

THE EFFECT OF LEADERSHIP STYLE ON ORGANIZATIONAL CHANGE MANAGEMENT: THE CASE OF BANK OF ABYSSINIA S.C.

BY: CHRISTINA SOLOMON

A PROJECT SUBMITTED TO ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER'S IN BUSINESS LEADERSHIP PROGRAM

ADVISOR: ABDUREZAK M. (PHD)

JUNE 2022

ADDIS ABABA, ETHIOPIA



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Statement of Declaration

I, Christina Solomon, hereby declare that this research project, The Effect of Leadership Style On Organizational Change Management: The Case of Bank of Abyssinia S.C., which I submitted for acquiring a Master's Degree in Business Leadership, is my original work and has not been presented for any other programs by any other university or institution. Any other sources used in this project have been properly recognized.

Declared By _____

Signature _____

Date _____

Statement of Certification

This is to certify that Christina Solomon's research project work on the topic "The Effect of Leadership Style on Organizational Change Management: The Case of Bank of Abyssinia S.C." is original and eligible for submission for a Master's Degree in Business Leadership.

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Addis Ababa University School of

Commerce Department of Business

Leadership

Board of Examination Sheet

THE EFFECT OF LEADERSHIP STYLES ON ORGANIZATIONALCHANGE MANAGEMENT: THE CASE OF BANK OF ABYSSINIA S.C.

BY CHRISTINA SOLOMON

Approved by the Board of Examiners:

Advisor	Signature	Date
Internal Examiner	Signature	Date
External Examiner	Signature	Date

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ABSTRACT

The purpose of this study is to analyze the effect of leadership style on organizational change management: the case of Bank of Abyssinia. On the literature review, five key leadership styles (Transformational, Transactional, Authoritarian, Laissez-faire and servant leadership styles) are identified as indicators of organizational change management. The study used descriptive and explanatory research design and adopted a quantitative research approach. Data is collected through a self-administered questionnaire from a sample employees of 241, that was selected from different departments found in the head quarter of the bank using stratified sampling technique. The collected data is analyzed by using the Statistical Package for Social Sciences (SPSS v25) software. The relationship between the independent variables (Leadership styles) and dependent variable (Organizational Change management) is proven by using correlation and multiple regression analysis. The finding revealed that only Transformational, Servant and Transactional leadership styles have a significant and positive effect on the organizational Change Management at Bank of Abyssinia. Following the finding the study recommended that the bank's management apply more of transformational leadership style and together with other leadership styles as needed in order to successfully manage change.

Keywords*:* *(Leadership style, Change management, Transformational leadership, Transactional leadership, Authoritarian leadership, Laissez faire and servant leadership styles)*

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LIST OF ACRONYMS

TF	Transformational leadership
TA	Transactional Leadership
AT	Authoritarian Leadership
LF	Laissez faire Leadership
SR	Servant Leadership
BOA	Bank of Abyssinia
SPSS	Statistical Package for Social Science
VIF	Variance inflation factor
St. Dev	Standard Deviation

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CHAPTER ONE

INTRODUCTION

Chapter one discusses the study's background, background of the organization, statement of the problem, research objective, research questions, research hypothesis, significance of the study, scope of the study, limitation of the study, definition of terms and organization of the paper.

1.1. Background of the Study

"The only thing that is constant is change and the only thing we can be certain about is that everything changes" (Rosén, 2014). Change is inevitable and whether we like it or not everything changes. If we decide to stay the course and not to change much of our work will quickly become outdated and irrelevant. To stay relevant and make a true difference we must work our way out of the current quagmire of illusions in which we are stuck (By, 2020).

Change management has been defined as 'the process of continually renewing an organization's direction, structure, and capabilities to serve the ever-changing needs of external and internal customers' (Moran and Brightman, 2001). According to Burnes (2004) change is an ever-present feature of organizational life, both at an operational and strategic level. Therefore, there should be no doubt regarding the importance to any organization of its ability to identify where it needs to be in the future, and how to manage the changes required getting there. Consequently, organizational change cannot be separated from organizational strategy, or vice versa (Burnes, 2004; Rieley and Clarkson, 2001). Due to the importance of organizational change, its management is becoming a highly required managerial skill (Senior, 2002). Graetz (2000) goes as far as suggesting 'Against a backdrop of increasing globalization, deregulation, the rapid pace of technological innovation, a growing knowledge workforce, and shifting social and demographic trends, few would dispute that the primary task for management today is the leadership of organizational change.' According the Thomas G. Cummings and Christopher G. Worley (2009), after understanding the need for change, organization members begin planning and subsequently implementing the changes necessary to improve organizational effectiveness and performance.

A company's ability to adapt to any sort of change is critical in today's dynamic economy (Čater, Lang, & Szabo, 2013). Therefore, being able to manage change will lead to organizational success. Financial institutions like Banks are operating in a very dynamic marketplace today and this requires the ability to choose the right change opportunities while demonstrating the necessary degree of flexibility to meet the fluid requirements of the organization over time (Barbaroux, 2011). The ability to select change management initiatives that are aligned with the organizations strategic direction is fundamental for success. The world of banking and finance has been in a state of constant change. On the one hand, heightened regulations pose a significant challenge; on the other, customer behavior has changed massively (Kaiser & Ringlstetter, 2010).

Ethiopia's banking business is a hotbed of rivalry. As a result, change has become the standard in the sector. When challenges of change are mentioned, the leadership, which is the engine that drives change implementation and management of change is also raised. The link between leadership style and implementation of change management practice in the banking industry of Ethiopia, is a topic that has not been well investigated via empirical study.

Gill (2002) claims that change needs an effective leadership to be well implemented and maintained. Gill (2002) argue that combining an understanding and translation of vision, values, and strategy with inspiration promotes a more sustainable transformation approach within an organization. However, most academics, according to Khan (2016), argue that 70 percent of organizational changes fail to achieve their objectives due to inadequate leadership styles, which is because leadership always plays a specific role in putting a change platform in place and managing a change.

According to Hassan (2019), the mainly mentioned leadership styles are, transformational leadership, transactional leadership, authoritarian leadership, Laissez-faire leadership and servant leadership. These leadership styles have their own distinctive features and means of application. The reason behind choosing these leadership styles is the fact that they are the most common leadership styles practiced throughout the globe, and if this study develop any ideology, it can improve the implementation of the organizational change management for further and bring further success to organizations.

As a result, the focus of this project is on determining the impact of leadership style on implementation of change management in the case of Bank of Abyssinia S.co. As a result, transformational leadership, transactional leadership, authoritarian leadership, laissez- faire leadership and servant leadership style are among the leadership styles was examined with this goal in mind. The reason behind choosing Bank of Abyssinia head quarter as a target population is because the structure of decision making is becoming centralized to the head of the organization.

1.2. Statements of the problem

To address and manage distinct organizational difficulties, scholars suggest a number of leadership theories and leadership styles. While defining and discussing various aspects of leadership, Wasim et al (2010) pointed out that some of these traits are more important than others, which a leadership should possess in order to effectively handle the phenomena of organizational transformation. Wasim et al (2010) stated that leadership and organizational transformation are intrinsically linked and frequently addressed together. With this in mind, the research attempts to address concerns about the link between leadership styles and implementation of organizational change management.

However, according to Khan (2016), numerous experts claim that more than 70 percent of organizational changes fail to achieve their goals due to poor leadership style practice in a company, because leadership plays a critical role in establishing a change platform and managing change. This study has tried to contribute data-based information on the effects and severity of leadership styles on the implementation of organizational change management. The researcher hopes to identify implications for future research on the effect between leadership styles and the implementation of organizational change management in this study.

Even though several studies on the effect of leadership styles on organizational performance, engagement, organizational commitment, and change management have been conducted, so far, to the best of the researchers knowledge no previous researches have been directly addressed on how leadership styles affect the implementation of organizational change management in the banking industry of Ethiopia specifically Bank of Abyssinia.

As a result, by analyzing the effect of leadership styles on the implementation of organizational

change management at Bank of Abyssinia, this study seeks to fill a research gap by addressing a research void. The outcomes of the study are intended to boost the bank's productivity and efficiency.

1.3. Objectives of the Study

1.3.1. General Objective

The project's general objective is to test the effect of leadership styles on the implementation of organizational change management in the case of Bank of Abyssinia.

1.3.2. Specific Objectives

The specific objectives of the study are:

1. To evaluate the leadership styles practiced at BOA.
2. To analyze the relationship between leadership styles and the implementation of organizational change management.
3. To investigate the degree of effect of the leadership styles on the process of change in BOA.

1.4. Research Hypothesis

The following hypothesis are developed and tested to examine the effect of leadership style on organizational change management.

H_1: Transformational leadership style significantly and positively affects the implementation of change management in case of BOA

H_2: Transactional leadership style significantly and positively affects the implementation of change management in case of BOA

H_3: Authoritarian leadership style significantly and positively affects the implementation of change management in case of BOA

H_4: Laissez faire leadership style significantly and positively affects the implementation of change management in case of BOA

H_5: Servant leadership style significantly and positively affects the implementation of change management in case of BOA

1.5. Significance of the Study

The findings of the study are intended to help all Ethiopian commercial banks and stakeholders

by raising knowledge of the effect of leadership styles on the implementation of organizational change management. Leaders may also benefit from the study because findings could guide them in prioritizing the appropriate leadership style. The finding of the study may further act as reference data for other researchers. Moreover, the study's overarching purpose is to contribute to the frame of knowledge in the field of leadership style and change management.

1.6. Scope of the study

The project paper will attempt to explore the effect of leadership style on the implementation of organizational change management in the case of Bank of Abyssinia. The scope of the study is delimited to the head office of Bank of Abyssinia. Accordingly, the study specifically will be focusing on the effect of leadership styles (Transformational, Transactional, Authoritarian, Laissez faire and servant leadership styles) as the independent variable among other leadership styles. The reason behind selecting these leadership styles, according to Hassan (2019), is because they are the most common leadership styles practiced throughout the globe, and if this study develop any ideology, it can improve the implementation of the organizational change management for further and bring further success to organizations.

1.7. Limitation of the study

The researcher had difficulties in gathering data because of unwillingness of some of the respondents, therefore, the researcher was only able to collect 84% the sample size computed. Moreover, shortage of time was one of the obstacle faced when conducting the research project.

1.8. Definition of Key Terms

• **Transformational leadership:** is a leadership style that can inspire positive changes in those who follow.

• **Transactional leadership:** is a style of leadership that involves motivating and directing followers primarily through appealing to their own self-interest.

• **Authoritarian leadership** also known as autocratic leadership, is a management style in which an individual has total decision-making power and absolute control over his subordinates.

• **Laissez-faire leadership** is the type of leadership style that leaders takes a hands-off approach to leadership and gives others the freedom to make decisions. While leaders continue to give their employees with the resources and tools they require to thrive, they are generally absent from day-to-day operations.

• **Servant leadership** is one of the leadership styles which is aimed at providing service for respective people prior to leading.

• **Change management**: is a leadership competency for enabling change within an organization. It is also a strategic capability designed to increase the change capacity and responsiveness of the organization.

• **The Leadership Style** in this study refers to a leader's methods and behaviors when directing, motivating, and managing others.

1.9. Organization of the Paper

The report of the study contains five chapters. In the research project work, there is an introduction section at the beginning of each chapter. The introduction, background of the study and the organization taken as a case study, statement of the problem, the objectives of the research, research questions, the hypothesis developed, the significance of the study, scope of the research, the limitation of the research, and a chapter outline of the Project work are Topics and subtopics is incorporated in the first chapter. The review of related literature, Review of theoretical literature, review of the empirical literature and conceptual framework are included in the following chapter, Chapter Two. In Chapter Three, the methodology, design and approach of the study, Target population including the sampling methodology, research variables and measures, data collection and data analysis procedures are briefly discussed. Chapter Four presents the results of the study, the research findings, analysis and the interpretation of data gathered during the research survey. Finally, the summary, conclusions, and recommendations is discussed in chapter five.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

The purpose of this chapter is to improve the awareness of the theoretical and empirical concepts of leadership style and change management. As a result, this chapter attempted to explore literature that had been reviewed by a number of academics and researchers in a variety of studies in order to explain the dependent variable and the independent variable.

2.1. Theoretical Literature review

2.1.1. Concepts of Leadership

Leadership has been defined in various settings by a number of academics and authors. Leadership, according to Gary Yukl (2006), is the act of persuading others to understand and agree on what needs to be done and how it should be done, as well as the process of facilitating individual and communal efforts to achieve shared goals. According to Yukl (2010), leadership is the act of persuading others to understand and agree on what needs to be done, how it may be done successfully, and the process of assisting individual and collective efforts to achieve common goals. According to Bunmi (2007), 'leadership is a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organization goals'. Mullins (2004) further conceptualized a leader 'as a person who delegates or influencing others to act so as to carry out specified objectives'. Therefore, nowadays' organizations require effective leaders that can comprehend the difficulties of the fast changing global environment. In a situation wherein, the task is highly designed and at the same time the leader has good working relationship with the employees, then the success of the organization will be highly dependable on the employees, Nanjundeswaraswamy T. S. and Swamy D. R (2014).

2.1.1.1. Theories of Leadership

Management and business leadership were the foundations of early leadership theory. Despite this, the identification of traits associated with these theories can be found in various fields of study. As a result, comprehending these leadership theories may benefit in the research of leadership traits (Powell, 2011). As a result, the following leadership theories provide researchers a perspective and present leadership practices that may help educational leaders

better manage their institutions in a variety of settings. Great man and trait theories, behavioral theory, and contingency theory are some of the core leadership theories that have been evaluated.

Great Man and Trait Theories

Many theories of leadership have been identified by leadership researchers. The trait theory is the first theory of leadership we'll look at. Trait theory academics considered this theory a rationale for good leadership in the early days of leadership research. Leaders, according to trait theory, have specific characteristics. Trait theorists, in particular, believe that some people are born leaders. The trait approach evolved from the great-man theory as a means of identifying the key attributes of effective leaders. The notion was that identifying important characteristics would aid in the recruitment of leaders who possessed these traits (Bold, et.al, 2003; Powell, 2011).

