392		3.881	.000	4.541	14.025
	Transparency	.512	.085	.501	6.023	.000	.344	.681

a. Dependent Variable: Productivity

Table 4.9: Regression Analysis of Transparency and Productivity

When it is being investigated by using regression analysis of the impact of leadership commitment to transparency on productivity in the three organizations, it has been found that there is a significant correlation between the two. And this can be proved by the above table which is the result of the regression analysis of both transparency and productivity. According to the result of unstandardized coefficient or B, production is predicted to increase by 0.512 units when there is an increment for every unit in transparency.

In the same way, β or the standardized coefficient results appears to 0.501 that shows productivity is affected by transparency in a significant way. The range of the 95% confidence interval which is from 0.344 to 0.681, also indicates that there is a good relation between the two as it did not include zero. The importance of the link was confirmed in advance by the coefficient's 95% confidence interval, which did not include zero and ranged from 0.344 to 0.681. Thus, the study comes to the conclusion that productivity in beverage companies is significantly enhanced by leadership commitment to transparency.

H_2. Leadership commitment to employee development has a major effect on productivity and operational efficiency in beverage companies.

Source: IBM Statistical Package for the Social Sciences (SPSS) Statistics Version 26

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)	5.595	2.292		2.441	.016	1.052	10.138
	Employee Development	.639	.081	.605	7.898	.000	.479	.800

a. Dependent Variable: Productivity

Table 4.10: Regression Analysis of Employee Development and Productivity

From the regression analysis of the above table which has been done for employee development and productivity, the results indicate that there is a positive relation between the two. It can be further elaborated by the result of B or unstandardized coefficient of 0.639, which tells that productivity increased by 0.639 units when there is increment for every unit of employee development. Likewise the standard coefficient or β value of 0.605, shows that productivity can be affected by employee development. Again the 95% confidence interval also tells the interval is in between of 0.479 and 0.800 that excludes zero, indicates productivity can be improved by employee development.

Source: IBM Statistical Package for the Social Sciences (SPSS) Statistics Version 26

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)	4.851	1.932		2.512	.014	1.023	8.680
	Employee Development	.674	.068	.689	9.874	.000	.538	.809
a. Dependent Variable: Operational Efficiency								

Table 4.11: Regression Analysis of Employee Development and Operational Efficiency

As the above table tells the regression analysis result for employee development and operational efficiency, both of them have a good association. And this can be expressed by the value of B or unstandardized coefficient of 0.674 that tells operational efficiency has a tendency to increase by 0.674 units for every unit increment of employee development. Also the value of β 0.689, point out that operational efficiency can be affected by employee development. And for the 95% confidence interval which is between 0.538 and 0.809 shows operational efficiency can be improved by employee development.

H_3. Leadership commitment to sustainability practices significantly contributes to the operational efficiency of beverage companies.

Source: IBM Statistical Package for the Social Sciences (SPSS) Statistics Version 26

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)	7.031	1.994		3.525	.001	3.077	10.984
	Sustainability Practice	.598	.071	.632	8.470	.000	.458	.738
a. Dependent Variable: Operational Efficiency								

Table 4.12: Regression Analysis of Sustainability Practice and Operational Efficiency

As the above regression analysis for sustainability practice and operational efficiency shows, they both have a good relation which can be expressed by the value of beta, unstandardized coefficient and 95% confidence interval. From the result of unstandardized coefficient or B value of 0.598, operational efficiency can be increased by 0.598 for every unit increment of sustainability practices.

Source: IBM Statistical Package for the Social Sciences (SPSS) Statistics Version 26

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)	1.418	2.353		.603	.548	-3.248	6.084
	Employee Development	.304	.126	.287	2.416	.017	.055	.553
	Transparency	.054	.110	.053	.490	.625	-.164	.271
	Sustainability Practice	.431	.097	.422	4.448	.000	.239	.624
a. Dependent Variable: Productivity								

Table 4.13: Regression Analysis of Productivity and All Independent Variables

Based on the above table, from the multiple regression it can be possible to generate an equation of regression by using unstandardized coefficients (B).

