



Addis Ababa University School of Commerce

The Effect of Leadership Style on Employee Turnover Intention: The case of Ahadu Bank, Addis Ababa Branch

By: Lielt Mesfin

June, 2024

Addis Ababa, Ethiopia



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A Research Thesis Proposal Submitted to Addis Ababa University School of
Commerce in Partial Fulfillment of the Requirements for Masters' of Arts
Degree in Business Leadership

By: Lielt Mesfin

Advisor: Zegeye Muluye (Ph.D.)

June, 2024

Addis Ababa, Ethiopia



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Name and Signature of Members of the Examining Board

_____	_____	_____
Advisor	Signature	Date
_____	_____	_____
Examiner	Signature	Date
<i>Mebrakttu L. Teklehaimanot (Ph.D.)</i>		16 July 2024
_____	_____	_____
Examiner	Signature	Date

Declaration

I declare that this research project titled "The Effect of Leadership Styles on Employee Turnover Intention: The Case of Ahadu Bank, Addis Ababa Branch" is the result of my own independent investigation and research efforts. I have carried out this study with the guidance and support provided by my research advisor. All sources used in this project have been properly cited and referenced. This project has not been previously submitted for any degree, and it represents my original work.

Signature: _____

Lielt Mesfin

Approval

This is to certify that Lielt Mesfin has completed the research project work titled "The Effect of Leadership Styles on Employee Turnover Intention: The Case of Ahadu Bank, Addis Ababa Branch" under my supervision. The project work is original in nature and satisfies the requirements for partial fulfillment of the degree of Master's in Business Leadership.

Advisor's Signature: _____

Dr. Zegeye Muluye

Acknowledgement

First and foremost, I give thanks to God for providing me the strength, wisdom, and perseverance to complete this thesis.

I would like to express my deepest gratitude to my advisor, Dr. Zegeye Muluye, for his unwavering guidance, invaluable insights, and steadfast support throughout the research and writing process. Your mentorship has been instrumental in shaping this work.

I am incredibly thankful to my father, Ato Mesfin Tiku, for his unconditional love, encouragement, and belief in me. Your unwavering support has been a true source of inspiration.

To my dear friends and family friends, thank you for your camaraderie, emotional support, and willingness to lend an ear whenever I needed it. Your friendship has made this journey all the more meaningful. I would also like to extend my sincere appreciation to the staff at Ahadu Bank, especially the HR department, for providing me the opportunity to contribute to this important initiative. Your expertise, collaboration, and flexibility have been invaluable.

Without the blessings of God, the guidance of Dr. Zegeye, the love of my father, the companionship of my friends, and the support of the Ahadu Bank staff, the completion of this thesis would not have been possible. I am forever grateful.

Abstract

Employee turnover remains a significant financial and operational burden for organizations, impacting knowledge retention and competitiveness. This study investigates the effect of shared leadership, authentic leadership, and culturally intelligent leadership on turnover intentions within Ahadu Bank. Data was collected through a self-administered survey distributed to a sample of 172 Ahadu Bank employees. The survey instrument included established measures to assess employee perceptions of shared leadership, authentic leadership, and culturally intelligent leadership styles practiced by their managers. Additionally, employee turnover intentions were measured using a validated scale. Multiple regression analysis was then employed to test the hypothesized relationships between these leadership styles and turnover intentions. The results reveal that both shared and authentic leadership styles emerged as significant negative predictors of turnover intention, suggesting employees with these leadership experiences are less likely to consider leaving. Interestingly, culturally intelligent leadership did not exhibit a statistically significant association with turnover intention in this model. These findings imply that fostering shared and authentic leadership practices among managers at Ahadu Bank could be a strategic approach to mitigating employee turnover. The study highlights the value of investing in leadership development programs that cultivate these crucial leadership competencies, while also underscoring the need for further research into potential moderating or mediating factors that might influence the relationship between leadership styles and employee turnover intentions.

Keywords: *leadership, leadership style, Turnover, employee Turnover*

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List of Acronyms

AHB	Ahadu Bank
AL	Authentic Leadership
CQL	Culturally Intelligent Leadership
CSO	Customer Service Officer
SL	Shared Leadership
SPLIT	Shared Leadership Questionnaire
ALQ	Authentic Leadership Questionnaire
CQS	Cultural Intelligence Scale
TIQ	Turnover Intention Questionnaire

CHAPTER ONE

Introduction

This chapter establishes the foundation for the study by presenting the background of the research and the organization, stating the problem and research questions, defining key terms, outlining the study's objectives and significance, as well as its scope and limitations. The researcher provides an introduction to the context and rationale behind the investigation of Ahadu Bank, clearly delineates the specific issues being explored, and clarifies the important concepts used throughout the thesis. Additionally, the chapter explains the goals of the research and its potential contributions, while also acknowledging any constraints that may have impacted the study.

1.1. Background of the study

Employee turnover, the voluntary departure of employees from an organization, remains a significant challenge for businesses of all sizes (Society for Human Resource Management, 2023). A study by (Allen et al., 2017) found that high turnover can lead to a domino effect, negatively impacting several aspects of an organization. Understanding the factors that contribute to employee turnover is essential for developing strategies to retain valuable talent.

Leadership, a concept that has captivated thinkers for centuries, forms the very foundation of successful organizations. It's the intricate dance of influencing, guiding, and motivating individuals toward achieving shared goals (Northouse, 2016). Effective leadership fosters a multitude of positive outcomes, including increased creativity, innovation, and a thriving work environment, ultimately leading to organizational success (Yukl, 2013).

There's no one-size-fits-all approach to leadership. Leaders develop unique styles influenced by a complex interplay of factors, including their personality, experiences, and the ever-evolving organizational context (Avolio et al., 2019). Understanding these

leadership styles, their strengths, weaknesses, and the situational factors that influence their effectiveness is crucial for fostering effective leadership within organizations.

The field of leadership research is constantly evolving, with new models and frameworks emerging to address the complexities of the modern workplace. Concepts like servant leadership, which emphasizes placing the needs of followers first, and emotional intelligence, the ability to understand and manage one's own emotions and those of others, are gaining increasing attention (Northouse, 2016).

Customer service officers (CSOs) are the face of any bank, the bridge between clients and the institution's services. Yet, the Ethiopian banking sector grapples with a troubling reality: a high rate of CSO turnover. This constant churn of personnel can have a ripple effect, potentially impacting customer satisfaction, operational efficiency, and a bank's overall brand image.

The link between leadership approach and employee retention is multifaceted and intricate. While some leadership styles may correlate with higher turnover, the factors influencing an employee's decision to leave are multifaceted. However, strong leadership undoubtedly plays a role in fostering a positive work environment, which can contribute to employee retention. Understanding this link is crucial for organizations seeking to build a loyal and engaged workforce. This study delves deeper into this intricate relationship, exploring how different leadership styles influence employee decisions to stay or go.

1.2. Background of the Organization

Ahadu Bank is a fresh face in the ever-evolving landscape of Ethiopian finance. Founded in 2021 by a collective of over 10,000 shareholders, the bank embodies a vision of becoming a prominent leader within the nation's financial services sector. Its arrival marks a new chapter, not just for the bank itself, but potentially for financial inclusion within Ethiopia.

Driven by a team of visionary entrepreneurs and professionals, Ahadu Bank centers its philosophy on “Inclusive Intermediation”. This guiding principle suggests a commitment to expanding access to financial services for a broader segment of the Ethiopian population. This focus on inclusivity could be a significant step towards financial empowerment for many Ethiopians.