Trait theory, according to Lisa Krekeler, distinguishes personal characteristics and personality as a set of qualities that classifies an individual's conduct (Krekeler, 2010). The attributes of a leader, according to Kessler, are a part of one's personality. Recognizing and comprehending the personality type of a leader is gaining traction among academics in the field of leadership. According to the Great Man theory, persons in positions of authority are deserving of their position because of their particular abilities. Furthermore, according to the theory, these characteristics are persistent over time and across various groups. As a result, it implies that all great leaders possess these characteristics, regardless of when and where they lived or what role they played in history.

The problem with the trait theory is that after several years of investigation, researchers were only able to identify a limited number of qualities. Although certain leadership qualities were discovered, the results were inconclusive (Bold, et al., 2003; Powell, 2011)

Behavior Theories

Behavioral theory advocates focus on what leaders do rather than their traits. Different patterns of conduct are observed by theorists and classified as leadership styles (Bold, et al., 2003). The behavioral approach isn't a fully developed concept because the behavioral method does not instruct leaders on how to act; rather, it describes the major aspects of their conduct (Northhouse, 2007). The behavioral approach reminds leaders that their actions toward people occur on a task and relationship level. Leaders can be task-oriented in some situations and relationship-oriented

in others, depending on the situation. Some constituencies, on the other hand, may require a lot of guidance, while others may want more nurturing and care.

These theories place a focus on leadership styles such as authoritarian, democratic, and laissez-faire, as well as task oriented and people oriented leadership. The leader's task orientation (initiating structure), people orientation (consideration), or both are studied in behavior theories.

Contingency Theories

The idea behind contingency theory is that conduct that works in one scenario may not work in another. Leaders modify their leadership style and amount of guidance to match the demands of followers in a given situation, according to contingency theory (Bold, et.al, 2003). For instance, some contingency may necessitate an authoritarian approach, while others may necessitate a more democratic approach (Bold, et.al, 2003). Contingency leadership underlines that leadership is composed of both a supportive component, and both must be deployed correctly in a given scenario,' (Northhouse, 2007). The leader examines constituents in contingency leadership to determine the level of direction or support the subordinate may require. Finally, the leader adapts his management style to the needs of his subordinates (Northhouse, 2007).

2.1.1.2. Types of leadership style

According to Oyetunyi (2006), a leader's leadership style is the manner he or she leads. Some leaders are more concerned with the task at hand than with the people with whom they work, while others are more concerned with their subordinates' relationships than with the task at hand. Leader effectiveness is determined by leadership style rather than leadership attributes. Style is linked to one's organizational behavior model. The leader's approach to interacting with and communicating with the organization's members helps to or detracts from the group's overall effectiveness. Leadership style has also been a challenging topic for organizational effectiveness. Therefore different leadership styles have been studied across several decades and in a modern days theory different scholars proposed leadership style. Hassan Elsan (2019), Mentioned leadership styles are, transformational leadership, transactional leadership Authoritarian leadership, laissez-faire leadership, servant leadership, democratic leadership, strategic leadership, and bureaucratic leadership. These leadership styles have their own distinctive features and means of application. But this paper only focus on some of the above mentioned leadership styles.

A. Transformational leadership style

The concept of transformational leadership was a forerunner. James McGregor incinerates a political leadership book. He examines the distinctions between transactional and transformative leadership (Yukl, 2014). The term "Transformational leadership" refers to a leadership style that affects both individuals and their social systems. As a result of these tactics, positive changes in followers occur, which may be the result of a future leader (Kendrick, 2011). Further, transformative leadership appeals to employees' moral beliefs. This will eventually raise the followers' awareness and mobilize their energies to reform institutions (Yukl, 2014). Followers will experience trust, adoration, loyalty, and respect for their leaders if they use transformational leadership. Transformational leaders also inspire their people to go above and beyond what they expected.

Transformational leadership has been praised for its ability to reduce resistance to change by taking a personal approach to it. Resistance to change, as noted in the literature on change management, can stymie the effectiveness and long-term viability of change (Hayes, 2007). For businesses that must change in order to survive, resistance can be crippling. Employees are less likely to resist large-scale organizational change under the umbrella of transformational leadership, according to Oreg & Berson (2011). Change values were found to be positively related to the transformational leader's passion. As a result, this leadership style is effective at eliciting change, which is inspiring. This strategy may be appropriate during a large-scale transformation where employee confidence and trust are required. Transformational leadership, according to the literature on change management, supports several stages of the change process in order to guarantee that any change is deeply established in the firm's new culture. This sort of leadership, in particular, has been linked to a continuous, evolutionary process of change, which is seen to be most suited to this style.

Idealized influence, inspirational motivation, intellectual stimulation, and individual consideration are four components of transformational leadership outlined by Bass in the context of organizations (yolk, 2002). The transformational leadership style is built on inspiring others to go above and beyond what is asked of them by modeling these actions (Avolio, 2004, et al.)

1. Idealized influence: This displays the leader's charismatic personality, in which the leader acts as a powerful role model for followers and reflects their ideals by showing high ethical and moral standards (Hilali et al., 2012).

2. Inspirational Motivation: This type of leadership entails communicating high standards with emotional appeal and delivering relevant and demanding work to followers. One suggestion made by the author is to talk optimistically about the future (Avolio, 2004 et al.)

3. Intellectual Stimulation By creating a framework for followers to recognize how they link [to the leader, the organization, each other, and the objective], they can creatively overcome any hurdles that stand in the way of the mission.

4. Individual Consideration (Bass and Avolio, 2000). The degree to which the leader caters to each follower's needs, acts as a mentor or coach to the follower, and listens to the follower's worries and needs is referred to as individualized consideration.

B. **Transactional Leadership style**

Transactional leadership is a type of leadership that focuses on employee performance, monitoring, and organization. These types of leaders use rewards and sanctions as an exchange to keep their people on track. The transactional approach to leadership is a leadership style that directs followers toward the leader's self-interests. While transformational leadership is based on democratic principles, transactional leadership encourages people to succeed by aligning compensation with the company's overall strategic goals. An employee would be rewarded for facilitating new changes within the organization in the context of a change management program, but would be punished if they failed to operationalize the changes achieved. As a result, the leader's interactions with his followers are predicated on the attainment of larger organizational goals. This is a leadership style that is thought to achieve order in the face of change, as seen by the unambiguous articulation of change goals (Bono, Hooper & Yoon, 2012).

Transactional leaders see their followers as individuals with unique wants and motivations. Then they explain how these desires and motivations will be met in exchange for the followers' efforts. Transactional leaders can inspire followers to put out the effort required to attain desired levels of performance by defining the needs of followers and the consequences of their actions. To

exchange monetary prizes, praise, and resources, or to avoid disciplinary punishments, followers agree with, accept, or cooperate with the leader in transactional leadership (Bass, Jung, Avolio, and Berson, 2003; Avery, 2004).

C. Authoritarian leadership style

Early leadership research, such as the theoretical development of Great Man Theory, used a trait-based approach to leadership, arguing that there were features within a leader that made them successful. As a result, this theoretical viewpoint backed up the claim that leaders are born, not made (Hoffman, Woehr, Maldagen-Youngjohn & Lyons, 2011). Great Man theory, one of the oldest approaches to leadership, set the way for a study of the leader as a different entity from the rest of the company. Autocratic leadership approaches, on the other hand, fostered a separation between the boss and his subordinates. Autocratic leaders, on the other hand, enforce a style that is characterized by individual control over business choices.

The authoritarian style, as Hassan (2019) puts it, can be describe as the type of leadership where the head of the organization takes control of all decisions and commands processes and tasks to the organization. Authoritarian leadership is deeply dependent on discipline within the organization.

D. Laissez-faire leadership style

Luthans (2011) defines laissez-faire leadership as a surrender of responsibility and a refusal to participate in decision-making. Similarly, Robbins and Judge (2013) make the same claim as Luthans (2011). Laissez-faire leaders are uninvolved in their followers' and coworkers' work. As a result, justifying their leadership style in an organizational environment is difficult. Leaders that adopt the laissez-faire leadership style are generally regarded as inactive. Their attribution has a negative impact on the performance of their followers (Judge and Piccolo, 2004). Laissez-faire leadership styles appear to be a passive type of leadership, according to Hinkin and Schriesheim (2008), who concur with the preceding remark. People who exhibit this leadership quality are more inclined to maintain a social distance from their followers.

The laissez-faire leader, according to James and Collins (2008), is an excessively passive leader who is hesitant to influence subordinates' great independence, even to the point of turning over

his or her responsibilities. In some ways, this sort of excessively passive leadership denotes a lack of leadership.

A laissez-faire approach lacks leadership since the leader does not oversee the staff and over-delegates responsibilities to the point where the leader is completely unaware of any problems that arise. Employees will make decisions since the leader does not present a clear vision or set of objectives (Yahaya et al., 2011). When it comes to decision-making, however, the leader remains the accountable person in the organizational structure.

E. Servant Leadership style

Servant leadership is a style of leadership and attitude in which an individual engages with others to attain authority rather than power, whether as a manager or as a coworker. Managers should prioritize serving employees, according to Greenleaf (as referenced by Greenberg, 2013). Meeting the requirements of employees through providing service is the most effective strategy to maintain a healthy workplace environment. Instead than thinking of subordinates as existing to serve leaders, this frame of thinking sees leaders as existing to fulfill the needs of team members.

Additionally, Managers should prioritize serving employees, according to Greenleaf (as referenced by Greenberg, 2013). Meeting the requirements of employees through providing service is the most effective strategy to maintain a healthy workplace environment. Instead than thinking of subordinates as existing to serve leaders, this frame of thinking sees leaders as existing to fulfill the needs of team members.

F. Democratic Leadership Style

Lewin's study found that participative leadership, also known as democratic leadership, is generally the most effective leadership style. Democratic leaders offer guidance to group members, but they also participate in the group and allow input from other group members. In Lewin's study, children in this group were less productive than the members of the authoritarian group, but their contributions were of a much higher quality. In the same vein, McGregor, described this leadership style as benevolent, participative, and believing in people. He equated democratic leader to the Theory Y manager which is associated with increased follower productivity, satisfaction, involvement, and commitment (Hackman, Johnson, & Choi, 2007).

Democratic leadership, as the name implies, is an open and crystal clear concept of leading where the decision-making powers are distributed amongst the members of the organization; and contributions from all members are valued and their inputs in the formulation of the vision of the organization is encouraged, Hassan (2019).

G. Strategic Leadership style

Strategic leadership is the leader's aptitude mostly in anticipating, envisioning, maintaining flexibility, thinking strategically, and working with staffs with an aim of initiating change processes towards the organization's future. Strategic leaders are mostly at the intersection between operations and growth prospects of an organization. He/she accepts the burden of executive interests while ensuring that current working conditions remain stable for everyone else (Becker, 2020). Therefore, strategic thinking is known to support various employees at the same time. Being both a leader and a manager means having deep know-how of fundamental aspects such as, i) project management, ii) organizational skills, ii) managing staffs, and iv) monitoring employees' performance (Hein, 2013). Even so said, those who have mastered these skills are not yet complete transformational leaders. The skills are just the underpinning aspects which most transformational leaders rely on to be mostly effective. Generally, most organizations will develop strategic plans, then action plans meant to achieve preferred goals, hence the desired impact. It is important that contemporary organizations adapt a culture of innovation and creativity, and become a thinking organization, train and develop its employees to sustain organizational capacity in facing the future. With this aspect as the basis of discussion, there are several styles of leadership that influences employees' outputs and the overall organizational performance.

H. Bureaucratic leadership style

Bureaucratic management is originated from Max Weber, a German sociologist, philosopher, jurist, and political economist. As a sociologist, jurist, and political economist, he introduced bureaucracy to manage or administer the government. He considered bureaucracy as the most efficient and rational way of managing large organizations such as the government through a systematic process and organizational structure to maintain order (Mulder, 2017). By following the established rules, processes, procedures, and following the hierarchy of command, efficiency

can be attained and favoritism or nepotism can be avoided (Swedberg & Agewal, 2005). In short, bureaucratic management relies heavily on rules and procedures to ensure efficiency (CEoPedia, 2019), and often time these rules and procedures are seldom changed or revised. In its development, bureaucracy is not just being applied to manage the public organizations but it is also applied to any large private organization (Howard, 2012). Therefore the modern definition of bureaucracy is no longer referring to government organization alone but also refers to any form of organization. Nowadays, it simply means the rationalization of an organization which is marked by structure, formalized functions, and impersonality of human relations (Serpa & Ferreira, 2019).

Bureaucratic leadership styled as seldom effective because, they lead by the rules. However, this style of leadership might listen and consider the input of employees. Unlike autocratic leadership bureaucratic Leadership tends to reject an employee's input if it conflicts with the company's policy or past practices. Employees under this leadership style might not feel as controlled as they would under autocratic leadership, but there is still a lack of freedom in how much people are able to do in their roles. This type of leadership can quickly shut down innovation, and is absolutely not encouraged for companies who are pursuing ambitious goals and quick growth, Hassan (2019).

Alqatawenh (2018) remarks that organizations need to reflect on their patterns of leadership in the midst of the fast changes on the market in order to conserve their survival and sustainability. Therefore, it is necessary to have mindful leaders who should be conscious of the size of the challenges and the complexity of the administrative processes, which will enable them to discover the right leadership methods that can be capable of keeping abreast of developments. Thus, Smirnova (2015) expressed that leadership skills are exceptionally essential however, in order a change application to be successful, there is need for a great leader to follow certain process.

According to Gill (2002), "effective leadership is required to successfully implement and sustain change". Gill (2002) claims that combining an understanding and translation of vision, values, and strategy with inspiration promotes a more sustainable transformation approach within the organization. The authoritarian leadership, servant leadership, transformational leadership,

Laissez-faire leadership and transactional leadership theories are discussed in connection to change management in this study. As a result, it is stated that a situational leadership strategy is essential to assume the flexibility and adaptability required to promote change within the organization (Steers, Sanchez-Runde & Nardon, 2012).

2.1.2. The Concept of Change and Change Management

2.1.2.1. Change

As referred by Aravopoulou (2016), the idea 'change' has several meanings in a different context. It could be referred to the ideas like change, growth, regeneration and the like. Change could occur in individual, group, organization, industry and society level. Furthermore, its dimension could be from small to large, of course the focus of this research will be change on organizational level.