Regression Equation

$$Y= 1.418 + 0.304\ X_1 + 0.054\ X_2 + 0.431\ X_3$$

Where:

- Y= Productivity
- X_1= Employee Development
- X_2= Transparency
- X_3= Sustainability Practice

For hypothesis one, when the effect of the other variables were considered like employee development and sustainability practice, transparency will have a weak positive effect on productivity with beta value of 0.054 and significance of 0.625 which was not statistically significant. This can tell that transparency did not significantly contribute to productivity when the effects of the two variables were considered.

And likewise for hypothesis two, leadership commitment to employee development has a major or positive effect on productivity with the value of beta 0.287 and significance level of 0.017. The coefficient of X_1 or employee development is telling that a one unit increase in it will increase productivity by 0.304 units.

Source: IBM Statistical Package for the Social Sciences (SPSS) Statistics Version 26

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)	1.880	2.048		.918	.361	-2.180	5.940
	Employee Development	.428	.109	.438	3.913	.000	.211	.645
	Transparency	.061	.095	.065	.644	.521	-.128	.251
	Sustainability Practice	.291	.084	.307	3.445	.001	.123	.458
a. Dependent Variable: Operational Efficiency								

Table 4.14: Regression Analysis of Operational Efficiency and All Independent Variables

Based on the above table, from the multiple regressions it can be possible to generate an equation of regression by using unstandardized coefficients (B).

Regression Equation

$$Y= 1.880 + 0.428\ X_1 + 0.061\ X_2 + 0.291\ X_3$$

Where:

- Y= Operational Efficiency
- X_1= Employee Development
- X_2= Transparency
- X_3= Sustainability Practice

For hypothesis two, from the above multiple regression leadership commitment to employee development has a positive effect on operational efficiency. This can be demonstrated by the value of beta 0.438 and significance level of 0.001 which was the strongest predictor of operational efficiency.

And the coefficient of X_1 or employee development with the value of 0.428 indicates that a one unit increase in it leads to increase of operational efficiency by 0.428 units by considering other factors are constant.

And for hypothesis three, again from the above table it can be said that leadership commitment to sustainability practice has a major effect on operational efficiency. By making a reference of

beta with the value of 0.307 and significance level of 0.001, it is visible that it had a significant positive effect on operational efficiency. The coefficient of the sustainability practice or X_3 can demonstrate a one unit increase in the sustainability practice increase operational efficiency by units of 0.291.

Hypothesis	Significant
H_1: There is a significant relationship between leadership commitment to transparency and productivity in beverage companies.	Not Significant
H_2: Leadership commitment to employee development has a major effect on productivity and operational efficiency in beverage companies.	Significant
H_3: Leadership commitment to sustainability practices significantly contributes to the operational efficiency of beverage companies.	Significant

Table 4.15: Hypothesis Summarization

The analysis of the regression that is done in this paper showed that both employee development and sustainability practices have a positive significant effect on the performance of organization which is measured by productivity and operational efficiency. And from this one can understand that increasing of employee development and implementation of sustainability practices can bring a significant outcome in organizational improvement. Even if, transparency also has a positive relationship with productivity and operational efficiency in the analysis of correlation, it didn't have a significant impact on the regression analysis which is considered with the other two independent variables. And this can indicate that transparency by it self may not be predictor for the performance of an organization which is after adjusting the effect of employee development and sustainability practices.

When it comes to in comparison regarding on the findings of employee development it is found to be consistent with the study of (Edirisinghe, 2019) on the way of training and development practices can be influenced by employee performance. The previous study reported as training methods are explained 63.7% with the variation in employee performance of R^2 value of 0.637

which tells the importance of employee development on the result of an organization. In the same way, this paper also found that employee development can affect both productivity and operational efficiency.

In the case of sustainability practice, the study of (Naween Weerasinghe, 2023) examined the relationship between sustainability practices and the performance of an organization which finally got sustainability practices explained in 55.6% with the variation of organizational performance of R^2 value of 0.556 which indicates a positive relationship on organizational performance.