Despite its recent establishment, Ahadu Bank has demonstrated a strong start. The bank secured an initial funding injection of over 564 million Ethiopian birr, laying a solid foundation for its operations. In July 2022, it officially commenced operations, opening its headquarters and initial branches in Addis Ababa.

1.3. Statement of the Problem

Employee turnover, particularly among customer service officers (CSOs), presents a significant financial and operational challenge for banks in the developing world. This ripple effect is further amplified in today's complex work environments, as research by (Muramatsu et al. 2018). In the context of service industries like banking, where customer interactions are central to success, this can have a cascading negative effect on a bank's brand reputation and its ability to achieve strategic goals.

Organizations experiencing high employee turnover incur significant financial and non-financial costs. Direct expenses encompass activities associated with recruitment, onboarding, and training of replacements. Indirect costs, however, encompass a broader range of consequences, including decreased employee morale, increased workload for remaining staff, and the loss of valuable institutional knowledge and social capital (Long et al., 2012). The impact is particularly pronounced when high-performing employees depart. Research by Allen and Bryant (2012) suggests that the combined cost of replacing employees, including recruitment, selection, and training, can often exceed 100% of the annual compensation for the vacated position.

People change jobs for various reasons, often seeking a better quality of life and greater comfort. The turnover rates at AHB, as reported by the AHB human resource department, have been 13.94% from 2022 to 2024, Due to the existence of the above-perceived

problem, this study empirically aimed to examine the effect of leadership style on employee turnover at the Bank. The researcher observed that there were no studies that specifically focused on investigating the effect of leadership styles on CSO turnover at Ahadu Bank. Although, several studies have been conducted globally on the subject matter (Clayton and Hutchinson, 2001, Nyengane, 2007, Manetje & Martins, 2009, Lumley, 2011), factors applicable in one country may not fit in other countries. In light of this, the researcher initiated to conduct of this research to show the cause-and-effect relationship in AHB context. Therefore, this study aims to address this critical gap by investigating the relationship between specific leadership styles, including authentic, shared, and culturally intelligent leadership, and CSO turnover in Ethiopian Banks, focusing on Ahadu Bank.

1.4. Research questions

The research questions for this study focus on the effect of leadership style, specifically on customer service officer (CSO) turnover intentions. This study has, thus, answered the following research questions:

- What specific leadership styles are most prevalent at Ahadu Bank?
- What is the effect of shared leadership style on CSO turnover at Ahadu Bank?
- What is the effect of authentic leadership style on CSO turnover at Ahadu Bank?
- What is the effect of culturally intelligent leadership style on CSO turnover at Ahadu Bank?

1.5. Objective of the study

The objectives of this study presented as general and specific objectives as follows.

1.5.1. General Objective:

- To investigate the effect of leadership styles employed at Ahadu Bank on customer service officer (CSO) turnover intentions within the Ethiopian banking context.

1.5.2. Specific Objectives:

- To identify the specific leadership styles prevalent at Ahadu Bank.
- To identify the effect of shared leadership style on CSO turnover at Ahadu Bank.
- To identify the effect of authentic leadership style on CSO turnover at Ahadu Bank.
- To identify the effect of culturally intelligent leadership style on CSO turnover at Ahadu Bank.

1.6. Significance of the study

High employee turnover, particularly among customer service officers (CSOs), creates a significant financial and operational burden for banks worldwide. Studies have shown that high turnover disrupts workflows, necessitates expensive recruitment and training efforts, and ultimately erodes customer satisfaction (Crowe report, 2023). This is especially detrimental for banks, where positive customer interactions are crucial for success.

In the Ethiopian banking sector, however, there's a critical knowledge gap regarding the specific issue of CSO turnover. Existing research in Ethiopia has primarily focused on leadership styles in other industries (Gebremichael, T., & Gebre-Egziabher, T. (2014). Leadership styles and employee job satisfaction in the Ethiopian manufacturing industry. *Journal of Business and Management (JBM)*, 16(2), 1-18), overall bank performance (Tesfaye, K., & Kassahun, T. (2016). Determinants of commercial banks' performance in Ethiopia. St. Mary's University Institutional Repository), or broader employee populations within the banking sector (Berhanu Adugna (2015) Assessing Rationales and Impacts of Employees' Turnover in Commercial Bank of Ethiopia. This lack of research on CSO turnover intentions specifically within the Ethiopian banking context presents a significant challenge for Ahadu Bank.

Without understanding how leadership practices influence the decisions of CSOs to stay or leave, the bank is unable to develop targeted strategies to improve employee retention and enhance its overall performance. Understanding the factors influencing CSO turnover intentions within Ahadu Bank, particularly the role of leadership styles, is crucial. This research would provide valuable insights for Ahadu Bank to develop leadership development programs that address the specific needs and motivations of CSOs. By fostering a more positive work environment and reducing turnover intentions, Ahadu Bank can enhance its customer service, improve operational efficiency, and ultimately achieve its strategic goals.

1.7. Scope of the Study

This research investigates the influence of leadership styles on customer service officer (CSO) turnover intentions within a specific context: Ahadu Bank's Addis Ababa branches. The study aims to understand how leadership practices employed by leaders at these branches impact CSO decisions to stay or leave the bank.

Variable Scope:

The research focused on the following key variables:

Leadership Styles: The study examines the prevalence of different leadership styles within the Addis Ababa branch network.

Turnover Intentions: The research investigates the factors that influence CSOs' decisions to stay with or leave Ahadu Bank, with a specific focus on the role of leadership styles in shaping these intentions.

Employee Perceptions: The study explores how CSOs within Addis Ababa branches perceive the relationship between leadership style and their turn over intention.

Geographic Scope:

The research is geographically limited to Ahadu Bank's branches located in Addis Ababa, Ethiopia. While the findings might hold broader implications for CSOs within Ahadu Bank's entire branch network or other banks in urban Ethiopia, this initial investigation focuses on this specific location.

1.8. Limitation of the study

While this research offers valuable insights into leadership and turnover intentions within Ahadu Bank's Addis Ababa branches, some limitations are important to consider. The findings might not be generalizable to CSOs beyond Addis Ababa. Additionally, the study relies on self-reported data and a one-time data collection point, which can influence results. Despite these limitations, the research design employs strategies to mitigate them, such as using a representative sample and potentially incorporating mixed-methods for data collection.

1.9. Organization of the Study

This research is organized into five chapters. The first chapter provides an introduction to the topic. Chapter two dives into the existing research related to the study's focus. The methodology and research design used in this investigation are explained in chapter three. Chapter four analyzes and interprets the data collected for the study. Finally, chapter five summarizes the key findings, draws conclusions based on those findings, and offers strategic recommendations.

1.10. Definition of Key Terms

In the research, the following key terms and acronyms are used repetitively.

- **Shared leadership:** Distributes leadership responsibilities among team members, fostering collective decision-making and ownership (Burke et al., 2016).
- **Authentic leadership:** Leaders act with transparency, genuineness, and moral purpose, inspiring trust and commitment (Avolio et al., 2011).
- **Culturally intelligent leadership:** Leaders effectively interact with individuals from diverse backgrounds, adapting their style to enhance communication and collaboration (Earley & Angsuso, 2003).
- **Turnover Intentions:** employee's current contemplation of quitting their job, serving as a valuable predictor of future turnover (International Journal of Data Science and Analytics, 2022).