According to Warner Burke (2018), organizational change, in the context of organizational development, is defined as a planned process in an organization's culture through the utilization of behavioral science technology, research and theory. Richard Beckhard, the famous American organizational theorist, defined organizational change management in the context of the organizational development as an effort that is well planned, mostly organization wide, managed from the top to enhance the organizational effectiveness and health through planned interventions in the organization's processes using behavioral science technology. Planned changes are more related to management, in which management makes a conscious effort to achieve a goal. In planned change, strong commitment and a systematic approach are essential, and the most important factor in planned changes is that they are founded on the leader's vision and stated objectives. Changes may have an impact on the organizations' strategies, tasks, or factions.

2.1.2.2. Organizational change management

Organizational change refers to steps taken by a company or business to modify a major aspect of its operations, such as its culture, underlying technology or infrastructure, or internal processes. Organizational change management is the process of leveraging change to achieve a successful outcome, and it usually consists of three stages. Hritz (2008), pointed out the three

phases in change management, which are ‘adapting to change, controlling the change and lastly effecting the change’. The first stage expressed the individual preparedness and determination to adjust to the changes and their readiness to commit to the change. The second stage includes the control and implementation of the change in everyday life. Thirdly, to effect the change which means to endure the change and get familiar to it in lifetime.

The goal of organizational change management is to minimize the negative effects of any broad, structural changes in a business. Organizational change management, in particular, operates on both a micro and large scale. The top-down method to change management is utilized in the organizational change management process, whether it's requiring people to learn new skills, reallocating goals and responsibilities, or investing in new tools or software. Johnson et. al(2021).

The following are some change management models that might assist a company in accepting change. Lewin's change model, action research model, and positive model are some forms of planned change models, according to Christopher G. and Worley (2015), which are briefly described hereunder.

Kurt Lewin’s three-stage model

Kurt Lewin is widely considered the founding father of change management, with his unfreeze–change–refreeze or ‘changing as three steps’ regarded as the ‘fundamental’ or ‘classic’ approach to, or classic ‘paradigm’ for, managing change (Robbins and Judge, 2009). The study of change management has subsequently followed Lewin’s ‘the intellectual father of contemporary theories’. The three phases are discussed below.

A. Unfreezing: The first phase, 'unfreeze,' requires corporate organizations to recognize the need for change and, as a result, the current working process must be adjusted using a variety of methods that are relevant to contemporary pandemic conditions. In addition, communication about the change process has a significant impact and should be available to all members of the company (Lloyd and Walker, 2011). Unfreezing is sometimes come to happen by introducing information that shows inconsistencies between behaviors preferred by organization members and those currently exhibited behaviors which is known as the process of “psychological disconfirmation” (cummings, 2015, et.al).

B. Moving: The execution of the change phase in the second phase of the model entails incorporating the required modifications into the system, such that the work process must be handled in a new method for seamless operation in a pandemic environment. To do so, leaders need a conscientious perspective and the ability to clearly discern between the current situation and the next state. Identifying with a new role model or mentor and monitoring the surroundings for new acceptable information are two acts that can assist in making the adjustment (Ramanthan, 2009, et. al).

C. Refreezing: The final phase, refreeze, entails monitoring the modifications that have been made in order to perform a critical appraisal, as well as taking steps to remove any barriers that have created. This process is thought to assist stabilize the organization in a new state of equilibrium, according to (Cummings, 2015, et.al). Supporting mechanisms that strengthen the new organizational state, such as organizational culture, rewards, and structures, are widely used.

Action Research Model

Action research was first developed by Kurt Lewin, "a social scientist who devised the 'field theory' of concepts known as typographical psychology", Adelman. Action research is a qualitative method that "is carried out by or with insiders of a company or community, but never on or to them." It is a reflective activity, but it differs from isolated spontaneous contemplation in that it is carried out purposefully and systematically, and it usually necessitates the presentation of some sort of evidence to back up assertions" (Herr & Anderson, 2005).

According to Thomas and Christopher (2015), the classic action research technique focuses on planned change as a cyclical process in which prior studies about the organization provide information to drive subsequent action. It places a heavy focus on data gathering and diagnosis before to action planning and implementation, as well as rigorous evaluation of results after action is taken. There are eight key steps in action research and they are stated as follows:

1) Problem identification. Problem identification starts when a senior executive or someone with substantial authority and influence in the business notices one or more problems that may be fixed, this stage normally begins. Thomas and Christopher (2015)

2) Consultation with a behavioral science expert. At this stage, the Organizational Development (OD) practitioner and the client assess one other. The practitioner must be

conscious of his or her own normative, developmental theory, as well as the assumptions and values that support it. Sharing these with the customer as soon as possible fosters an open and collaborative atmosphere, Thomas and Christopher (2015).

3) Data gathering and preliminary diagnosis. At this stage, the OD practitioner works with other members of the organization to complete this stage. It comprises gathering and analyzing relevant data in order to identify the underlying causes of organizational problems, Thomas and Christopher (2015).

4) Feedback to a key client or group. At this stage, feedback is given to a big client or a group of big clients. Because action research is a collaborative undertaking, the diagnostic results are frequently shared with the client in a group or work-team meeting, Thomas and Christopher (2015).

5) Joint diagnosis of the problem. At this stage, members discuss the remarks and determine whether or not they want to work with the OD practitioner on the highlighted difficulties at this time, Thomas and Christopher (2015).

6) Joint action planning. The OD practitioner and the members of the client group come to an agreement on the next measures to take. The moving process begins when the organization decides how to best approach a different quasi-stationary equilibrium, Thomas and Christopher (2015).

7) Action. The transition from one organizational state to the next is covered in the action stage. New techniques and processes may be implemented, structures and work designs can be restructured, and new behaviors can be reinforced, Thomas and Christopher (2015).

8) Data gathering after action. An action research is a cyclical process, therefore, data must be gathered after the action has been completed in order to quantify and identify the impact of the action and report the findings to the business. As a result, a new diagnosis and intervention may be required, Thomas and Christopher (2015).

The Positive Model or Appreciative Inquiry

The positive model, also known as appreciative inquiry, is the third type of planned change. The

positive approach focuses on what the company is doing well. The positive model assists members in gaining a deeper knowledge of their company at its finest, and then building on those strengths to produce greater outcomes. The positive model has been used to intentional change through the process of appreciative inquiry. Appreciative inquiry promotes a constructive attitude toward the conception and management of change. It encourages wide participation from members in the creation of a common vision for the organization's shared potential (Cummings, 2015, et.al).

The five phases of the positive model of planned change are: initiate the inquiry (determines the subject of change), inquiry into best practice, discover key themes, envision a preferred future, design and deliver ways to create the future (describes the activities and creates the planes necessary to effectuate the vision), and design and deliver ways to create the future (describes the activities and creates the planes necessary to effectuate the vision) (Cummings, 2015, et.al).

1. Initiate the inquiry. The first stage is to determine the change's subject. It encourages employees to become involved in order to find the fundamental issues about which they are most passionate inside the company (Cummings, 2015, et.al).

2. Inquire into best practices. Obtaining knowledge about the organizations' "best of what is" is the goal of this phase. If the topic is organizational innovation, people of the organization conduct the interviews; they interview one another and share personal tales of invention (Cummings, 2015, et.al).

3. Discover the themes. Members evaluate major and minor tales in this phase in attempt to uncover themes that represent the commonality of people's experiences (Cummings, 2015, et.al).

4. Envision a preferred future. Members investigate the themes that have been discovered, examine existing practices, envision a bright future based on the organization's winning history, and generate to be statements that relate present best practices to ideal possibilities for organizing the future in this phase (Cummings, 2015, et.al).

5. Design and deliver ways to create the future. The design and supply of strategies to build the future is the final phase. It lays out the steps to take and the methods to employ in order to reach the objective (Cummings, 2015, et.al).

Change implementation

Paula Alsher (2017) in her article, implementing a new change management process, discussed Change implementation requires change management process which is moving to the realities of implementing the practical application.

An article, in journal of Oncology practice (2010) has presented the following points on how to implement change;

1. Communicate to implement the change communicating who what where why and how of the change.
2. Foster a team culture in the organizations.
3. Identify and empower champions that can lead their peers in that effort
4. Provide feedback and positive reinforcement following the effort of individual to make a difference.

2.2. Empirical Literature Review

A study on leadership and management of strategic change was conducted by Achitsa, Y.A. (2013). This study sought to determine the role of leadership in the management of strategic change at Equity Bank Kenya Limited, with a view to enhancing the practice of leadership, performance and management of the bank and other organizations in Kenya. The study examined the impact of various leadership styles and behaviors on change management, achievement of change objectives, employee morale, motivation, and overall job satisfaction based on the transformational theory of leadership. The study was designed as a case study of Equity Bank, with the researcher interviewing the bank's top management team. Content analysis was used to analyze the qualitative data, allowing the researcher to make inferences from the information gathered. According to the findings of this study, different leadership styles were used in the organization depending on the situation, reinforcing the need for change. The involvement of employees in the bank's decision-making process made them feel included in the change management process, according to a large majority of interviewees, and the bank's leadership recognized the employees' efforts by creating a work environment conducive to their participation. Given the importance of proper leadership during the process of managing strategic change in an organization, the researcher recommended that organizations select the

type of leaders with the required set of skills and abilities to ensure that the change management process is handled properly. To confirm the study's findings, more research should be conducted in other banks and organizations.

Holten & Brenner (2015) conducted a research on leadership styles and the process of organizational change having an objective to find the factors that might add to people's positive reactions to change by focusing on the relationship between change antecedents and explicit reactions, the authors investigate the direct and indirect relationships between leadership styles (transformational and transactional) and followers' appraisal of change through manager engagement. The study followed the intended adoption of team organization at two separate stages using data from a longitudinal survey of 351 followers in two Danish firms. Structural equation modeling was used to examine the data. The study found that transformational and transactional leadership styles were favorably connected to manager involvement after the research was completed. The level of involvement among managers was linked to the level of change acceptance among their followers. The two leadership styles had a direct, long-term influence on followers' change appraisals, with transformational leadership having a positive effect and transactional leadership having a negative effect. The findings may have consequences for change management, since enhancing managers' leadership style and involvement may enhance followers' change evaluation.

Ememe J.(2017) carried out research on Leadership Strategies for Managing Change in the Nigerian Banking Industry. The goal of this phenomenological study was to learn more about Nigerian bank leaders' lived experiences with change management strategies in the banking industry. Transformational leadership theory and change management theory were used to create the conceptual framework. Data was gathered through document analysis and semi-structured interviews with 30 Nigerian banking practitioners who have experience managing organizational change in the banking industry. Thematic analysis identified eight strategies: improved staff training, effective communication, cultural reorientation, customer service quality, cost optimization, deployment of change champions, and transformational leadership style adoption. The conclusions of this study could help policymakers and other bank leaders better manage and adapt to change, which could lead to beneficial societal development. These initiatives could help reduce the number of bank failures and their negative consequences for employees, families, and communities.

Abdulmejid Jemal (2021) conducted a research on the effect of leadership style on organizational change management with the purpose to examine the Effect of leadership styles on organizational change management at Cordova academy. A quantitative research approach and an explanatory research design were used in the study. Structured questionnaires were used to collect primary data, and secondary data was gathered from the organization's prior documents. A total of 35 questionnaires were distributed, with all of them being returned and further analyzed. The data was analyzed using the Statistical Package for Social Sciences (SPSS) software version 20. To investigate the proposed relationship, descriptive statistics (frequency, means, and standard deviations) and multiple linear regression analysis were used. According to the study's findings, transformational leadership has a positive and significant impact on Cordova Academy's organizational change management. Organizational change management is unaffected by transactional and laissez-faire leadership styles. Transformational leadership is also identified as possibly the most common leadership style. As a result, the researcher advised the company to keep using transformational leadership, which has a significant impact on organizational change management.

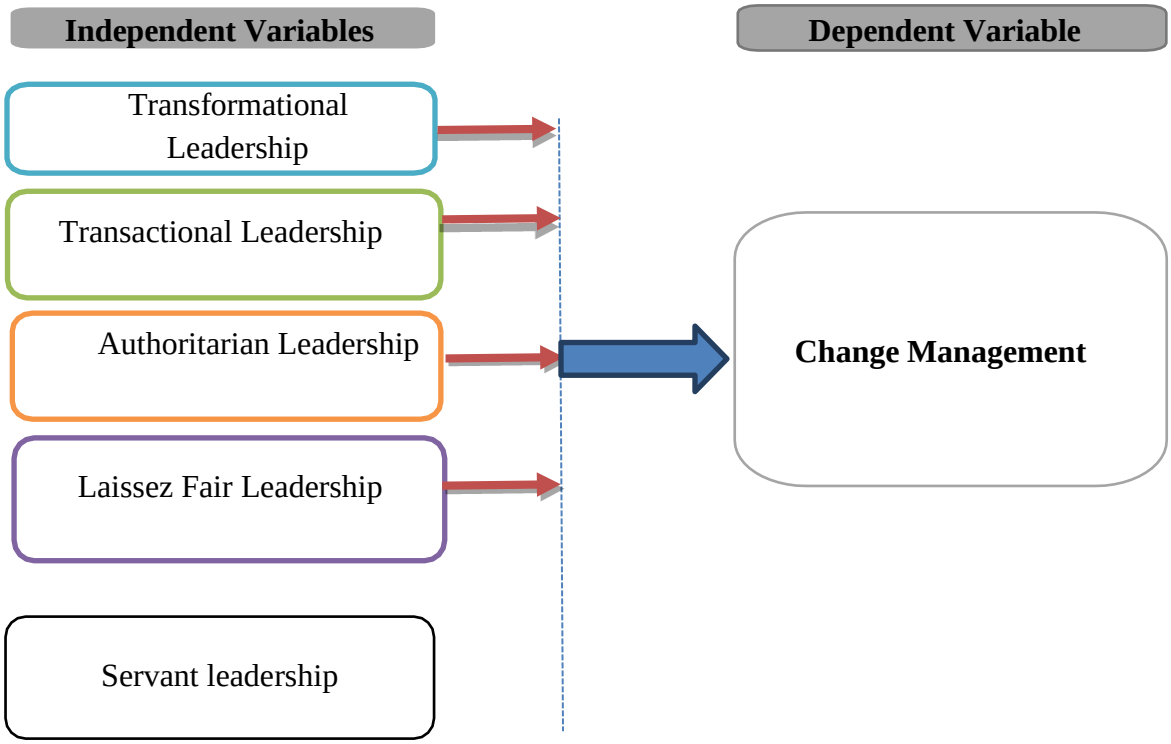
A review on the Role of Leadership Style in Organizational Change Management was done by Hassan Elsan (2019). The review tried to investigate which leadership style could be applied for more effective change management processes. Therefore, Authoritarian leadership, transformational leadership, laissez-faire leadership, servant leadership, transactional leadership, democratic leadership, strategic leadership, bureaucratic leadership, and consultative and participative leadership were all analyzed in this study. As a result, most proponents regarded transformational leadership as the most well-known leadership style capable of dealing with the trials and tribulations of evolving administrative processes. As a result, he came to the conclusion that a transformational leadership style can aid in the reduction of change resistance. As one of the many reasons for the failure of change is resistance to change.