However in the case of transparency variable the findings on this paper and the previous study differs. As (Ibini, 2020) investigated, transparency has a significant relationship with that of performance of an organization. But this paper found that from the result of the regression analysis, transparency didn't have a significant effect on both the dependent variables which are productivity and operational efficiency. And the reason for this can be that transparency may be related with the performance of an organization when it is examined by itself or independently but may not be associated when it is considered with the other two independent variables which are employee development and sustainability practice. Therefore from this result one can understand that transparency may not have a direct influence on productivity and sustainability practice from the finding of current study.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This chapter gives recommendations for the future project researchers with the conclusion of the study findings that were showed in the earlier data analysis and presentation.

5.2. Summary of Major Findings

This study examined the effect of leadership commitment on organizational performance by focusing on three key dimensions which are employee development, transparency, and sustainability practices, and it includes their relationship with productivity and operational efficiency. The correlation analysis was lead using data collected from 110 respondents.

The results show that the success of organizations is positively associated with all sides of leadership commitment. Productivity and operational efficiency showed a good relation with employee development which indicates that organizations which invest in employee training and related things have the tendency to get a good performance. There is also a good relation between transparency, productivity and operational efficiency which shows that by using transparency, an organization can enhance its productivity and operational efficiency. Similarly, sustainability practice also has a good relation with operational efficiency and productivity which indicates, companies which believed and implement sustainable practices can improve their operational efficiency and productivity. Generally it can be said as leadership commitment can improve organizational performance.

The regression analysis showed that productivity can be affected by leadership commitment in to employee development, which means if an organization invest for employee development there is a chance to see enhancement in productivity. In the same way operational efficiency found to be positively affect by employee development which indicates that improvement in employee development will lead to improvement in operational efficiency. Also, operational efficiency can improved by sustainable practice which shows that organizations that successfully implement sustainable practices can have a better operational efficiency.

5.3. Conclusion

By evaluating the connections between the dependent and the independent variables, which hare employee development, transparency, sustainable practices, productivity, and operational efficiency, this study investigated the impact of leadership commitment on organizational performance. The results showed that there are a positive relationship between organizational performance variables and leadership commitment. And this can elaborate the importance of leadership commitment in the improvement of productivity and operational effectiveness. Based on the findings for employees to carry out their job in a good way there must be a providing of information and skill development program for the employees in order to increase productivity and operational efficiency.

The overall finding of the study specifies that success of the organization is altered by leadership commitment. In an organization if leaders can actively upkeep employee development, transparency and sustainability practice, there is more likely a chance to attain or achieve a higher level of productivity and operational efficiency.

5.4. Recommendation

Offering of training, mentoring and skill development is crucial to enhance employees' abilities, knowledge and competencies which organizations should invest in the ongoing of employee development initiatives to increase leadership commitment that this program can lift productivity, increase operational effectiveness and can develop employee performance. Sustainable practices should also be included in an organization in to their operational and strategic activities. Plus, leaders should support initiatives such as encouragement of use of resources effectively, minimization of waste, environmental responsibility and long term organizational sustainability.

According to the report it is advisable that is leaders of organizations routinely evaluate and check the success of their opportunities to enhance employee development, transparency slightly and sustainability practices. Likewise policy makers and stakeholders of organizations should create a framework and also rules that can support leadership commitment to the way of employee development, transparency, and sustainability practice. This is because this regulations have a probable to raise an situation that is favorable to organizational development and a good

performance. Even if one of the independent variable which is transparency was not found to have a significant effect on productivity, continuing of promoting clear information sharing is essential for organizations in order to create strong trust, good employee engagement and better organizational culture.

5.5. Suggestion for Future Researches

For future studies in order to improve the results generalizability and to provide a more understanding of leadership commitment in how it is affect organizational performance in different context, it is encouraged to extend the scope of the study by integrating a larger size of sample and a varied range of organizations from different kind of industries.

In the leadership commitment additional aspects like employee empowerment, support of innovation, ethical leadership, strategic vision and employee engagement can be used which of examining these aspects has a potential to offer a more deep understanding of leadership performances that have the main effect on organizational success.