CHAPTER TWO

Literature Review

Introduction

This chapter presents a comprehensive review of the relevant literature to establish a robust theoretical foundation for the study. The researcher examines the key theories and concepts related to leadership styles and employee turnover intentions in the first section. The second part synthesizes the findings from previous empirical studies that have investigated the relationship between these variables. Building on the insights gained from the theoretical and empirical literature review, the researcher then constructs a conceptual framework that outlines the dependent and independent variables central to the study. This structured approach lays a strong groundwork for the investigation by providing a solid understanding of the existing knowledge and a guiding framework for the research process.

2.1. Conceptual Review

2.1.1. The concept of turnover

Employee turnover, the voluntary or involuntary departure of staff, remains a significant concern for organizations. While specific theories offer valuable insights, a multifaceted approach is crucial for comprehending this complex phenomenon.

Job Design plays a key role. Studies suggest that monotonous tasks lacking skill variety and autonomy can lead to dissatisfaction and increased turnover (Wright & Cropanzano, 2000). Providing opportunities for employees to utilize their skills and contribute meaningfully can enhance engagement and retention.

Fairness Perceptions are another critical factor. Employees who perceive an imbalance between their contributions (effort, skills) and their rewards (pay, recognition) compared to colleagues may experience inequity (Adams, 1965). This can lead to decreased

motivation and a higher likelihood of seeking alternative employment (Cropanzano & Mitchell, 2005).

Psychological Contracts highlight the significance of unwritten expectations between employees and organizations (Rousseau, 1995). Breaches of these expectations, such as layoffs following promises of job security, can damage trust and potentially lead to turnover (Robinson & Rousseau, 1994). Open communication and transparency are essential for fostering trust and maintaining strong psychological contracts.

Beyond these core aspects, recent research emphasizes the broader context influencing turnover decisions. Factors like work-life balance, organizational culture, and leadership style can all play a significant role. For instance, a culture that prioritizes long hours over well-being can contribute to employee burnout and ultimately, higher turnover (Hom & Xiao, 2011). Individual characteristics like age, career stage, and personality also influence turnover propensity. Additionally, the industry and economic conditions can affect overall turnover rates within an organization.

2.2. The concept of leadership style

Leadership, the art of influencing and motivating others to achieve a common goal, has captivated scholars and practitioners for centuries. Integral to this concept is the notion of leadership style, the characteristic behavior patterns leaders exhibit in directing, motivating, and managing their teams. Understanding leadership styles is crucial for organizations seeking to optimize performance and cultivate a positive work environment. This review delves into the current understanding of leadership style, exploring various frameworks, their strengths and weaknesses, and the influence of situational factors. The researcher drew upon recent academic literature (2020 onwards) to provide a comprehensive and up-to-date analysis.

There is no single, universally accepted definition of leadership style. However, a common thread across various models is the focus on how leaders interact with their followers in decision-making, communication, and task delegation. Recent literature

emphasizes the dynamic nature of leadership styles, acknowledging a leader's ability to adapt their approach based on the situation [Northouse, 2021].

Several prominent frameworks categorize leadership styles. One of the most enduring is the autocratic vs. democratic leadership dichotomy. Autocratic leaders make decisions unilaterally, exerting high control and expecting obedience from followers [Judge et al., 2020]. Conversely, democratic leaders encourage participation in decision-making, fostering a collaborative environment [Lowe et al., 2022]. A third category, laissez-faire leadership, involves minimal intervention, granting followers a high degree of autonomy [Bass & Avolio, 1999]. More nuanced frameworks have emerged, incorporating additional dimensions. Transactional leadership focuses on clear exchanges between leaders and followers, with rewards contingent upon performance [Avolio et al., 1999]. Transformational leadership inspires followers to transcend their self-interest and strive for ambitious goals [Bass & Avolio, 1990]. Recent studies by Howell and Avolio (2021) emphasize the transformational leader's ability to cultivate intellectual stimulation and create a shared vision within the team.

The effectiveness of a leadership style hinges on the specific context. Autocratic leadership can be advantageous in crisis situations demanding swift decisions [Denhardt et al., 2020]. However, in knowledge-intensive environments, it may stifle creativity and demotivate employees [Hunter et al., 2020]. Democratic leadership fosters innovation and employee engagement but can be time-consuming in situations requiring rapid action [Yukl, 2022]. Laissez-faire leadership can empower skilled individuals but lead to chaos without proper structure [Mumford et al., 2022]. Similarly, transactional leadership is effective in well-defined tasks with clear performance metrics [Judge et al., 2010]. However, it may fail to inspire or cultivate long-term commitment in employees. Transformational leadership, while fostering motivation and innovation, can be less effective with followers who require more directive guidance [Wang et al., 2019]

The concept of situational leadership posits that the most effective style depends on the follower's maturity level (competence and commitment) and the task demands (structure and clarity) [Hersey et al., 2020]. Leaders who can adapt their style to the situation are

likely to achieve greater success. Recent research by Avolio et al. (2021) suggests that transformational leadership can be particularly effective in developing follower maturity, creating a virtuous cycle of growth within the team.

The digital age and the rise of remote work have introduced new complexities to leadership. Virtual teams necessitate clear communication, trust-building, and fostering a sense of community despite physical distance [Blank et al., 2021]. Leaders adept at utilizing technology and fostering online collaboration are likely to thrive in this environment. Additionally, the growing emphasis on diversity, equity, and inclusion necessitates leadership styles that promote psychological safety and empower a wider range of voices [Zaccaro et al., 2023].

Understanding leadership styles is a cornerstone of effective leadership development. The current literature underscores the multifaceted nature of leadership styles, emphasizing the importance of adaptability and context-sensitivity. Leaders who can leverage their strengths, recognize situational demands, and foster follower development are best positioned to navigate the complexities of the modern workplace and achieve organizational success.

2.3. Review of theoretical leadership literature

The field of leadership research took its initial steps with the trait theories, which emerged in the early 20th century. These theories posited that leaders were inherently endowed with a specific set of personal characteristics, such as intelligence, charisma, and decisiveness [Northouse, 2016]. However, the theory's inability to definitively identify a universal set of leadership traits and the lack of emphasis on environmental context led to its decline.

Behavioral theories, a response to the limitations of trait theories, emerged in the mid-20th century. These theories focused on the observable behaviors of leaders, such as task orientation and relationship orientation [Hersey & Blanchard, 1977]. Pioneering works like Ohio State University studies and University of Michigan studies identified task-

oriented and relationship-oriented leadership styles, laying the groundwork for further exploration of leader behavior [Stogdill, 1948; Likert, 1967].

Contingency theories emerged in the latter half of the 20th century, recognizing that leadership effectiveness is contingent upon situational factors. Fiedler's Contingency Model, for instance, proposed that the effectiveness of a leader's style depends on the match between their leadership style (task-oriented or relationship-oriented) and the favorableness of the leadership situation [Fiedler, 1967]. Hersey and Blanchard's Situational Leadership Theory further built upon this notion, suggesting that leaders should adapt their styles based on the development level (competence and commitment) of their followers [Hersey & Blanchard, 1977]. Contingency theories challenged the universality of leadership styles and highlighted the importance of environmental context.