2.3. Conceptual Framework

In order to see the relationship between the five leadership styles and organizational change management, a review of the literature on the current understanding of leadership styles and change management was conducted. The conceptual framework for this study was created using the study's objectives and a literature review. The five leadership styles (transformational, transactional, authoritarian, laissez-faire, and servant leadership) are independent variables in

this study, while change management is the dependent variable. According to Hassan (2019), the mainly mentioned leadership styles are, transformational leadership, transactional leadership, authoritarian leadership, Laissez-faire leadership and servant leadership. This paper focus on the above mentioned leadership styles. The reason behind selecting these leadership styles, according to Hassan (2019), is because they are the most common leadership styles practiced throughout the globe. Moreover, the researcher believed the selected leadership style can represent the leadership style practiced in bank of Abyssinia.

FIGURE 2. 1CONCEPTUAL FRAMEWORK



Source: Hassan (2019)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

Chapter Three discuses the methodology, data gathering methods, and data analysis approaches utilized to gather and assess the effect of leadership style on change management. The processes and techniques utilized in the gathering, processing, and analysis of data were identified in this chapter. Therefore, this chapter presents in detail the research approach, research design, source of data, population, sample size, sampling technique, data collection tools, measurements of variables, data analysis techniques, validity, reliability, and ethical considerations.

3.2. Research Approach

Deductive reasoning works from the more general to the more specific. Thus, the detective approach is adapted for this study. Deductive reasoning applies general principles to reach specific conclusions, therefore, using the deductive approach more benefit in an area where theories abound. The deductive approach also offers researchers a relatively easy and systematic way of testing established ideas on a range of people, increasing the range of people again help to substantiate the claims made by the existing theories.

In addition, the research project applied the quantitative research approach to achieve the objective of the study. The questionnaire used provides predominantly quantify data. A quantitative approach is involved for analysis of data and information that were descriptive in nature (Creswell J. W., 2003).

3.3. Research Design

The research design is a program that directs the researcher through the process of gathering, analyzing, and interpreting data. Descriptive and explanatory research design is used for this project. Descriptive research design is used in this project paper because, according to Sekaran (2000), descriptive research is suited for ascertaining and describing the properties of the variables of interest in a given context, rather than evaluating. Therefore, the descriptive research design uses a wide variety of research methods to investigate the variables in this study. Descriptive research approach also used to collect quantifiable data of the population sample in this study therefore it is used to analyze facts and helped the researcher develop an in depth

understanding of the problem of the research.

Similarly, the explanatory study seeks to establish causal relationships between variables (Saunders, et al. , 2012), thereofre, explanatory research design helped this project paper explain as a "cause and effect" model, by explaining what causes an effective implementation of change management and the effect made by the cause (the leadership style) on an effective implementation of change management. For this reason, it is often considered a type of causal research. This study sought to explain the effect of leadership style on chanage management.

3.4. Target population and sampling

3.4.1. Target Population

The population can be identified as all people or items with the characteristics that one wishes to study (Anol, 2012). Accordingly, the target population for this study is consist of all Bank of Abyssinia employees working at the head office. According to the May, 2022 G.C human resource report, the total number of employees that works at the head office of BOA excluding the non-clerical employees are 1010. The target population comprises of Executive Management, Senior Management, Lower Management, and officers.

3.4.2. Sampling Frame

3.4.2.1. Sample Design

Sampling technique is the process of identifying multiple options to enable researchers to cut down the volume of data that needs to be collected by considering a sample instead of the entire group due to the limited resources of time, money and the population size involved (Cooper & Schindler, 2006).

This study used one of the probability sampling technique, stratified random sampling technique, to get information from each departments within the head quarter of bank of Abyssinia. According to Van L. Parsons (2017), Stratified sampling is a probability sampling method that is implemented in sample surveys. The target population's elements are divided into distinct groups or strata where within each stratum the elements are similar to each other with respect to select characteristics of importance to the survey. This technique is used in this study because it is used to assist in minimizing bias when dealing with the population. With this technique, the sampling frame can be organized into relatively homogeneous groups (strata) before selecting elements in the sample. Therefore, the sample can better represent the target population.

3.4.2.2. Sampling Size

Sample size refers to the number of items or units selected from the population. According to Sekaran (2003) sample size of more than 30 and less than 500 is appropriate for any social science research. According to Sekaran and Bougie (2013), it's nearly impossible to be a 100% perfect in research. Therefore errors always occur but what needs to be curbed is the level of error in data collection which in most cases is referred to as the margin of errors. Researchers mostly work with a plus or minus 3-5% of the true value of the population characteristic. Therefore, for this study, the researcher adopted the 95% level of certainty to produce results among variables that are significantly different and it broadened the range of possible data and formed a better picture for analysis.

Yamane (1967) provides a simplified formula to calculate sample sizes. This formula was employed in order to make the number of population size under study is finite. Therefore, the Yamane formula is used for determining the sample size with the following formula:

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

$$n = \frac{1{,}010}{1 + 1{,}010\,(0.05)^2} \approx \mathbf{286}$$

Where

N - The population size,

e - The level of precision (5%).

n - The sample size,

TABLE 3. 1 SAMPLE SIZE

Departments at HO of BOA	**Employee number at HO**	**Proportionate sample of the participant**
Branch Banking Department	121	34
Credit Department	156	44
Digital Banking Department	114	32
Enterprise	89	25
Finance Department	86	24

Human Recourse Department	69	20
International Banking department	78	22
Interest free banking	29	8
Internal Audit	35	10
Risk and compliance	25	7
Marketing Department	28	8
Legal Department	13	4
Information system Department	157	44
Executive office	10	4
Total	**1010**	**286**

3.5. Data source and Collection

The research project is conducted based on the Primary and Secondary data sources. The source of the study is heavily reliant on primary data sources that are collected from the sample size of the study. The primary data source is gathered using a survey approach utilizing a standard questionnaire with a 5-point Likert scale. A range of secondary data, containing sources like Human resource data of the bank and other sources, are used in addition to the primary data collected.

3.6. Data Analysis and Presentation

The collected data was analyzed to see the goodness of the data and testing the hypothesis developed for the research, Sekaran and Rodger (2010). Research findings analyzed with the help of the statistical packages for social sciences (SPSS v25) for correlation, regressions and one-way ANOVA (F-test) are used to trace out the effect of leadership styles on the implementation of change management at Bank of Abyssinia. The correlation analysis was performed to identify the direction and the strength of the relationship between variables using Pearson correlation analysis. Percentages, frequencies, graphs, and tables, as well as central tendency metrics like standard deviation and mean, are used to display the findings. A multiple regression model applied to determine the effect of leadership styles on the implementation of change management at Bank of Abyssinia. Finally, hypothesis developed in chapter one was tested. The following model was run from the data generated from multiple regression model:

$Y = \beta_0+\beta_1X_1+\beta_2X_2 + \beta_3X_3 + \beta_4 X_4+ \beta_5 X_5+ \varepsilon$

Y= the dependent variable (The implementation of Organizational Change Management)

β_0= the regression coefficient,

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$= slopes of the regression equation

X_1 equals Transformational Leadership Style

X_2 equals Transactional Leadership Style

X_3 equals Authoritative Leadership Style

X_4 equals laissez-faire Leadership Style

X_5 equals Servant Leadership Style

ε equals to error term which is distributed about a mean of 0

3.7. Scale reliability and validity

3.7.1. Reliability of Instruments

The reliability of a measure refers to the consistency of the information generated. The consistency of measurement, according to Kothari (2004), is the meaning of reliability. In the case of multi-scale items, reliability is one of the most important methods for determining whether each scale is measuring a single idea and thus whether the items that make up the scale are consistent (Bryman & Cramer, 1999). Cronbach Alpha measures reliability a data, this measure expected to be over 0.7 before concluding the test is internally consistent (Muijs, 2010).

TABLE 3. 2 RELIABILITY TEST

Variables	Number of item	Reliability test	
		No of respondents	Cronbach's alpha
Transformational	5	241	.780
Transactional	5	241	.772
Authoritarian	5	241	.823
laissez-faire	5	241	.817
Servant	5	241	.761
Implementation of Change management	5	241	.737
Total	30	241	.904

Based on the test for reliability shown in table 3.2 above, the reliability test for the items of Transformational leadership has 5 items and Cronbach's alpha value of 0.780), Transactional leadership has 5 items and Cronbach's alpha value of 0.772, Authoritarian leadership has 5 items and Cronbach's alpha value of 0.823, laissez-faire leadership has 5 items and Cronbach's alpha value of 0.817, Servant leadership has 5 items and Cronbach's alpha value of 0.761 and the implementation of Organizational change management has 5 items and Cronbach's alpha value of 0.737 and the total Cronbach Alpha of the variables for this paper has 30 items and Cronbach's alpha value of 0.904. Thus, based on the test of the scales, it is shown that each scale represents a reliable construct.

3.7.2. Validity

Validity is the critical criterion and indicates the degree to which an instrument measures what it is supposed to measure (Kothari, 2004). In this research to develop a content valid the researcher constructed extensive search and select literature carefully. All the leadership styles and the implementation of change management variables and their measurements are from prominent sources. Additionally, the measurements were validated by the advisor comments and ensured that the statements represent the entire range of possible items measured in the study. The questionnaire was recorded to avoid bias and to create equal opportunity to score well.

3.8. Measurement of Variables

In this study close-ended questionnaire was provided to the selected employees at the head office of Bank of Abyssinia to measure variables (Leadership styles, and Change management). The questionnaire includes three parts. In Part I personal and enterprise-related data was obtained; Part II contains scales to measure the independent variables of the study (Leadership styles), and Part III contains scales to measure the dependent variables of the study (Organizational Change management).

The independent variables of this study are 5 leadership styles; these are Transformational, Transactional, Authoritarian, laissez-faire and servant leadership styles. To measure these leadership styles, the researcher was convinced by the measurement adopted that it would represent most of the characteristics the leaders at Bank of Abyssinia. The questions are five-points Likert scale rated using 1-strongly disagree to 5- strongly agree.

3.10. Ethical Consideration

Formal letter of request to provide the required data was shown to each respondent to make them understand clearly the aim of the study as it is not intended for another purpose. The researcher also tried to dictate respondents when there is some misunderstanding on the questionnaire they are responding. All the information and data from the respondents are confidential. Personal identity-related information was not written on the questionnaire. The responses for the questionnaire are not exposed to the third party but the researcher used them only for academic purpose.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1. Introduction

Chapter four presents the findings of the study in the forms of descriptive statistics and inferential statistics. The chapter is divided into two sections. The first section presents the descriptive statistics that includes frequencies, percentages, mean and standard deviations with tables and graphs corresponding on their necessities. The second section describes inferential statistics which includes correlations, regression tests and hypothesis testing.

4.2. Rate of Response

The researcher distributed research questionnaires to the sample employees of 286 employees of the bank working at the head office and a total number of 241 well-filled questionnaires were returned. This is a response rate of 84 percent. Sekaran (2010) argues that any response rate above 75 percent is classified as the best data that could be generalized to represent the opinions of respondents about the study problem. Thus, this response rate indicates sufficient data is available for generalization.

TABLE 4. 1. RESPONSE RATE OF THE STUDY

Department	**Questionnaire distributed**					**Response returned**					
	Top	**Senior**	**Low**	**Officer**	**Total**	**Top**	**Senior**	**Low**	**Officer**	**Total**	**Rate**
Branch Banking Department	1	4	14	15	34	0	3	11	14	28	82%
Credit Department	1	5	18	20	44	1	5	18	20	44	100%
Digital Banking Department	1	4	13	14	32	0	3	11	12	26	81%
Enterprise	1	3	10	11	25	0	1	9	11	21	84%
Finance Department	1	3	10	10	24	0	2	9	10	21	88%
Human Recourse Department	1	2	8	9	20	0	2	8	9	19	95%
International Business department	1	3	9	9	22	0	1	8	9	18	82%
Interest free banking	0	1	4	3	8	0	0	4	3	7	88%
Internal Audit	0	1	4	5	10	0	0	4	5	9	90%

Risk and compliance	0	1	2	4	7	0	0	2	4	6	86%
Marketing Department	1	1	4	2	8	1	1	4	2	8	100%
Legal Department	1	1	1	1	4	1	1	1	1	4	100%
Information system Department	1	6	19	18	44	0	2	13	13	28	64%
Executive office	0	0	1	3	4	0	0	1	1	2	50%
Total	**10**	**35**	**117**	**124**	**286**	**3**	**21**	**103**	**114**	**241**	**84%**

Source: Survey data (2022)

4.3. Demographic Profile of the Respondents

Employees' sex, age group, educational qualification, work experience, job position, and Working department were all included in this demographic profile section.

TABLE 4. 2 DEMOGRAPHIC PROFILE

Gender Distribution		**Frequency**	**Percent**
Sex	Male	131	54
	Female	110	46
	Total	**241**	**100**
Age Distribution		**Frequency**	**Percent**
Sex	20-29	99	41
	30-39	94	39
	40-49	37	15
	50 -60	11	5
	Total	**241**	**100**
Academic Qualification		**Frequency**	**Percent**
Educational level	Diploma	3	1
	Degree	144	60
	Master's Degree	94	39
	Above master's degree	0	0
	Total	**241**	**100**
Academic Qualification		**Frequency**	**Percent**
Job experience	1 -3 years	99	41
	4 – 6 years	86	36
	7 – 10 years	46	19
	Above 10 years	10	4
	Total	**241**	**100**
Academic Qualification		**Frequency**	**Percent**
Job Classification	Top Management	3	1

	Senior Management	21	9
	Lower Management	103	43
	Officer	114	47
	Total	**241**	**100**

Source: Survey data (2022)

Respondents were asked to indicate their gender; and the responses were, 54% of the participants in this study are males and 46% are female employees of the Bank of Abyssinia as shown in table 4.2. This outcome shows that the male response rate was slightly higher as compared to the female employees.