Additionally, using longitudinal methodologies is important in order to investigate and answer how leadership commitment impacts organizational performance over time. Because, this has the ability to allow a deep knowledge in the effects of long term leadership practices on productivity and operational efficiency. Moreover, in the future studies investigation of mediating and moderating elements which can affect the connection between organizational performance and leadership commitment is useful.

Lastly, Identifying variations in leadership style and how those variations affect organizational performance can be considered by taking comparative research between small, medium and big businesses along with between public and private sector companies. As well, using mixed method approaches of research like surveys, interviews and case studies which can integrate quantitative and qualitative techniques would give a good understanding and awareness of how leadership commitment affects organizational performance.

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Appendix for Collection Instrument

***Questionnaire Title**:* The Effect of Leadership Commitment on Organizational Performance

Introductory Statement (For Respondents)

Dear Respondent,

This survey is a component of a scholarly study that looks at how leadership commitment affects organizational performance. Your involvement is entirely voluntary, and any information you submit will be kept completely private and used only for academic research. There are no correct or incorrect responses. Please provide an honest response based on your experience working for the company. It will take only 10-15 minutes to complete this questionnaire.

I appreciate your cooperation.

Instructions

Please read each statement carefully and indicate your level of agreement by ticking (√) the appropriate option.

Scale

1= Strongly Disagree

2= Disagree

3= Neutral

4= Agree

5= Strongly Agree

Section A: Demographic Information

Please tick (√) the option that is best describes you.

Gender

☐ Male ☐ Female

Age Group

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

Highest Educational Qualification

- ☐ Diploma
- ☐ Bachelor's Degree
- ☐ Master's Degree
- ☐ PhD
- ☐ Other (Please specify): _____

Current Position in the Organization

- ☐ Operational staff
- ☐ Supervisor
- ☐ Middle management
- ☐ Senior management

Department

- ☐ Production/ operations
- ☐ Quality/ Laboratory
- ☐ Human Resources
- ☐ Finance
- ☐ Supply Chain/ Logistics
- ☐ Other (Please specify) _____

Year of Experience in the Organization

- ☐ Less than 2 years

☐ 2-5 years

☐ 6-10 years

☐ More than 10 years

Section B: Employee Development

	Strongly Disagree (1)	**Disagree (2)**	**Neutral (3)**	**Agree (4)**	**Strongly Agree (5)**
The organization provides regular training programs for employees.					
Employees are encouraged to learn new skills related to their job.					
Management supports employee career advancement.					
Training programs improve employees' job performance.					
Employees are given opportunities to develop leadership and professional skills.					
The organization invests in long-term employee development initiatives.					

Section C: Transparency

	Strongly Disagree (1)	**Disagree (2)**	**Neutral (3)**	**Agree (4)**	**Strongly Agree (5)**
Management openly shares important organizational information.					
Employees are informed about decisions that affect their work.					
Organizational goals and policies are clearly communicated.					
Communication between management and employees is honest.					

Employees can freely ask questions and receive clear answers from management.					
Transparency improves trust within the organization.					

Section D: Sustainability Practices

	Strongly Disagree (1)	**Disagree (2)**	**Neutral (3)**	**Agree (4)**	**Strongly Agree (5)**
Environmental sustainability is integrated into organizational operations.					
The organization considers social responsibility in its activities.					
Economic performance is balanced with social and environmental concerns.					
Management supports sustainable business practices.					
The organization promotes sustainability awareness among employees.					
Sustainability practices contribute to the organization's long-term success.					

Section E: Productivity

	Strongly Disagree (1)	**Disagree (2)**	**Neutral (3)**	**Agree (4)**	**Strongly Agree (5)**
Employees complete tasks efficiently.					
Productivity targets are consistently met.					
Work output has improved over time.					
Employees effectively use their skills to improve productivity.					
Technology and systems support productivity improvement.					

Section F: Operational Efficiency

	Strongly Disagree (1)	**Disagree (2)**	**Neutral (3)**	**Agree (4)**	**Strongly Agree (5)**
Organizational processes are efficient and well structured.					
Resources are used effectively with minimal waste.					
Work processes are completed within planned timeframes.					
Operational costs are controlled efficiently.					
Continuous improvement practices enhance operational efficiency.					