The 21st century has witnessed a shift towards more nuanced and dynamic perspectives on leadership. Shared leadership, a concept gaining traction, emphasizes the distribution of leadership functions among team members, fostering collaboration and innovation [Pearce & Conger, 2003]. This theory acknowledges that leadership can emerge from various positions within a team, not solely from a designated leader. Authentic leadership, characterized by genuineness, transparency, and self-awareness, has emerged as a critical factor in fostering trust and engagement within organizations [Avolio et al., 2004].

Globalization has spurred the exploration of cultural intelligence, the ability of leaders to effectively navigate diverse cultural contexts [Earley & Angsuso, 2003]. Additionally, the rise of technology has necessitated leadership approaches that can leverage virtual teams and foster collaboration across geographical boundaries. The evolving landscape of leadership theory underscores a crucial point: there is no single "best" leadership style. Effective leadership is a dynamic and context-dependent phenomenon. Leaders who can adapt their styles, leverage the strengths of their followers, and foster a shared vision are likely to thrive in the ever-changing world. Future research directions are likely to delve deeper into the interplay of leadership, followership, and the intricate web of contextual factors that shape organizational success.

2.3.1. Shared leadership

Shared leadership, a dynamic approach to leadership distribution within teams and organizations, has gained significant traction in recent years as researchers explore its impact on performance and employee well-being. Moving beyond traditional hierarchical structures, shared leadership emphasizes the collective influence of multiple individuals, fostering a collaborative environment where team members share responsibility for decision-making, strategy development, and task execution (Pearce et al., 2023). This distributed leadership style leverages the diverse strengths and perspectives of team members, potentially leading to increased innovation, adaptability, and problem-solving efficacy (Hinkin & LePine, 2016). Empirical studies support these notions, with a recent meta-analysis by Wang et al. (2022) demonstrating a positive relationship between shared leadership and team performance, particularly in complex and knowledge-intensive tasks.

However, shared leadership is not a one-size-fits-all approach. The effectiveness of this style appears to be contingent on several factors, including team composition. For instance, teams with high levels of shared leadership may struggle if they lack members with strong interpersonal skills or the ability to manage conflict constructively (Burke et al., 2016). Organizational culture also plays a critical role. Shared leadership is likely to flourish in cultures that emphasize collaboration, open communication, and trust (Ehrhart & Klein, 2020). Additionally, clarity of roles and expectations is essential. When team members understand their individual and collective responsibilities, it helps to mitigate potential confusion or ambiguity that could hinder team performance (Dionne & Simard, 2021).

2.3.2. Authentic leadership

Authentic leadership has emerged as a prominent concept in contemporary leadership studies. Defined by transparency, self-awareness, and adherence to core values, authentic leaders foster trust and inspire followers [Avolio et al., 2011].

The core dimensions of authentic leadership are typically categorized as self-awareness, relationship transparency, and balanced processing. Self-awareness involves a leader's understanding of their strengths, weaknesses, and values [Walumbwa et al., 2008]. Relationship transparency emphasizes open communication and genuineness in interactions with followers [Avolio et al., 2009]. Finally, balanced processing refers to a leader's ability to consider diverse perspectives before making decisions [Avolio et al., 2004].

The positive effects of authentic leadership are well-documented. Research suggests that it fosters trust between leaders and followers, leading to increased employee engagement, satisfaction, and performance [Wang et al., 2019]. Authentic leaders also cultivate a positive work environment characterized by psychological safety and innovation [Avolio et al., 2014].

However, the concept of authentic leadership is not without its critics. Some argue that the emphasis on being oneself can be limiting, particularly for leaders from cultures that value conformity [Chhatrapati and Singh, 2013]. Additionally, the challenge of developing authenticity, especially for leaders already in established roles, remains a point of discussion [Shamir et al., 2017].

2.3.3. Culturally Intelligent Leadership

The increasingly interconnected nature of business necessitates leaders with the ability to navigate diverse cultures. Culturally intelligent (CQ) leadership has emerged as a key concept in this context, emphasizing a leader's capacity to effectively interact and lead across cultures [Javidan et al., 2020].

Cultural intelligence is a multidimensional construct encompassing four key areas: cognitive, behavioral, affective, and motivational [Earley and Angsumerang, 2007]. The cognitive dimension refers to a leader's knowledge of different cultures, including their values, norms, and communication styles. Behavioral CQ focuses on a leader's ability to adapt their behavior to different cultural contexts. Affective CQ reflects a leader's comfort level with cultural ambiguity and their appreciation for cultural differences.

Finally, motivational CQ pertains to a leader's desire and drive to interact effectively across cultures [Javidan et al., 2020].

Research consistently demonstrates the positive impact of CQ leadership on organizational performance. Studies suggest that leaders with high CQ foster trust and rapport with a diverse workforce, leading to increased employee engagement and satisfaction [Puffer, 2018]. Additionally, CQ leadership promotes effective communication and collaboration across cultural boundaries, ultimately enhancing decision-making and innovation within global teams [Javidan et al., 2019].

Despite its growing recognition, the field of CQ leadership continues to evolve. One area of ongoing discussion centers on the development of cultural intelligence. While some research suggests that CQ is a relatively stable trait, others argue that it can be enhanced through training and development programs [Ang et al., 2020]. Additionally, the influence of national culture on leadership styles and the best practices for leading multicultural teams remain topics of exploration [Javidan et al., 2020].

2.4. Empirical Literature Review

High customer service officer (CSO) turnover disrupts operations, increases costs, and decreases customer satisfaction within banks. Understanding the factors influencing CSO turnover is crucial for improving employee retention in Ahadu Bank's Addis Ababa branches. This review examines the empirical literature on the relationship between specific leadership styles and CSO turnover, focusing on the Ethiopian context.

According to Pearce and Conger (2003), shared leadership, where decision-making and task execution are distributed among team members, has been linked to lower turnover rates. This approach fosters a sense of ownership and accountability among employees, potentially increasing their engagement and satisfaction. A study by Enshae et al. (2019) in a private bank within Addis Ababa further strengthens this connection, finding that shared leadership practices positively influenced employee engagement.

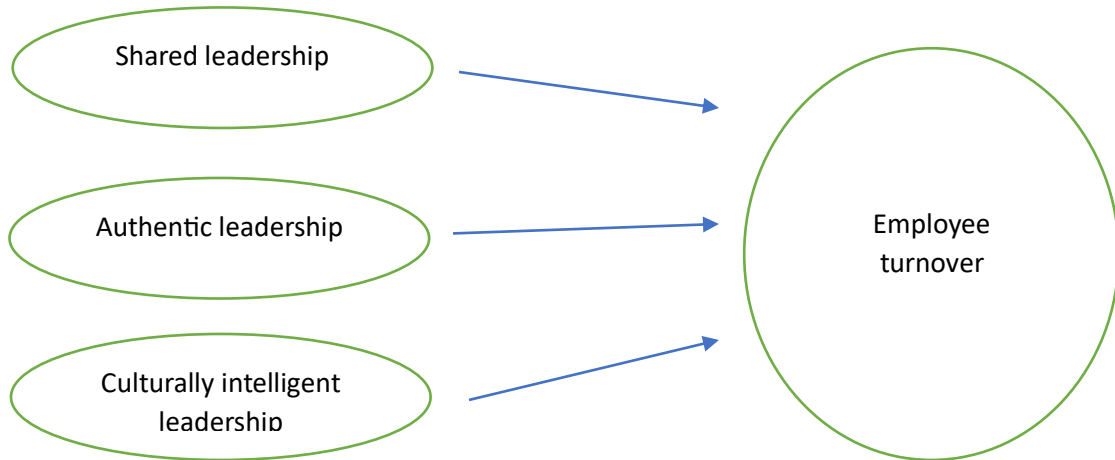
Avolio et al. (2004) suggest that authentic leadership, characterized by self-awareness, transparency, and ethical decision-making, fosters trust and psychological safety within teams. Employees who trust their leaders are more likely to feel valued and committed to the organization. Research by Yismaw et al. (2013) on leadership styles in Ethiopian organizations aligns with this, suggesting that authentic leadership is perceived favorably by employees.