As shown in table 4.2, 41% of respondents are in the age between 20-29 years, 39% of respondents are found in the age category of 30-39 years, 15% of respondents are found in the age category 40-49 years and the remaining 5% of respondents are in the age category of 50-60 years. Majority of respondents are found in the age category 20 up to 29 years. Thus, it indicates that there are more young workforces in the Bank.

According to table 4.2, the educational qualification of the sample respondents indicates that 60% of respondents has a first degree, while respondents that has master's degree, and diploma holders are 39%, and 1% respectively. However, there is no respondent that has more than a master's degree as their highest educational qualification. In general it can be concluded that all respondents possess a sufficient amount of educational capability.

Respondents were asked to show their work experience at BOA; 99 (41%) of the respondents, which are the majority of the respondent, replied that they have been employees of the bank from 1 to 3 years, 86 (36%) replied they have been employees of the bank from 4 to 6 years, 19 (19%) replied they worked for 7-10 years, and the remaining 10 (4%) replied that they have been employees of the bank for more than 10 years at BOA. The outcomes indicate that the majority of the respondents have some banking experience.

Respondents were asked to show their job position at BOA, and as table 4.2 shows, 114 (47%) of the respondent, which are the majority of the respondents, were officers, 43% are employees working in the lower management positions, 9% of the respondents are Senior managers, and remaining 1% of the respondents are Executive managers.

The researcher classified the job position of the respondents based on the hierarchies of command. The top management includes the Chiefs and Directors of the bank. The Senior Management includes the operative and middle level management working at the head office. The Lower Management includes the experienced professionals, professionals, and relationship managers. The Officer Job position incudes underwriting officers, Clerical and respondents who work as officers in every departments.

TABLE 4. 3 RESPONDENT'S WORK DEPARTMENT

Departments at HO of BOA	**Frequency**	**Percentage**
Branch Banking Department	28	12%
Credit Department	44	18%
Digital Banking Department	26	11%
Enterprise	21	9%
Finance Department	21	9%
Human Resource Department	19	8%
International Banking department	18	7%
Interest free banking	7	3%
Internal Audit	9	4%
Risk and compliance	6	2%
Marketing Department	8	3%
Legal Department	4	2%
Information system Department	28	12%
Executive office	2	1%
Total	**241**	**100%**

Source: Survey data (2022)

Finally, in terms of working department, as table 4.3 shows, there are 14 major departments at Bank of Abyssinia at the Head office. Out of the fourteen departments the majority of the

respondents (18 %) worked in the credit Department, followed by the Branch banking and Information system department having 12% share each. The respondents at the Digital Banking Department, Finance Department, Human Resource Department, International Banking department, Internal Audit department, Interest free banking, Marketing Department, Risk and compliance, Legal Department and the Executive office has the next response rate in a decreasing order. Furthermore, the researcher used a stratified sampling system for the research to be inclusive of all employees and assess the bank all around.

4.4. Descriptive Statistics of the individual variables

The descriptive statistics section shows the statistical outcomes for each variables selected for this project paper, that are transformational, transactional, Authoritarian, Laissez-faire, Servant and the implementation of Organizational change management practice of the bank in terms of percentage, frequency, mean, and standard deviation.

4.4.1. Transformational Leadership style

This project paper used several leadership style to assess the effect on the process of the implementation of change management at BOA. Thus, the first leadership style selected to predict the implementation of organizational change management is transformational leadership style. As depicted in table 4.4 below, for the first statement "leaders of BOA inspire the followers to change." The highest percentage of respondents, 74%, agreed on the statement of the respondents, 12% of respondents have no opinion on this statement, 10% of the respondents strongly agreed, 4% of the respondents disagreed, which is the least response of the statement. The statement has the second highest mean value of 3.91 compared to the other statements with a standard deviation of 0.603.

For the 2nd question, "Leaders influence employees to accept change." The highest percentage of respondents, 66%, agreed on the statement, while 16% of the respondents were neutral, 12% of the respondents strongly agreed, 5% of the respondents disagreed and no respondent strongly disagreeing with the statement. With a standard deviation of 0.691, this statement gets the lowest mean score of 3.85. Indicating that influencing employees to change is the least practiced transformational leadership styles in BOA for the implementation of change management compared to the other statements.

For the 3rd statement, “Leaders develop skill of employees to cope up with change.” The highest percentage of respondents, 71%, of the respondents, agreed on the statement, 12% of the respondents strongly agreed with the statement, 11% of the respondents were neutral, 6% of the respondents disagreed and no respondent strongly disagreeing with the statement. The statement has the mean score of 3.90 with a standard deviation score of 0.678. Indicating that developing the skill of employees to cope up with change is one of the practiced transformational leadership styles in BOA for change management.

TABLE 4. 4 DESCRIPTIVE RESPONSE OF TRANSFORMATIONAL LEADERSHIP STYLE

		Rating scale in %age					Mean	Std. Dev
		1	2	3	4	5		
TF1	Leaders inspire employees to change	0%	4%	12%	74%	10%	3.91	.603
TF2	Leaders influence employees to accept change	0%	5%	16%	66%	12%	3.85	.691
TF3	Leaders develop skill of employees to cope up with change	0%	6%	11%	71%	12%	3.90	.678
TF4	Leaders are willing to meet the responsibility whenever change is not managed	0%	6%	10%	71%	13%	3.91	.681
TF5	Leaders encourage innovation and creativity	0%	5%	10%	71%	15%	3.95	.666
Average							3.9054	0.484

Source: Survey Result (2022)

As depicted in table 4.4 above, for the fourth question “Leaders are willing to meet the responsibility whenever change is not managed.” The highest percentage of respondents, 71%, agreed with the statement, 13% of the respondents strongly agreed, 10% of respondents have no opinion on this statement, 6% of the respondents disagreed, which is the lowest response of the statement with no respondent strongly disagreeing with the statement. The statement has the second highest mean value of 3.91 compared to the other statements with a standard deviation score of 0.681.

For the 5th and final question, “Leaders encourage innovation and creativity” The highest percentage,71%, agreed with the statement, 15% of the respondents strongly agreed,10% of the respondents were neutral, 5% of the respondents disagreed, which is the lowest response of the

statement with no respondent strongly disagreeing with the statement with the statement. The statement has the highest mean score of 3.95 with a standard deviation score of 0.666. Indicating that leaders encouraging innovation and creativity is the highest practiced transformational leadership styles in BOA for the implementation of change management compared to the other statements.

4.4.2. Transactional Leadership Style

This project paper used several leadership style to assess the effect on the process of the implementation of change management at BOA. Thus, the second leadership style selected to predict the implementation of change management is transactional leadership style. As depicted in table 4.5 below, for the first statement "leaders reward employees who deliver good result" The highest percentage, 70%, agreed with the statement, 17% of respondents have no opinion on this statement, 7% of the respondents strongly agreed, 5% of the respondents disagreed, which is the lowest response of the statement with no respondent strongly disagreeing with the statement with the statement. The statement has the highest mean value of 3.79 compared to the other statements with a standard deviation score of 0.646. Indicating that leaders rewarding employees who deliver good result is the highest practiced transactional leadership styles in BOA for the implementation of change management compared to the other statements.

For the 2nd question, "leaders carefully monitor subordinates to ensure that employees adopt to change." The highest percentage, 56%, agreed on the statement, 22% of the respondents were neutral, 13% of the respondents strongly agreed, 9% of the respondents disagreed with the statement, which is the lowest response of the statement with no respondent strongly disagreeing with the statement. The statement has the mean score of 3.73 with a standard deviation score of 0.793.

For the 3rd statement, "leaders punish employees who do not cope up with change." The highest percentage, 64%, agreed on the statement, 18% of the respondents disagreed, 17% of the respondents were neutral, 1% of the respondents strongly agreed with the statement, which is the lowest response of the statement with no respondent strongly disagreeing with the statement. The statement has a standard deviation score of 0.796 and a mean score of 3.49. Indicating that leaders punishing employees who do not cope up with change is the least practiced transactional

leadership styles in BOA for the implementation of Organizational change management compared to other statements.

TABLE 4. 5 DESCRIPTIVE RESPONSE OF TRANSACTIONAL LEADERSHIP STYLE

		Rating scale in %age					Mean	Std. Dev
		1	2	3	4	5		
TR1	Leaders reward employees who deliver good result	0	5%	17%	70%	7%	3.79	.646
TR2	Leaders carefully monitor subordinates to ensure that employee adopt to change	0	9%	22%	56%	13%	3.73	.793
TR3	Leaders punish employees who do not cope up with change	0	18%	17%	64%	1%	3.49	.796
TR4	Leaders set clear change goal	0	11%	19%	59%	11%	3.70	.802
TR5	Leaders interfere when problems become serious	0	8%	21%	61%	10%	3.73	.757
Average							3.688	0.550

Source: Survey Result (2022)

As depicted in table 4.5 above, for the fourth question "Leaders set clear change goal" The highest percentage, 59%, agreed with the statement, 19% of respondents have no opinion on this statement, 11% of the respondents strongly agreed,11% of the respondents disagreed, which is the lowest response of the statement with no respondent strongly disagreeing with the statement. Having a mean value of 3.70 and a standard deviation score of 0.802.

For the 5th and final question, "leaders interfere when problems become serious." The highest percentage, 61%, agreed on the statement, 21% of the respondents were neutral, 10% of the respondents strongly agreed, 8% of the respondents disagreed with the statement, which is the lowest response of the statement with no respondent strongly disagreeing with the statement. The statement has the highest mean score of 3.73 with a standard deviation score of 0.757.

4.4.3. Authoritarian leadership style

This project paper used several leadership style to assess the effect on the process of the implementation of change management at BOA. Thus, the third leadership style selected to predict the implementation of change management is authoritarian leadership style. As depicted

in table 4.6 below, for the first statement "Leaders usually make decision when change occurs based on their own judgment and idea." The highest percentage,43%, agreed with the statement, 31% of respondents have no opinion on this statement, 25% of the respondents disagreed and 1% of the respondent strongly disagreed with the statement, which is the lowest response of the statement with no respondent strongly agreeing with the statement. The statement has the highest mean value of 3.17 compared to the other statements with a standard deviation score of 0.837. Indicating that leaders usually make decision when change occurs based on their own judgment and idea is the highest practiced authoritarian leadership styles in BOA for the implementation of Organizational change management compared to the other statements.

For the 2nd question, "leaders allow little or no input from group members on change." The highest percentage, 36%, disagreed with the statement 33% of the respondents agreed on the statement, 30% of the respondents were neutral, and 1% of the respondent strongly disagreed with the statement, which is the lowest response of the statement with no respondent strongly agreeing with the statement. The statement has the mean score of 2.96 with a standard deviation score of 0.850.

For the 3rd statement, "leader focus on taking control." The highest percentage, 50%, disagreed with the statement, 25% of the respondents were neutral, 23% of the respondents agreed on the statement, 2% of the respondents strongly disagreed with the statement, which is the lowest response of the statement with no respondent strongly agreeing with the statement. The statement has the lowest mean score of 2.70 compared to the other statements and has a standard deviation score of 0.843. Indicating that leader focusing on taking control is the least practiced authoritarian leadership styles in BOA for the implementation of Organizational change management compared to other statements.

TABLE 4. 6 DESCRIPTIVE RESPONSE OF AUTHORITARIAN LEADERSHIP STYLE

		Rating scale in %age					Mean	Std.Dev
		1	2	3	4	5		
AT1	Leaders usually make decision when change occurs based on their own judgment and idea	1%	25%	31%	43%	0%	3.17	.837
AT2	Leaders allow little or no input from group members on change	1%	36%	30%	33%	0%	2.96	.850
AT3	Leaders focus on taking control	2%	50%	25%	23%	0%	2.70	.843

AT4	There is low employee morale for change caused by the leaders	1%	34%	29%	36%	0%	3.00	.868
AT5	Employees are dependent on the leader on decision making regarding change	3%	25%	38%	32%	1%	3.04	.863
Average							2.9726	0.651

Source: Survey Result (2022)

As depicted in table 4.6 above, for the fourth question "there is low employee morale for change caused by the leaders" The highest response, 36% of the respondents, agreed with the statement, 34% of the respondents disagreed, 29% of respondents have no opinion on this statement, 1% of the respondent strongly disagreed with the statement which is the lowest response of the statement with no respondent strongly agreeing with the statement. The statement has the mean value of 3.00 with a standard deviation score of 0.868.

For the 5th and final question, "Employees are dependent on the leader on decision making regarding change." The highest percentage,38%,were neutral, 32% of the respondents agreed on the statement, 25% of the respondents disagreed with the statement, 3% of the respondent strongly disagreed with the statement and 1% of the respondents strongly agreed which is the lowest response of the statement. The statement has a standard deviation score of 0.863 and a mean score of 3.04.

4.4.4. Laissez-Faire Leadership style

This project paper used several leadership style to assess the effect on the process of the implementation of change management at BOA. Thus, the fourth leadership style selected to predict the implementation of change management is laissez-faire leadership style. As depicted in table 4.7 below, for the first statement "Leaders in the bank use passive management." The highest percentage ,49%, agreed with the statement, 28% of respondents have no opinion on this statement, 21% of the respondents disagreed, 2% of the respondents strongly agreed which is the lowest response of the statement with no respondent strongly disagreeing with the statement. With a standard deviation of 0.829 and a mean value of 3.33.

For the 2nd question, "leaders make less attempt to help employees adopt to change." The highest percentage ,50%,agreed on the statement, 27% of the respondents were neutral, 18% of

the respondents disagreed with the statement, 5% of the respondents strongly agreed which is the lowest response of the statement with no respondent strongly disagreeing with the statement. The statement has the highest mean score of 3.41 compared to other statements with a standard deviation score of 0.837. Indicating that leaders make less attempt to help employees adopt to change is the highest practiced laissez-faire leadership styles in BOA for the implementation of change management compared to the other statements.

For the 3rd statement, "leaders in the bank are less accountable on change management." The highest percentage, 39%, agreed on the statement, 36% of the respondents were neutral, 25% of the respondents disagreed and there wasn't a single respondent who strongly disagreed or agreed with the statement. The statement has the mean score of 3.11 with a standard deviation score of 0.785. Indicating that leaders in the bank are less accountable on the implementation of change management is the least practiced laissez-faire leadership styles in BOA for the implementation of change management compared to other statements.

TABLE 4. 7 DESCRIPTIVE RESPONSE OF LAISSEZ-FAIRE LEADERSHIP STYLE

		Rating scale in %age					Mean	Std. Dev
		1	2	3	4	5		
LF 1	Leaders in the bank use passive management	0%	21%	28%	49%	2%	3.33	.829
LF 2	Leaders make less attempt to help employees adopt to change	0%	18%	27%	50%	5%	3.41	.837
LF 3	Leaders are less accountable on change management	0%	25%	39%	36%	0%	3.11	.785
LF 4	Leaders support employees to clearly understand change	0%	29%	18%	51%	2%	3.25	.912
LF 5	Leaders renounce their leadership	0%	19%	26%	51%	4%	3.40	.832
Average							3.3004	0.638

Source: Survey Result (2022)

As depicted in table 4.7 above, for the fourth question "leader support employees to clearly understand change" The highest percentage, 51%, agreed with the statement, 18% of respondents have no opinion on this statement, 29% of the respondents disagreed, 2% of the respondents strongly agreed which is the lowest response of the statement with no respondent strongly

disagreeing with the statement. The statement has a standard deviation score of 0.912 and a mean value of 3.25.

For the 5th and final question, “leaders renounce their leadership” The highest percentage, 51%, agreed on the statement, 26% of the respondents were neutral, 19% of the respondents disagreed with the statement, 4% of the respondents strongly agreed which is the lowest response of the statement with none of the respondent strongly disagreeing with the statement, with a standard deviation score of 0.832 and a mean score of 0.832.

4.4.5. Servant Leadership style

This project paper used several leadership style to assess the effect on the process of the implementation of change management at BOA. Thus, the last leadership style selected to predict the implementation of change management is servant leadership style. As depicted in table 4.8 below, for the first statement “leaders make timely decisions when change occurs” 7% of the respondents strongly agreed, The highest percentage76% of the respondents, which is the majority of respondents, agreed with the statement, 14% of respondents have no opinion on this statement, 3% of the respondents disagreed which is the lowest response of the statement with none of the respondent strongly disagreeing with the statement. The statement has the mean value of 3.87 with a standard deviation score of 0.574.

For the 2nd question, “leaders support team growth and development in managing change.” The highest percentage, 65%, agreed on the statement, 19% of the respondents were neutral, 9% of the respondents strongly agreed, 7% of the respondents disagreed with the statement which is the lowest response of the statement with none of the respondent strongly disagreeing with the statement. The statement has the lowest mean score of 3.76 compared to the other statements with a standard deviation score of 0.709. Indicating that leaders supporting team growth and development in managing change is the least practiced servant leadership styles in BOA for the implementation of change management compared to other statements.

For the 3rd statement, “leaders ask for feedback when change occurs.” The highest response, 68%, agreed on the statement, 13% of the respondents were neutral, 10% of the respondents strongly agreed with the statement, 10% of the respondents disagreed statement with none of the

respondent strongly disagreeing with the statement and no respondent strongly disagreed with the statement with a standard deviation score of 0.748 and a mean score of 0.748.

TABLE 4. 8 DESCRIPTIVE RESPONSE OF SERVANT LEADERSHIP STYLE

		Rating scale in %age					Mean	Std. Dev
		1	2	3	4	5		
SR 1	Leaders make timely decisions when change occurs	0%	3%	14%	76%	7%	3.87	.574
SR 2	Leaders support team growth and development in managing change	0%	7%	19%	65%	9%	3.76	.709
SR 3	Leaders ask for feedback when change occurs	0%	10%	13%	68%	10%	3.77	.748
SR 4	Leaders lead by example by adopting to change	0%	6%	11%	73%	9%	3.85	.658
SR 5	Leaders show employees how to apply their virtues to overcome challenges when the bank goes through change	0%	4%	12%	70%	15%	3.95	.641
Average							3.8415	0.478

Source: Survey Result (2022)

As depicted in table 4.8 above, for the fourth question "leaders lead by example by adopting to change" The highest percentage, 73%, agreed with the statement, 11% of respondents have no opinion on this statement, 9% of the respondents strongly agreed, 6% of the respondents disagreed which is the lowest response of the statement with none of the respondent strongly disagreeing with the statement. The statement has the mean value of 3.85 with a standard deviation score of 0.658.

For the 5th and final question, "leaders show employees how to apply their virtues to overcome challenges when the bank goes through change." The highest percentage, 70%, agreed on the statement, 15% of the respondents strongly agreed, 12% of the respondents were neutral, 4% of the respondents disagreed with the statement which is the lowest response of the statement with none of the respondent strongly disagreeing with the statement. The statement has the highest mean score of 3.95 compared to the other statements with a standard deviation score of 0.641. Indicating that leaders showing employees how to apply their virtues to overcome challenges

when the bank goes through change is the highest practiced servant leadership styles in BOA for the implementation of Organizational change management compared to the other statements.

4.4.6. Implementation of Organizational Change Management

This project paper used several leadership style to assess the effect on the process of the implementation of Organizational change management at BOA. The dependent variable predicted is the organizational change manage management. As depicted in table 4.9 below, for the first statement "Employees understand the need for change", 73% of the respondents, which is the majority of respondents, agreed with the statement, 14% of respondents have no opinion on this statement, 9% of the respondents strongly agreed, 4% of the respondents disagreed which is the lowest response and none of the respondent strongly disagreed with the statement. The statement has the mean value of 3.88 and a standard deviation score of 0.604.

For the 2nd question, "Employees are encouraged to forward different perspectives before initiation of change." 63% of the respondents, which is the majority of the response, agreed on the statement, 18% of the respondents were neutral, 13% of the respondents strongly agreed, 5% of the respondents disagreed with the statement disagreed which is the lowest response and none of the respondent strongly disagreed with the statement. The statement has the lowest mean score of 3.85 compared to the other statements with a standard deviation score of 0.703.

For the 3rd statement, "Leaders in the bank are responsible for the change process."71% of the respondents, which is the majority of the response, agreed on the statement, 13% of the respondents were neutral, 11% of the respondents strongly agreed with the statement, 5% of the respondents disagreed which is the lowest response and none of the respondent strongly disagreed with the statement. The statement has the mean score of 3.87 with a standard deviation score of 0.664.

TABLE 4. 9 DESCRIPTIVE RESPONSE OF IMPLEMENTATION OF ORGANIZATIONAL CHANGE MANAGEMENT

		Rating scale in %age					Mean	Std. Dev
		1	2	3	4	5		
CM 1	Employees understand the need for change	0%	4%	14%	73%	9%	3.88	.604
CM 2	Employees are encouraged to forward different perspectives before initiation of change	0%	5%	18%	63%	13%	3.85	.703
CM 3	Leaders in the bank are responsible for the change process	0%	5%	13%	71%	11%	3.87	.664
CM 4	Planed changes are implemented well	0%	5%	12%	71%	13%	3.91	.677
CM 5	Leaders ask for continuous feedback for the change that has been made	0%	5%	13%	67%	15%	3.93	.683
Average							3.8871	0.465

Source: Survey Result (2022)

As depicted in table 4.9 above, for the fourth question "Planed changes are implemented well", 71% of the respondents, which is the majority of respondents, agreed with the statement, 13% of the respondents strongly agreed, 12% of respondents have no opinion on this statement, 5% of the respondents disagreed which is the lowest response and none of the respondent strongly disagreed with the statement. The statement has the mean value of 3.91 with a standard deviation score of 0.677.

For the 5th and final question, "Leaders ask for continuous feedback for the change that has been made" 67% of the respondents, which is the majority of the response, agreed on the statement, 15% of the respondents strongly agreed, 13% of the respondents were neutral, 5% of the respondents disagreed which is the lowest response and none of the respondent strongly disagreed with the statement. The statement has the highest mean score of 3.93 compared to the other statements with a standard deviation score of 0.683. Indicating that leaders asking for continuous feedback for the change that has been made is the highest practiced implementation of change management practice in BOA compared to the other statements.

4.5. Descriptive Statistics of the Leadership styles and the implementation of Change management

In order to analyze the effect of leadership style on change management, the selected five leadership styles and the dependent variable (Implementation of Organizational change management) were identified and the score of the responses of the employees working at the head office on the practices of these variables has been analyzed on SPSS v 25.

TABLE 4. 10 RESPONDENTS PERCEPTION MEAN ABOUT VARIABLE

		Transformational	Transactional	Authoritarian	Laissez faire	Servant	Change management
N	**Valid**	241	241	241	241	241	241
	Missing	0	0	0	0	0	0
Mean		3.9054	3.6880	2.9726	3.3004	3.8415	3.8871
Std. Dev.		.48444	.55036	.65198	.63852	.47813	.46534

Source: Survey Result (2022)

Based on table 4.10, Transformational leadership has the highest mean 3.90 with a standard deviation of 0.484, While Authoritarian leadership has the lowest mean 2.97 with a standard deviation of 0.651. Servant leadership, Transactional leadership and Laissez faire leadership each have a mean value of 3.84, 3.68 and 3.30 and a standard deviation of 0.478, 0.550 and 0.638 respectively. The implementation of organizational change management has a mean value of 3.88 with a standard deviation of 0.465. This indicates that Leaders in Bank of Abyssinia possess a good level of Transformational, Servant, Transactional, and Laissez-faire leadership from top to bottom. However, the leaders in Bank of Abyssinia have lower level of Authoritarian leadership style.

As shown in table 4.10, the standard deviation of Transformational leadership, Transactional leadership, Authoritarian leadership, Laissez faire leadership, Servant leadership style, and the implementation of Organizational change management is less than one; this implies that the variation in respondent's opinion concerning leadership style and the implementation of change management is small.

4.6. Inferential Statistics or Correlation of the variables

The Pearson correlation coefficient is a metric for determining the strength and direction of a relationship between two variables. The Correlation coefficient value that found within; -0.3 to +0.3 the relationship is weak; -0.5 to -0.3 or 0.3 to 0.5 the relationship is moderate; -0.9 to -0.5 or 0.5 to 0.9 the relationship is strong; -1.0 to -0.9 or 0.9 to 1.0 the relationship is very strong. The correlation coefficient ranges from -1 to +1. The coefficient -1 means that the relationship is a perfect negative correlation and the coefficient +1 means that the relationship is a perfect positive correlation, and 0 means that there is no correlation (Kothari and Garg, 2014).

Correlation analysis between leadership style and the implementation of organizational change management was carried out. Table 4.15 below shows the correlation between leadership style and organizational change management.

TABLE 4. 11 CORRELATION BETWEEN LEADERSHIP STYLE AND CHANGE MANAGEMENT

		Transformational	Transactional	Authoritarian	Laissez faire	Servant	Change management
Transformational	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	241					
Transactional	Pearson Correlation	.596**	1				
	Sig. (2-tailed)	.000					
	N	241	241				
Authoritarian	Pearson Correlation	.196**	.158*	1			
	Sig. (2-tailed)	.002	.014				
	N	241	241	241			
Laissez faire	Pearson Correlation	.247**	.173**	.732**	1		
	Sig. (2-tailed)	.000	.007	.000			
	N	241	241	241	241		
Servant	Pearson Correlation	.580**	.422**	.126	.172**	1	
	Sig. (2-tailed)	.000	.000	.052	.007		
	N	241	241	241	241	241	
Change Management	Pearson Correlation	.798**	.573**	.247**	.305**	.686**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	241	241	241	241	241	241

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

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

Source: Survey Result (2022)

As indicated in the above table 4.11, the correlation of Transformational leadership style and the implementation of change management indicating the highest correlation as compared to others with (r=.798, P=.000) that represents a strong and positive linear relationship between Transformational leadership style and organizational change management. This means, when the Transformational leadership increase, the implementation of change management increases and when the Transformational leadership decrease, the implementation of change management decreases. Moreover, it also indicates that for every 1 unit increase in the transformational leadership style there will be an increasing amount of 0.798 on the change management.

The correlation between Transactional leadership style and the implementation of change management indicating (r=.573, P=.000) that represents a strong and positive linear relationship between Transactional leadership style and change management. Therefore, when the Transactional leadership style increase, the implementation of change management increases and when the Transactional leadership style decrease, the implementation of change management decreases. Furthermore, it also indicates that for every 1 unit increase in the transactional leadership style there will be an increasing amount of 0.573 on the change management.

The correlation of Authoritarian leadership style and the implementation of change management variables indicating an (r=.247, P=.000) that represents a weak but positive linear relationship between Authoritarian leadership style and change management. Therefore, when the Authoritarian leadership increase, the implementation of change management increases and vice versa but they have weak correlation. Moreover. It also indicates that for every 1 unit increase in the Authoritarian leadership style there will be an increasing amount of 0.247 on the change management.

The correlation of Laissez faire leadership style and the implementation of change management variables indicating an (r=.305, P=.000) that represents a moderate level of relationship and positive linear relationship between Laissez faire leadership style and change management. Therefore, when Laissez faire leadership style increase, the implementation of change management increases, and vice versa. Furthermore, it also indicates that for every 1 unit increase in the Laissez faire leadership style there will be an increasing amount of 0.305 on the change management.

The correlation of Servant leadership style and the implementation of change management variables indicating (r=.686, P=.000) that represents a strong level of relationship and positive linear relationship between Servant leadership style and change management. Therefore, when Servant leadership style increase, the implementation of change management increases, and vice versa. It further indicates that for every 1 unit increase in the Servant leadership style there will be an increasing amount of 0.686 on the change management.

The above results imply that Leadership styles (Transformational, Transactional, and servant leadership style) components have a positive relationship with the implementation of organizational change management with a high Pearson correlation coefficient and this means that changes in one variable are correlated with changes in the other one. For this reason, it is possible to conclude that there is a strong and positive relationship between Leadership styles (Transformational, Transactional, and servant leadership style) components and the implementation of organizational change management and when Leadership styles increases, the implementation of organizational change management also increases and vice versa.