House et al. (2004) discuss culturally intelligent leadership, which involves adapting leadership styles to a specific cultural context. Ethiopia's cultural landscape emphasizes collectivism, respect for hierarchy, and strong in-group loyalty. For instance, leaders might balance delegation with guidance, respecting the importance of hierarchy while fostering a sense of teamwork. While empirical studies on culturally intelligent leadership and CSO turnover in Ethiopia are scarce, research by House et al. (2004) suggests that culturally intelligent leadership is generally associated with positive employee outcomes across cultures.

2.5. Conceptual Framework

Informed by the theoretical underpinnings examined in the literature review, the researcher has constructed a conceptual framework to undergird the present investigation. This framework delineates the principal variables of interest and their posited interrelationships that serves as the focus of the study.

Figure 1 Conceptual Framework



2.6. Research Hypothesis

As aforementioned, the principal aim of the present research endeavor is to investigate the effects of leadership style on employee turnover intentions within organizational contexts, with particular emphasis on Ahadu Bank (AHB). Premised upon the conceptual framework delineated in the preceding section, the following hypotheses shall be empirically tested as part of this scholarly inquiry:

H1: Authentic Leadership has a significant and negative effect on CSO turnover Intentions.

H2: Shared Leadership has a significant and negative effect on CSO turnover Intentions.

H3: Culturally Intelligent Leadership has a significant and negative effect on CSO turnover Intentions.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter delineates the research methodology employed in the study. It covers the research design, approach, and procedures used for data collection and analysis. Specifically, the chapter discusses the data collection instruments and methods, the target population and sampling techniques, as well as the data processing and analysis procedures. Additionally, the ethical considerations that guided the research process are also addressed. This detailed account of the methodological framework underpinning the investigation ensures transparency and rigor in the research approach.

3.1. Research Approach

As outlined by Creswell et al. (2017), the research approach refers to the overall strategy or plan that researchers adopt to address the research questions and achieve the study's objectives. The three main research approaches are qualitative, quantitative, and mixed methods. Quantitative design involves the collection of numerical data for statistical analysis, whereas qualitative design enables the researcher to describe and analyze the gathered information (Creswell, 2012). For the present research, a quantitative approach is utilized, employing a close-ended questionnaire to measure the impact of leadership style on employee turnover.

3.2. Research Design

As elucidated by Akhtar (2016), the research design serves as the conceptual framework that guides the conduct of the scholarly inquiry. It establishes the strategic approach to data gathering, measurement, and analysis, effectively providing a methodological roadmap for the researcher (Pandey & Mishra, 2015). The present research endeavor seeks to investigate the impact of leadership style on employee turnover; it utilizes a combination of descriptive and explanatory research design approaches

3.3. Data Source

The research utilized both primary and secondary data sources. The primary data was collected directly from respondents through the administration of a close-ended questionnaire. Secondary data was gathered from various HR documents.

3.4. Target Population and Sampling Design

3.4.1. Target population

The term "target population" refers to the full set of people, events, or objects to which the researcher intends to generalize the research findings (Pandey & Mishra, 2015).

There are one hundred-two branches of AHB and fifty-six of these branches are located in Addis Ababa, while the remaining forty-six branches are located in different regions of Ethiopia. There are 864 employees in all of the organization and there are 310 customer service officers under the branches located in Addis Ababa as of March 2023, which represent the total population of the study.

3.4.2. Sampling Method

The selection of a specified number of individuals from a defined population as a representative sample is known as sampling (Pandey & Mishra, 2015). The primary goal of sampling is to provide a statistically representative subset from which findings can be generalized to the entire population (Majid, 2018).

Given that the study population has homogeneous characteristics and similar perceptions towards the research topic, this study employed a simple random sampling technique. The respondents are composed of non-management employees who are willing and expected to provide relevant information.

3.5. Sampling Frame and Sample Size Determination

The sampling frame refers to the set of source items from which the sample is selected (Turner, 2003). Studying the entire population can be particularly challenging when the population size is very large. For this study, the sampling frame consisted of 310 Service Officers (CSOs) employed at the Addis Ababa branch of AHB.

To determine the appropriate sample size, the researcher utilized Kothari's (2004) formula:

$$n = N / (1 + N * e^2)$$

Where: N = Total Population (310 CSOs)

e = Standard Error (5%)

n = Sample Size

Applying this formula yields:

$$n = 310 / (1 + 310 * 0.05^2)$$

$$n = 310 / (1 + 0.775)$$

$$n \approx 175$$

Therefore, approximately 175 sample respondents are drawn from the AHB branches in Addis Ababa.

3.6. Research Instruments

The primary objective of this study is to investigate the impact of leadership style on employee turnover within organizations, with a specific focus on AHB. To achieve this, the researchers have utilized a structured questionnaire as the research instrument. The questionnaire is divided into three main parts: an introduction, questions exploring the demographic characteristics of the respondents, questions to assess the respondents' perceptions of the leadership style practiced by their immediate supervisor, and questions to evaluate the level of employee turnover intention. By collecting data through this multi-part questionnaire, the researchers aim to gain insights into the relationship between leadership style and employee turnover within the AHB organization. The use of a standardized questionnaire provides a structured approach to data collection, facilitating analysis and comparison across respondents Pandey & Mishra, 2015; Creswell, (2012).

To assess the key aspects of leadership within the teams, this research employed three established questionnaires. Shared leadership behaviors were measured using the Shared Leadership Questionnaire (SPLIT) developed by Grille & Kauffeld (2015). Authentic leadership of the participants was evaluated using the Authentic Leadership

Questionnaire (ALQ) by Avolio et al. (2007). The Cultural Intelligence Scale (CQS) developed by Earley and Angstedt (2003) was used to assess the cultural intelligence of the participants leaders.

Employee turnover is measured using a 6-item scale developed by G. Roodt in 2004. Respondents indicate their level of agreement with these items on a 5-point Likert scale, where 1 represents "never" and 5 represents "always".

In this study, the independent variables being examined are shared, authentic, and culturally intelligent leadership. The dependent variable is the measured level of employee turnover.

By collecting data on both the leadership styles and turnover levels using this structured approach, the researchers aim to investigate the relationships between the independent and dependent variables within the AHB organization.

3.7. Data Analysis Methodology

The data analysis for this study involves several key steps. First, the researchers defines categories to organize the raw data, code the data accordingly, and tabulate the results. Then SPSS version 20 was used to conduct descriptive statistics and regression analysis in order to draw statistical inferences from the data Pandey & Mishra, (2015) ; Creswell, (2012). This structured data analysis approach is intended to help the researcher gain insights into the relationships between the key variables, particularly the effects of leadership style (the independent variables) on employee turnover (the dependent variable) within the AHB organization.

3.8. Ethical Consideration

The term "ethics" encompasses both a way of life and the social rules that define acceptable and unacceptable behaviors within a society (Shah, 2011). Ethics establishes the expectations for how one should act in a particular situation according to the norms of that society.

In conducting this research, the utmost effort was made to consider ethical issues at all stages of the study. The research carried out with the informed consent of the participants, the objective of the research was disclosed to all respondents, and the confidentiality of the respondents was maintained. The researchers also avoided plagiarism and properly acknowledge all sources of materials used in the study.

3.9. Reliability and Validity Measurement

Reliability and validity are essential concepts in research methodology used to assess the accuracy and trustworthiness of measurement scales. Reliability assesses the consistency of a scale, ensuring it yields similar results if the study were replicated Bannigan & Watson (2009). This can be evaluated through statistical tests examining internal consistency, stability over time, or equivalence between different versions of the scale. Validity, on the other hand, focuses on whether the instrument truly measures what it's intended to capture. In this study, pre-validated questions were used to enhance the scale's validity.

The reliability of the data collected through the survey instrument was assessed using Cronbach's alpha (α), a commonly employed statistical measure of internal consistency. The Cronbach's alpha values for the survey, as presented in the table below, all exceeded the recommended threshold of 0.70, indicating good reliability of the measurement scales used in the study.

Table 3.1 Reliability Test (Cronbach's Alpha)

Description	Alpha coefficients for dimensions
Shared Leadership	.842
Authentic Leadership	.867
Culturally Intelligent leadership	.701

Employee turnover	.729
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Chapter Four

Discussion

Introduction

In this chapter, the researcher comprehensively details the findings of the study. The primary focus was to investigate the leadership styles prevalent within Ahadu Bank and to assess their effect on employee turnover intentions.

4.1. Response Rate on Questionnaire

Data collection involved a survey instrument administered to 172 AHB employees, achieving a commendable 95% response rate. Statistical analysis was performed using SPSS version 20 software to explore the collected data. Descriptive statistics provided a foundational understanding of the data, with frequencies and percentages employed to analyze demographic information.

Furthermore, the analysis investigated the central tendencies of the independent and dependent variables – leadership styles and employee turnover, respectively – by calculating their means and standard deviations. To delve deeper into the potential influence of leadership styles, a correlation analysis was conducted, aiming to uncover the effect of these styles on employee engagement.

4.2. Demographic characteristics of the Respondents

Table 4. 1 Demographic Profile of the Respondents

Category		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	70	42.2	42.2	42.2
	Female	96	57.8	57.8	100.0
	Total	70	100.0	100.0	
Age	below 25	18	10.8	10.8	10.8

	26-36	135	81.3	81.3	92.2
	37-46	12	7.2	7.2	99.4
	47-56	1	.6	.6	100.0
	Total	166	100.0	100.0	
Education Background	Certificate/diploma	2	1.2	1.2	1.2
	Bachelor degree	105	63.3	63.3	64.5
	Master's degree	59	35.5	35.5	100.0
	Total	166	100.0	100.0	
Marital Status	Single	90	54.2	54.2	54.2
	Married	76	45.8	45.8	100.0
	Total	166	100.0	100.0	
Work Experience	Less than 1 year	19	11.4	11.4	11.4
	1-3 years	81	48.8	48.8	60.2
	More than 2 years	66	39.8	39.8	100.0
	Total	166	100.0	100.0	

The data in Table 4.1 reveals a significant gender within the bank, with females comprising the majority (n=96, 57.8%) compared to males (n=70, 42.2%).

Looking at age distribution, the majority of respondents fall between 26-36 years old (n=135, 81.3%). This suggests a youthful and middle-aged workforce within the bank, presenting a valuable opportunity for AHB to invest in their training and development to retain these employees and gain a competitive edge.

The educational background of the respondents is impressive, with a high percentage holding degrees (n=105, 63.3%) and the remaining possessing Master's qualifications (n=59, 35.5%) and certificate (n=2, 1.2%). This educational attainment ensures their capacity to provide informed insights regarding their supervisor's leadership style.

Finally, the experience level analysis shows that a significant portion of the workforce has under two years of experience (n=19 with less than 1 year, n=81 with 1-2 years,

making up a combined 60.2%). This highlights the potential need for mentorship and growth opportunities within the bank.

4.3.Descriptive Analysis of Dependent and Independent Variables

The study employed descriptive statistics to analyze respondent data, allowing for an in-depth exploration of employee perceptions regarding leadership styles within AHB and their level of turnover intention.

4.3.1. Descriptive Analysis of Leadership Style

The study assessed three leadership styles: Shared, Authentic, and Culturally Intelligent. Each style was measured using a specific number of items (all six items each). To understand employee perceptions of these leadership styles within the organization, descriptive statistics were employed. This involved calculating the frequency, percentage, mean (average) and standard deviation (spread of the data) for each leadership style dimension.

Table 4. 2 Responses on the Level of Shared Leadership Style

Shared Leadership Style							
Items(Questions)		Frequency and Percentage (%)					Total
		Never	Once in a while	Sometimes	Often	Always	
My leader encourages me to share ideas and participate in decision-making.	N	9	9	52	84	12	166
	%	5.4	5.4	31.3	50.6	7.2	
There is a clear	N	3	8	33	82	40	166

sense of direction and shared purpose within the team.	%	1.8	4.8	19.9	49.4	24.1	
Team members support and encourage each other.	N	1	0	97	37	31	166
	%	0.6	0	58.4	22.3	18.7	
We have a strong sense of teamwork in our department	N	1	0	84	69	12	166
	%	0.6	0	50.6	41.6	7.2	
Team members are motivated to embrace and adapt to change.	N	1	9	39	96	21	166
	%	0.6	5.4	23.5	57.8	12.7	
There is a high level of trust and respect within the team.	N	0	0	69	85	12	166
	%	0	0	41.6	51.2	7.2	
Total	N	15	26	374	453	128	996
	%	1.5	2.7	37.5	45.5	12.8	100

The study used six questions from the Shared Leadership Questionnaire (SPLIT) to measure respondents' perceptions of their leaders' behavior. An analysis of employee responses regarding shared leadership styles reveals a generally favorable perception. Over fifty percent of respondents indicated experiencing aspects like encouragement to participate (50.6%) and a clear sense of direction (49.4%) at least 'sometimes'. Teamwork and motivation for change are also perceived positively, with a majority reporting these occurring 'sometimes' or 'often' (both exceeding 50%). Potential areas for

improvement could lie in increasing the frequency of the 'always' response for all measured aspects, suggesting an opportunity to solidify the consistency of shared leadership practices within the organization.