In general, according to the Pearson correlation, the leadership style which had the greatest impact on the overall the effect of implementation of change management at Bank of Abyssinia is Transformational Leadership Style with a Pearson correlation coefficient of 0.798 which makes it the dominant leadership style in the bank. In other words, one unit increase in transformational leadership style, implementation of change management at Bank of Abyssinia increases at 0.798 value. Servant Leadership Style is also the second dominant leadership style with a Pearson correlation coefficient of 0.686 with a p-value of "<0.001" which is less than 0.050, and Transactional has the third significant positive relationship with implementation of change management with a standard beta value of .573. Finally, the Authoritarian Leadership Style has the least effect on the dependent variable with Pearson correlation coefficient value of 0.247.

The correlation analysis finding of the researcher in this paper is also supported by other researchers work on leadership style and change management. According to the review on the Role of Leadership Style in the implementation of Organizational Change Management done by Hassan Elsan (2019), most proponents regarded transformational leadership as the most well-known leadership style capable of dealing with the trials and tribulations of changing administrative processes.

However, correlation analysis shows only the strength and direction of one independent and dependent variables, it doesn't help the researcher to make analysis of more than one independent and dependent variables, and have a deficit in predicting the beta value of independent variables that explains the dependent variable, and in making inferences regarding the overall relationship between the identified variables. Hence, to analyze the effect of Leadership styles on the implementation of organizational change management at bank of Abyssinia the researcher uses regression analysis that overcomes the shortcomings of correlation analysis.

4.7. Test for Assumptions of Regression Model

A number of assumptions need to be met before performing regression analysis with confidence. The important assumptions that are tested in this section are; independent variables should not be too strongly correlated to one another (Multi-collinearity test), the value of residuals to be independent of one another, the residuals should be normally distributed and the relationship between the dependent and independent variables (linearity test). The following tests performed to check whether the data fit the assumptions of linear regression in order to conclude the analysis results are valid and reliable.

4.7.1. Multi-collinearity Test

If there is a high degree of correlation between independent variables, there is a problem of multi-collinearity (Kothari, 2004). Multi-collinearity occurs when two or more predictors in the model are correlated and provide redundant information about the responses. It is the situation where the variables are highly correlated. There are several ways to test multi collinearity test.

Bryman and Cramer (1999), stated that the independent variables that show a relationship at or in excess of 0.80 assumed of showing multi-collinearity. In this study as shown in the table 4.12, there is no relationship that equals or exceeds correlation coefficients of 0.80.

TABLE 4. 12 INTER- ITEM CORRELATION MATRIX

	Transformational	Transactional	Authoritarian	Laissez faire	Servant	Change management
Transformational	1.00					
Transactional	.596	1.00				
Authoritarian	.196	.158	1.00			
Laissez faire	.247	.173	.732	1.00		
Servant	.580	.422	.126	.172	1.00	
Change management	.798	.573	.247	.305	.686	1.00

Source: Survey Result (2022)

Tolerance is a measure of how much of the variability of a given independent variable is not explained by the model's other independent variables and it is calculated using the formula $1–R^2$ for each variable. If the level of the tolerance is less than 0.10, it shows high possibility of multi-collinearity (Julie Pallant 2002, 2005). As seen from table 4.13, the tolerance values are 0.501, 0.634, 0.306, 0.299 and 0.653 for Transformational leadership, Transactional leadership, Authoritarian leadership, Laissez faire leadership and servant leadership respectively. The tolerance values of the independent variables are above 0.1 which indicate that there is a small degree of multicollinearity among variables. Another way of testing multi-collinearity problem is the VIF (Variance inflation factor), that is the inverse of the value of Tolerance. The variance inflation factors, as shown in table 4.13, are 1.996, 1.578, 3.263, 3.340 and 1.532 for Transformational leadership, Transactional leadership, Authoritarian leadership, Laissez faire leadership and servant leadership respectively. The values of Variance inflation factor of all independent variable in this paper is below 10, this indicates that there is a very small degree of multicollinearity among variables.

TABLE 4. 13 COLLINEARITY STATISTICS

Model		Statistics of Collinearity	
		Tolerance	**VIF**
1	**Transformational**	.501	1.996
	Transactional	.634	1.578
	Authoritarian	.306	3.263
	Laissez faire	.299	3.340
	Servant	.653	1.532
a. Dependent Variable: Change management			

Source: Survey Result (2022)

Durbin-Watson statistic is used to test that variables are independent to each other. The result vary to the value 0 to 4. A Durbin-Watson statistic value that is around 2 shows no autocorrelation problem. A value of towards zero indicates positive autocorrelation. A value towards four indicates negative autocorrelation (Saunders et al., 2012). Based on table 4.14, the Durbin-Watson value of this study is 1.559 which is near to 2. That means, this met the requirement and did not violate the assumption of independence of error terms. Therefore, multiple regression analysis is considered suitable for testing the research hypotheses.

TABLE 4. 14DURBIN-WATSON STATISTICS

Model	Durbin-Watson
1	1.559

Source: Survey Result (2022)

4.7.2. Normality Test

A very important assumption in regression analysis that the dependent variable should be tested for normal distribution. This assumption is used to determine whether the residuals are normally distributed. Normality is used to describe a symmetrical, bell-shaped curve, which has the greatest frequency of scores around in the middle combined with smaller frequencies towards the extremes (Pallant, & John, 2005). The bell shape of a normal distribution can be accessed along two dimensions; its degree of flatness or peak (i.e. kurtosis) and its lack of balance (i.e. skewness). As shown in Figure 5.1 in the appendix B, the Histogram of the implementation of change management has a symmetrical, bell-shaped curve, which has the greatest frequency of scores around in the middle combined with smaller frequencies towards the extremes. Therefore, it indicates that the assumption of normality is met.

The other way to test normality distribution is the P-P plot. To say the Normality assumption of this study is met, the dots at the P-P Plot should be closer to the diagonal line; Normal P-P plot – points should lie in a reasonably straight diagonal line from bottom left to top right. When we look at the p-p plot Figure 5.2 in the appendix B, the P-P plot of the dots are drawn closer to the diagonal line, indicating that the assumption of normality is met.

4.7.4. Linearity Test

The model that relates the response Y to the predictors X1, X2… Xn is assumed to be linear in the regression parameter (Anol, 2012). This means that multiple regression can only assess the

relationship between dependent and independent variables with accuracy is if the relationships are linear. To check the linearity, this study used residual scatterplot.

If the assumption is satisfied, the residuals should scatter around 0 or most of the scores shall concentrate in the center along 0 points. The scatterplots between the Leadership style and the implementation of Organizational Change management displays in the following scatter plot diagram. The scatter plot Figure 5.3 in the appendix B, shows that the residual scores are concentrated at the center along with the zero points. Thus, suggesting the linearity assumption was not violated.

4.8 Analysis of the Effects of Leadership styles on change management

Multiple regression analysis is used to measure the link between two or more variables (Saunders et al., 2012). This technique implemented to explore the most sophisticated interrelationship among variables. The technique uses to identify which leadership style (Transformational, Transactional, Authoritarian, Laissez-faire, and Servant) is the best for the implementation of organizational change management and the amount of variance explained in the implementation of change management by all leadership styles. Generally, this method enables the researcher to make stronger causal inferences from observed interrelationships among variables and to predict a dependent variable based on values of independent variables.

4.8.1. Model Summary

As indicated in the table below 4.19, R = .854 indicates that there is a very strong positive correlation between the dependent variable (Change Management) and the independent variable (Leadership style) factors. The R Square value represents the variation of the dependent variable (Change Management) explained by the independent variable leadership style factors' (Transformational, Transactional, Authoritarian, Laissez-faire, and Servant leadership) taken together. From the model summary table below, the R square from the above Table is .729 which means that the independent variables leadership style factors' can explain 72.9 % of the variation in the dependent variable (Change Management). However, there are 27.1 % of the variance remained unexplained in this study or they are explained by other factors that is not examined in this paper.

TABLE 4. 15 SUMMARY OF MULTIPLE REGRESSION MODEL

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.854[a]	.729	.724	.24465	1.559
a. Predictors: (Constant), Servant, Authoritarian, Transactional, Transformational, Laissez faire					
b. Dependent Variable: Change management					

Source: Survey Result (2022)

ANOVA or Analysis of variance compares the variance between the different groups with the variability within each of the groups. An F ratio is calculated which represents the variance between the groups, divided by the variance within the groups. A large F ratio indicates that there is more variability between the groups than there is within each group (referred to as the error term), Julie Pallant (2002).

TABLE 4. 16 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	37.904	5	7.581	126.653	.000[b]
	Residual	14.066	235	.060		
	Total	51.970	240			
a. Dependent Variable: Change management						
b. Predictors: (Constant), Servant, Authoritarian, Transactional, Transformational, Laissez faire						

Source: Survey Result (2022)

F test is a statistical test used to examine whether the independent variables (Leadership styles) taken together have a significant effect on the dependent variable (Implementation of organizational change management). As indicated in the table below, it depicts that the p value is less than 0.05, therefore, the model is significant. This indicates that the variation explained by the model is significant rather than a chance. From the ANOVA table 4.16, it can be observed that the model as a whole is significant (F (5, 235) = 126.653, P=.000). Therefore, The ANOVA summary table indicates the regression model is a good fit for the data used by the researcher.

In the Table below, the standardized coefficient column shows the contribution that and individual variable makes to the model. The Beta weight is the average amount of the dependent variables increasing when the independent variables increase by on standard deviation with all the other independent variables held constant. Based on the standardized coefficients (β) and Sig. value it can be seen that Transformational, Transactional and Servant Leadership style have a

significant effect on organizational commitment at different significance level and different relationships.

TABLE 4. 17 COEFFICIENTS OF THE VARIABLES

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	**Std. Error**	**Beta**		
1	(Constant)	.148	.155		.957	.340
	Transformational	.503	.046	.524	10.922	.000
	Transactional	.091	.036	.108	2.536	.012
	Authoritarian	.006	.044	.008	.134	.894
	Laissez faire	.069	.045	.095	1.530	.127
	Servant	.310	.041	.319	7.587	.000
a. Dependent Variable: Change management						

Source: Survey Result (2022)

The regression coefficients explain the prediction impact of independent variables on the dependent-variable when considered individually. Therefore, the regression model is $Y=B_0+B_1X_1+B_2X_2+B_3X_3+B_4X_4+B_5X_5+\varepsilon$. Where; Y Represents Organizational Change Management, X1 represents Transformational Leadership Style, X2 represents Transactional Leadership Style, X3 represents authoritarian Leadership Style, X4 represents Laissez faire Leadership Style; and X5 represents Servant Leadership Style.

Based on the above table 4.17, $B_0=0.148$, $B_1=0.503$, $B_2=.091$, $B_3=0.006$, $B_4=0.069$ and $B_5=0.310$. However, due to the insignificance individual contribution of the constant beta value, authoritarian Leadership Style beta value and Laissez faire Leadership Style beta value to the model, the regression model interpreted in the following way.

$$\textbf{Therefore, } Y= 0.503X_1 + 0.091X_2 + 0.310X_5$$

The B values reflect how each predictor interacts with organizational change management. A positive coefficient indicates that the predictor has a positive effect on the result, whereas a negative coefficient indicates that the predictor has a negative effect, Julie Pallant (2002).

For these data, all five predictors have positive Beta values indicating positive relationships. Transformational Leadership Style (B- value 0.503, p=0.000) indicates that when the Transformational Leadership Style of a leader increases by one unit, the implementation of change management increases by 0.503; Transactional Leadership Style (B- value 0.091,

p=0.012) indicates that when the Transactional Leadership Style of a leader increases by one unit, the implementation of change management increases by 0.091; the authoritarian Leadership Style (B- value 0.006, p=0.894) indicates that when the authoritarian Leadership Style of a leader increases by one unit, the implementation of change Management increases by 0.006; the Laissez faire Leadership Style (B- value 0.069, p=0.127) indicates that when the Laissez faire Leadership Style of a leader increases by one unit, the implementation of change management increases by 0.069; and the servant leadership style (B- value 0.310, p=0.000) indicates that when the Servant Leadership Style of a leader increases by one unit, the implementation of change management increases by 0.310.

If the p-value is less than (0.05) then the predictor is making a significant contribution to the model. Therefore, predictors except for the Laissez faire and Authoritarian Leadership Style were statistically significant since each style has a ($p<0.05$). The Laissez faire and Authoritarian Leadership Styles does not make a significant unique contribution to the prediction of the dependent variable (Change Management).

In general, the leadership style which had the greatest impact on the overall the effect of implementation of change management at Bank of Abyssinia is Transformational Leadership Style with a standard beta value of 0.524 which makes it the dominant leadership style in the bank. In other words, one unit increase in transformational leadership style implementation of change management at Bank of Abyssinia increases at 0.524 value. Servant Leadership Style is also the second dominant leadership style with a standard beta of 0.319 with a p-value of "<0.001" which is less than 0.050, and Transactional has the least significant positive relationship with implementation of change management with a standard beta value of .108 . Finally, the effect of the Authoritarian and Laissez-faire Leadership Style on the dependent variable is not individually significant to predict the implementation of the change management.

The multiple regression finding of the researcher in this paper is also supported by other researchers work on leadership style and change management. According to the review on the Role of Leadership Style in the implementation of Organizational Change Management done by Hassan Elsan (2019), most proponents regarded transformational leadership as the most well-

known leadership style capable of dealing with the trials and tribulations of changing administrative processes.

4.9. Hypothesis Testing

To test the formulated hypothesis in this research, the above multiple regression was used to determine the multiple effects of Transformational Leadership Style, Transactional Leadership Style, authoritarian Leadership Style, Laissez faire Leadership Style and Servant Leadership Style and on the implementation of organizational change management in Bank of Abyssinia.

H_1: Transformational leadership style significantly and positively affects the implementation of change management in case of BOA

The regression coefficient table 4.18 shows that Transformational leadership style can positively and significantly predict Organizational change management (Beta=0.503, p=0.000). Based on this, the alternative hypothesis one is accepted.

H_2: Transactional leadership style significantly and positively affects the implementation of change management in case of BOA

Transactional leadership style can positively and significantly predict change management (B-value 0.091, p=0.012). Therefore, the hypothesis is accepted.

H_3: Authoritarian leadership style significantly and positively affects the implementation of change management in case of BOA

Based on the regression coefficient table 4.18, the Authoritarian leadership style positively affects the change management but not significantly (Beta=0.006, p=0.894). Thus, the hypothesis is rejected.

H_4: Laissez faire leadership style significantly and positively affects the implementation of change management in case of BOA

Based on the regression coefficient table the Laissez faire leadership style positively affects the change management but not significantly (Beta=0.069, p=0.127). Thus, the hypothesis is rejected.

H_5: Servant leadership style significantly and positively affects the implementation of change management in case of BOA

Based on the regression coefficient table the Servant leadership style positively and significantly affects the performance of MSEs (Beta=0.310, p=0.000). Thus, the hypothesis is accepted.

TABLE 4. 18 SUMMARY OF HYPOTHESIS TESTING

Hypothesis	Hypothesis statement	Decision
H_1	Transformational leadership style significantly and positively affects the implementation of change management in case of BOA	Accepted
H_2	Transactional leadership style significantly and positively affects the implementation of change management in case of BOA	Accepted
H_3	Authoritarian leadership style significantly and positively affects the implementation of change management in case of BOA	Rejected
H_4	Laissez faire leadership style significantly and positively affects the implementation of change management in case of BOA	Rejected
H_5	Servant leadership style significantly and positively affects the implementation of change management in case of BOA	Accepted

Source: *field survey 2022*

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

Chapter five describes the research's results on the influence of leadership styles on the implementation of organizational change management in the instance of Bank of Abyssinia. Appropriate implications are drawn from the findings, and the study attempts to make relevant suggestions.

5.2. Summary of Findings

According to the descriptive study findings, the transformational leadership style is the most practiced leadership style in Bank of Abyssinia to make change possible having a mean score of 3.90. Transformational leadership style practices like inspiring employees to change, influencing employees to accept change, developing skill of employees to cope up with change, willing to meet the responsibility whenever change is not managed, or encouraging innovation and creativity are some of the practices common in the bank. The study discovered that transformational leadership and the implementation of Organizational change management have a positive and substantial link, according to the regression findings. According to this report, Transformational leadership has a significant impact on the implementation of change management at Bank of Abyssinia. As a result, transformational leadership is the most potent predictor of the implementation of Organizational change management in Bank of Abyssinia. Therefore, the hypothesis "Transformational leadership style can positively and significantly predict Organizational change management" is accepted.

According to the findings of the descriptive research for transactional items inquiries, bank leaders reward staff who deliver good result, carefully monitor subordinates to ensure that employee adopt change, punish employees who do not cope up with change, set clear change goal, and interfere when problems become serious, all of which reveal a mean score of 3.688. In a similar vein, the regression study found that transactional leadership and the implementation of change management had a substantial and favorable association, depending on the study's particular goal of determining the influence of transactional leadership on the implementation of change management in BOA. According to the findings, transactional leadership has a

significant impact on the implementation of change management next to servant leadership. Therefore, the hypothesis "Transactional leadership style can positively and significantly predict Organizational change management" is accepted.

According to the descriptive study findings, the authoritarian leadership style is the least practiced leadership style in Bank of Abyssinia to make change possible having a mean score of 2.97. Authoritarian leadership style practices like making decision when change occurs based on the leaders own judgment and idea, allowing little or no input from group members on change, focusing on taking control, low employee morale for change caused by the leaders, or Employees being dependent on the leader on decision making regarding change are the least leadership style practiced in the bank. On the same subject, a regression research was conducted to determine the influence of Authoritarian leadership style on the implementation of change management in BOA, and it indicated that Authoritarian leadership style and the implementation of change management had a positive but insignificant linear association. Therefore, the hypothesis "Authoritarian leadership style can positively and significantly predict Organizational change management" is rejected.

According to the descriptive study findings, the Laissez-faire leadership style is the next least practiced leadership style from the Authoritarian leadership style in Bank of Abyssinia to make change possible having a mean score of 3.30. Laissez-faire leadership style practices like passive management, making less attempt to help employees adopt to change, being less accountable on change management, supporting employees to clearly understand change, or renouncing their leadership are the next least leadership style practiced from the Authoritarian leadership style in the bank. On the same subject, to establish the effect of Laissez-faire leadership style on the implementation of change management in BOA, the regression study revealed that Laissez-faire leadership style and the implementation of change management has a significant positive but insignificant linear relationship. Therefore, the hypothesis "Laissez-faire leadership style can positively and significantly predict Organizational change management" is rejected.

According to the descriptive study findings for servant items questions respondents revealed that leaders of the bank make timely decisions when change occurs, support team growth and development in managing change, ask for feedback when change occurs, lead by example by adopting to change, and show employees how to apply their virtues to overcome challenges

when the bank goes through change, all of which reveal a mean score of 3.841. In a similar vein, based on the specific aim of the study, to determine the effect of servant leadership on the implementation of change management in BOA, the regression study revealed that transactional leadership and the implementation of change management has a significant and positive relationship. According to the findings, servant leadership has a significant impact on the implementation of change management next to transformational leadership. Therefore, the hypothesis "Transactional leadership style can positively and significantly predict Organizational change management" is accepted.

5.3. Conclusion

According to the study it can be concluded that, the bank used a variety of leadership styles in different doses in the implementation of organizational change management process. The transformational leadership style is the most practiced leadership style in Bank of Abyssinia to make change possible. Transformational leadership has a good and significant impact on organizational change management. As a result, transformational leadership enabled the bank to smoothly implement change management. Transformational leadership styles had the strongest prediction power for the implementation of change management in Bank of Abyssinia S.C., according to the data. The study also concluded that the servant and transactional leadership style has a positive and significant effect on the implementation of change management of Bank of Abyssinia in decreasing order. Regarding the effect of an authoritarian and laissez-faire leadership style on change management, similarly, an authoritarian and laissez-faire leadership style has insignificant positive effect on the implementation of change management of Bank of Abyssinia.

To test the formulated hypothesis in this research, a multiple regression was used to determine the multiple effects of Transformational Leadership Style, Transactional Leadership Style, authoritarian Leadership Style, Laissez faire Leadership Style and Servant Leadership Style and on the implementation of organizational change management in Bank of Abyssinia. Therefore, the research hypothesis was accepted for the transactional, servant and transactional leadership styles has positive and significant effect on organizational change management. However, the research hypothesis was rejected for the authoritarian and Laissez faire leadership styles has positive and significant effect on organizational change management.

5.4. Recommendation

Based on the findings of the study to enhance the success of change management, the following recommendations have been proposed to the case bank:

- According to the study's findings, the bank used a variety of leadership styles in the implementation of change management process. However, because the impact of transformational leadership is stronger than that of other styles in terms of favorably and significantly affecting Organizational change management, the bank is advised to encourage transformational style activities in order to achieve organizational change success in a long-term manner.

- It is critical to include a correct leadership valuation in the leadership recruiting process in order to discover well qualified leaders who understand the need of appropriate leadership throughout the implementation of change management process in an organization in order to meet the implementation of organizational change management goal. As a result, BOA should focus its development efforts on strengthening this leadership style in order to effectively implement change.

- According to the survey, the average score of leaders in persuading people to embrace change is lower than the other transformation leadership issues. As training and development improve leaders' ability to influence employees to change more to facilitate the effective implementation of the desired changes. Therefore, it is recommended that BOA needs to provide to adequately train to leaders to make them able to influence employees on the need for change.

- The researcher also recommends for Leaders to encourage employees' involvement in providing input on the implementation of change management before decision making.

- Last but not least, in the process of organizational change management, BOA leaders must employ a number of leadership styles, including transformational, transactional, and servant leadership as the case maybe. This is because, with the exception of the laissez-faire and authoritarian leadership styles, all of the leadership styles studied (transformational transactional, and servant leadership style) were found to be effective in bringing about change in Bank of Abyssinia S.C.

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APPENDIXES

Appendix A: Questionnaire

ADDIS ABABA UNIVERSITY

INTRODUCTION LETTER

Dear Respondent

I am a student at Addis Ababa University School of commerce. I am undertaking research as a part of the requirements for a master's degree in Business leadership entitled "the effect of leadership style on the implementation of organizational change management in the case of Bank of Abyssinia". You have been selected to participate in this study to obtain your perceptions and views regarding various aspects of the Leadership style and change management. I ask you to provide appropriate and relevant information. I affirm that your information will be used for the academic purpose only.

Thank you in advance for your time and cooperation.

With regards,

Christina Solomon

Part one: General Information

Instruction: Please tick on the appropriate boxes that best suit your situation.

1. ***Gender:*** ☐ ***Male*** ☐ ***female***
2. ***Age of the respondent*** ☐ ***20-29 years*** ☐ ***40- 49 years***

   ☐ 30-39 years ☐ 50- 60 years

3. ***What is the highest level of education you have completed?***

☐ Diploma ☐ Degree ☐ Masters ☐ Above Master's Degree

4. ***Work Experience in BOA***

☐ 1- 3 years ☐ 4- 6 years ☐ 7- 10 years ☐ above 10 years

5. Please specify your position classification in the bank?

☐ Directors ☐ senior managers ☐ Lower managers ☐ Officer

Part two. Questions to test leadership styles and organizational change management

Using the following scale, please indicate the extent, to which you either agree or disagree with the statements by a circle the appropriate number in each row,

1 = Strongly Disagree 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree.

No	Transformational leadership	Rating scale				
1	Leaders inspire employees to change	1	2	3	4	5
2	Leaders influence employees to accept change	1	2	3	4	5
3	Leaders develop skill of employees to cope up with change	1	2	3	4	5
4	Leaders are willing to meet the responsibility whenever change is not managed	1	2	3	4	5
5	Leaders encourage innovation and creativity	1	2	3	4	5
	Transactional leadership					
1	Leaders reward employees who deliver good result	1	2	3	4	5
2	Leaders carefully monitor subordinates to ensure that employee adopt change	1	2	3	4	5
3	Leaders punish employees who do not cope up with change	1	2	3	4	5
4	Leaders set clear change goal	1	2	3	4	5
5	Leaders fail to interfere until problems become serious	1	2	3	4	5
	Authoritarian leadership					
1	Leaders usually make decision when change occurs based on their own judgment and idea	1	2	3	4	5
2	Leaders allow little or no input from group members on change	1	2	3	4	5
3	Leaders focus on taking control	1	2	3	4	5
4	There is low employee morale for change	1	2	3	4	5
5	Employees are dependent on the leader on decision making regarding change	1	2	3	4	5
	Laissez faire leadership					
1	Leaders in the bank use passive management	1	2	3	4	5

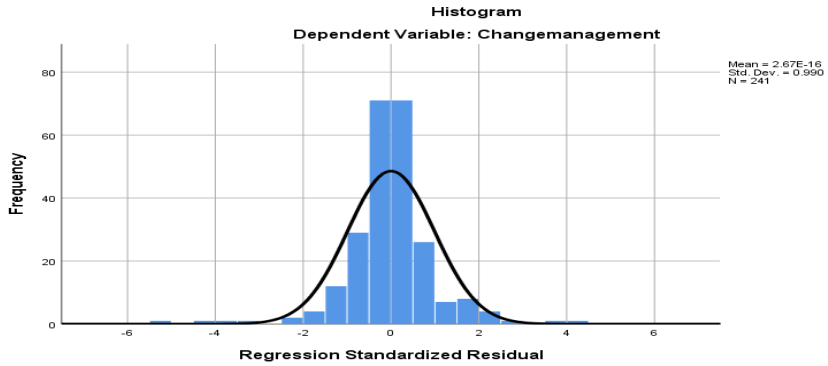
2	Leaders make no attempt to help employees adopt to change	1	2	3	4	5
3	Leaders are less accountable on change management	1	2	3	4	5
4	Leaders support employees to clearly understand change	1	2	3	4	5
5	Leaders renounce their leadership	1	2	3	4	5
Servant leadership						
1	Leaders make timely decisions when change occurs	1	2	3	4	5
2	Leaders support team growth and development in managing change	1	2	3	4	5
3	Leaders ask for feedback when change occurs	1	2	3	4	5
4	Leaders lead by example by adopting to change	1	2	3	4	5
5	Leaders show employees how to apply their virtues to overcome challenges when the bank goes through change	1	2	3	4	5
The implementation of Organizational change management						
1	Employees understand the need for change	1	2	3	4	5
2	Employees are encouraged to forward different perspectives before initiation of change	1	2	3	4	5
3	Leaders in the bank are responsible for the change process	1	2	3	4	5
4	Planed changes are implemented well	1	2	3	4	5
5	Leaders ask for continuous feedback for the change that has been made	1	2	3	4	5

Source: Own Survey (2022)

Appendix B – Test Assumptions

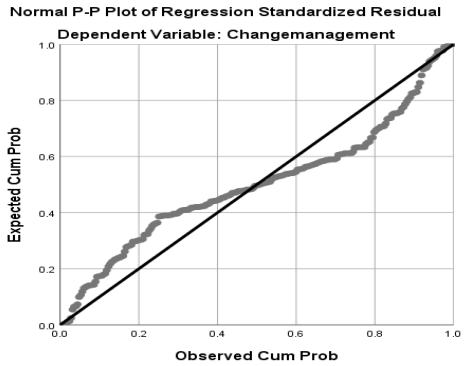
Test for Assumptions of Regression Model

FIGURE 5. 1*HISTOGRAM FOR CHANGE MANAGEMENT*



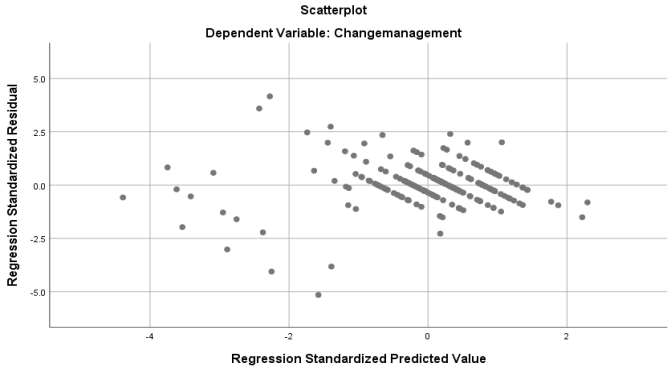
Source: Own Survey (2022)

FIGURE 5. 2*NORMAL P-P PLOT OF THE IMPLEMENTATION OF CHANGE MANAGEMENT*



Source: Own Survey (2022)

FIGURE 5. 3 *SCATTERPLOT OF THE IMPLEMENTATION OF CHANGE MANAGEMENT*



Source: Own Survey (2022)