Table 4. 3 Responses on the level of authentic leadership style

Authentic Leadership Style							
Items(Questions)		Frequency and Percentage (%)					Total
		Never	Once in a while	Sometimes	Often	Always	
My leader openly communicates their core values and beliefs.	N	2	0	55	80	29	166
	%	1.2	0	33.1	48.2	17.5	
My leader provides honest and transparent feedback.	N	1	4	37	99	25	166
	%	0.6	2.4	22.3	59.6	15.1	
My leader is approachable and easy to talk to.	N	2	9	49	85	21	166
	%	1.2	5.4	29.5	51.2	12.7	
My leader demonstrates a genuine interest in the well-being of team members	N	1	3	65	85	12	166
	%	.6	1.8	39.2	51.2	7.2	
My leader demonstrates a sense of self-confidence and authenticity.	N	3	2	57	75	29	166
	%	1.8	1.2	34.3	45.2	17.5	

My leader avoids making hasty or biased decisions.	N	1	3	53	73	36	166
	%	.6	1.8	31.9	44.0	21.7	
Total	N	10	21	316	497	152	996
	%	1.0	2.1	31.7	49.9	15.3	100

Authentic leadership of the participants was evaluated using the six questions from Authentic Leadership Questionnaire (ALQ). As shown in Table 4.3 the employee responses reveal a positive perception of authentic leadership within the organization. Over half the respondents report experiencing core aspects like open communication of values (48.2%) and honest feedback (59.6%) at least 'sometimes.' Similarly, leaders are viewed as approachable (51.2% reporting 'sometimes' or 'often') and genuinely interested in employee well-being (over 50% reporting 'sometimes' or 'often'). Interestingly, a notable portion (21.7%) perceives their leader as 'always' avoiding hasty or biased decisions.

Table 4. 4 Responses on the Level of Culturally Intelligent Leadership Style

Culturally Intelligent Leadership Style							
Items(Questions)	Frequency and Percentage (%)						Total
		Never	Once in a while	Sometimes	Often	Always	
My leader is comfortable working with people from different cultural backgrounds.	N	0	3	40	82	41	166
	%		1.8	24.1	49.4	24.7	
My leader is open to learning new things about different	N	4	0	94	37	31	166
	%	2.4		56.6	22.3	18.7	

cultures.							
My leader is comfortable negotiating and resolving conflict across cultures.	N	0	3	82	69	12	166
	%		1.8	49.4	41.6	7.2	
My leader demonstrates cultural sensitivity in their interactions with others	N	0	3	47	95	21	166
	%		1.8	28.3	57.2	12.7	
My leader build trust with people from different backgrounds	N	0	0	57	80	29	166
	%			34.3	48.2	17.5	
My leader is knowledgeable about different cultural values, norms and customs.	N	2	1	0	158	5	166
	%	1.2	0.6		95.2	3.0	
Total	N	6	10	320	521	139	996
	%	0.6	1.1	32.1	52.3	13.9	100

The researcher utilized six questions to assess the level of culturally intelligent leadership style practiced within the AHB organization. The analysis of the culturally intelligent leadership style within Ahadu Bank reveals a strong presence of this leadership approach, with the majority of employees (52.3%) perceiving their leaders as often demonstrating culturally intelligent behaviors. Over 49.4% of respondents report their leader is comfortable working with people from different backgrounds and demonstrates cultural knowledge (95.2%). Similarly, a majority (56.6%) perceive their leader as open to learning about new cultures. Cultural sensitivity in interactions is also viewed favorably,

with over half (57.2%) reporting their leader exhibits this 'sometimes' or 'often'. One area for potential exploration might be navigating cross-cultural conflicts. While nearly half (49.4%) report their leader is 'sometimes' comfortable in this area.

4.3.2. Descriptive Analysis of Turnover

Table 4. 5 Responses on the Level of Employee Turnover Intention

Employee Turnover Intention							
Items (Questions)		Frequency and Percentage (%)					Total
		Always	Often	Sometimes	Once in a while	Never	
I feel a sense of loyalty to this company.	N	23	134	5	4	0	166
	%	13.9	80.7	3.0	2.4		
I am proud to be a part of this organization.	N	42	116	1	4	3	166
	%	25.3	69.9	0.6	2.4	1.8	
I am likely to stay in this company within the next year.	N	12	145	1	3	5	166
	%	7.2	87.3	0.6	1.8	3.0	
I will not be searching for new job opportunities.	N	21	135	0	6	4	166
	%	12.7	81.3		3.6	2.4	
I feel valued and appreciated by my leader.	N	13	91	62	0	0	166
	%	7.8	54.8	37.3			

I am satisfied on my job in fulfilling my personal needs	N	22	132	8	0	4	166
	%	13.3	79.5	4.8		2.4	
Total	N	133	753	77	15	16	996
	%	13.3	75.6	7.8	1.6	1.7	100

To measure the level of employee turnover intention, the researcher distributed a survey with six questions to the respondents. As shown in Table 4.5 a strong majority (over 70%) across all questions indicate a sense of loyalty (80.7%), pride in the organization (69.9%), and likelihood to stay with the company in the next year (87.3%). Similarly, a significant portion report feeling valued and appreciated by their leader (54.8%) and satisfied with their job in fulfilling personal needs (79.5%). While these results are encouraging, a small percentage of respondents indicated they are 'always' or 'often' searching for new opportunities (3.6%) and do not feel a sense of loyalty (13.9%).

4.3.3. Summary of Responses on Independent and Dependent Variables

Table 4. 6 Summary of Responses

Descriptive Statistics			
	Mean	Std. Deviation	N
Employee Turnover Intention	2.0341	.40598	166
Shared leadership style	3.7631	.55647	166
Authentic	3.7631	.57771	166

leadership style			
Culturally Intelligent leadership style	3.7811	.42278	166

According to the summary provided in Table 4.6, the descriptive statistics provide an overview of the key variables in the study. The mean employee turnover intention is 2.0341, indicating a relatively low level of turnover intention among the 166 respondents. The leadership style variables, on the other hand, show moderately high mean scores; with shared leadership style and authentic leadership style both have a mean of 3.7631, and culturally intelligent leadership style having a mean of 3.7811. The standard deviations for the leadership style variables range from 0.42278 to 0.57771, suggesting a moderate amount of variability in how the respondents perceive these leadership characteristics within their organization.

4.4. Correlation Analysis

There are two primary types of correlation coefficients commonly used in research - Pearson's Product Moment Correlation Coefficient and Spearman's Rank Correlation Coefficient. For the purposes of this particular study, the researcher opted to employ Pearson's Product Moment Correlation Coefficient in the analysis.

Table 4. 7 Interpreting Correlation Coefficient in Social Science Studies

Value of r	Description
$-1 = r = 1$	Perfect Correlation
$-0.70 \geq R > -1.00$ And $+0.70 \leq R < +1.00$	Very strongly considerable correlation
$-0.50 \geq R > -0.70$ And $+0.50 \leq R < +0.70$	Strongly considerable high correlation
$-0.35 \geq R > -0.50$ And $+0.35 \leq R < +0.50$	Fair or Moderate Correlation

-0.20 > R > -0.35 And +0.20 < R < +0.35	Weak Correlation, but to be considered
-0.20 ≥ R ≤ +0.20	Very Weak or Negligible Correlation
0 (Zero)	No Correlation

Source: Senthilnathan, S. (2019).

Table 4. 8 Correlation Coefficient

Correlations					
		SLB	ALB	CILB	ET
SLB	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	166			
ALB	Pearson Correlation	.630**	1		
	Sig. (2-tailed)	.000			
	N	166	166		
CILB	Pearson Correlation	.888**	.742**	1	
	Sig. (2-tailed)	.000	.000		
	N	166	166	166	
ET	Pearson Correlation	-.680**	-.636**	-.651**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	166	166	166	166
**. Correlation is significant at the 0.01 level (2-tailed).					

The

correlation matrix reveals several notable relationships between the leadership behavior variables and employee turnover intention. Shared leadership behavior (SLB) has a positive correlation with both authentic leadership behavior (ALB) and culturally intelligent leadership behavior (CILB), suggesting these leadership styles are intertwined. Furthermore, all three leadership behavior variables - SLB, ALB, and CILB - exhibit negative correlations with employee turnover intention (ET). This indicates that higher levels of these positive leadership characteristics are associated with lower levels of employee turnover intention among the respondents. The high statistical significance of these correlations provides confidence that these relationships are meaningful and not due to chance.

4.5. Multiple Regression Analysis

Multiple regression analysis was conducted to predict the level of employee engagement based on the independent variables of Shared Leadership, Authentic Leadership, and Culturally Intelligent Leadership.

The square of the correlation coefficient, denoted as r^2 , is useful for determining the relationship between the dependent variable (Employee Turnover) and the independent variables. The value of r^2 represents the proportion of variance in the dependent variable that can be explained by the independent variables. (Senthilnathan, 2019).

Table 4. 8 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.732 ^a	.535	.527	.27932
a. Predictors: (Constant), Shared, Authentic, and Culturally Intelligent				
b. Dependent Variable: Employee Turnover				

As it can be seen in Table 4.9 The regression model summary provides strong evidence that the three leadership behavior variables - shared, authentic, and culturally intelligent

leadership - are collectively effective in predicting employee turnover intention. The multiple correlation coefficients (R) of 0.732 indicate a robust positive relationship between the leadership predictors and the outcome variable. Moreover, the R-squared value of 0.535 suggests that over 53% of the variance in employee turnover intention can be explained by the combined influence of these three leadership characteristics. The adjusted R-squared of 0.527 further validates the model's explanatory power, even after accounting for the number of predictors. Additionally, the relatively low standard error of the estimate (0.27932) points to a high degree of accuracy in the predicted values of employee turnover intention. These findings underscore the substantial impact that fostering shared, authentic, and culturally intelligent leadership behaviors within an organization can have in mitigating employee turnover. The strength of this predictive model provides a strong foundation for future research and organizational interventions aimed at enhancing employee retention through effective leadership practices.

Table 4. 9 ANOVA (Analysis of Variance)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.556	3	4.852	62.191	.000 ^b
	Residual	12.639	162	.078		
	Total	27.195	165			
a. Dependent Variable: Employee Turnover						
b. Predictors: (Constant), Shared, Authentic, and Culturally Intelligent						

The ANOVA table provides compelling evidence for the overall statistical significance and explanatory power of the regression model. The Sum of Squares values indicate that the model is able to account for a substantial portion of the total variation in employee turnover intention, with the Regression Sum of Squares (14.556) being notably higher than the Residual Sum of Squares (12.639). The degrees of freedom are appropriate given the number of predictors and observations. Importantly, the F-statistic of 62.191 is highly significant, with a p-value less than 0.001, suggesting that the leadership behavior

variables, as a set, are highly effective in predicting employee turnover intention. The large F-value and the low p-value underscore the statistical robustness of the model, confirming that the combined influence of shared, authentic, and culturally intelligent leadership behaviors has a meaningful impact on the dependent variable

Table 4. 10 Coefficients

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.081	.206		19.774	.000
	Shared	-.389	.085	-.533	-4.554	.000
	Authentic	-.264	.056	-.376	-4.682	.000
	Culturally Intelligent	.097	.130	.101	.748	.455
a. Dependent Variable: Employee turnover intention						

The regression analysis examined the relationships between different leadership behaviors (shared leadership, authentic leadership, and culturally intelligent leadership) and employee turnover intention. The standardized coefficients provide insights into the relative importance of each leadership behavior in predicting the outcome variable.

The standardized coefficient for shared leadership is -0.533 ($p < 0.001$), indicating that a one-unit increase in the perception of shared leadership behaviors, such as collective decision-making and collaborative problem-solving, is associated with a 0.533 standard deviation decrease in employee turnover intention, holding all other variables constant. This suggests that shared leadership is predictor among the three leadership constructs examined.

The standardized coefficient for authentic leadership is -0.376 ($p < 0.001$), which means that a one-unit increase in the perception of authentic leadership behaviors, including

self-awareness, relational transparency, and internalized moral perspective, is linked to a 0.376 standard deviation decrease in employee turnover intention. This highlights the importance of authentic leadership in fostering a work environment where employees feel valued and aligned with the organization's principles.

In contrast, the standardized coefficient for culturally intelligent leadership is 0.101 ($p = 0.455$), which is not statistically significant. This suggests that, within the context of this study, culturally intelligent leadership behaviors, such as cultural knowledge and adaptive behaviors do not have a direct, significant effect on employee turnover intention.

Overall, the results highlight the critical role that shared and authentic leadership play in shaping employees' intentions to remain with the organization. Organizations seeking to enhance employee retention should prioritize the development and implementation of these leadership practices as part of their talent management strategies.

4.6. Collinearity Analysis

Multicollinearity arises in regression analysis when two or more independent variables exhibit a high degree of linear correlation. This strong interdependency creates challenges in interpreting the individual coefficients of these variables within the model. In essence, the variables provide overlapping explanatory power, making it difficult to isolate the unique contribution of each to the dependent variable.

Table 4.12 Coefficients

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Shared	.210	4.769
Authentic	.445	2.248

Culturally Intelligent	.156	6.402
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The collinearity statistics provide further insights into the regression model. The tolerance values are 0.210 for shared leadership, 0.445 for authentic leadership, and 0.156 for culturally intelligent leadership. The corresponding Variance Inflation Factor (VIF) values are 4.769, 2.248, and 6.402, respectively. These VIF values are all below the commonly accepted threshold of 10, indicating that multicollinearity is not a significant concern in the regression model.

4.7.Normality Test

The researcher has undertaken a rigorous assessment of the normality of the data, which is a critical assumption that must be satisfied in order to conduct valid statistical analyses. Based on the analysis of the provided graphs, the regression model examined the relationship between the dependent variable ET (Employee Turnover) and the independent variables. The histogram of the regression standardized residuals exhibited a bell-shaped curve, indicating that the residuals were approximately normally distributed. Additionally, the normal P-P plot showed the observed cumulative probability closely following the expected cumulative probability under the assumption of normality, validating the normality of the residuals. These findings suggest that the assumptions of normality for the regression model were reasonably met, and the linear regression model was appropriate for the given data set. The close fit of the data to the normal distribution indicates that the inferences made from the regression analysis are likely to be valid.

Figure 2 Normality Test

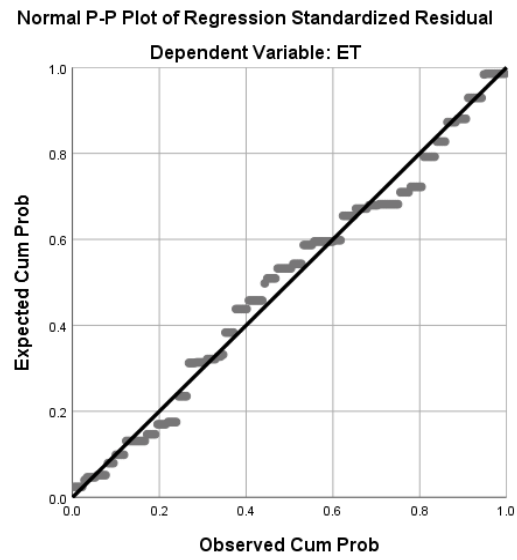
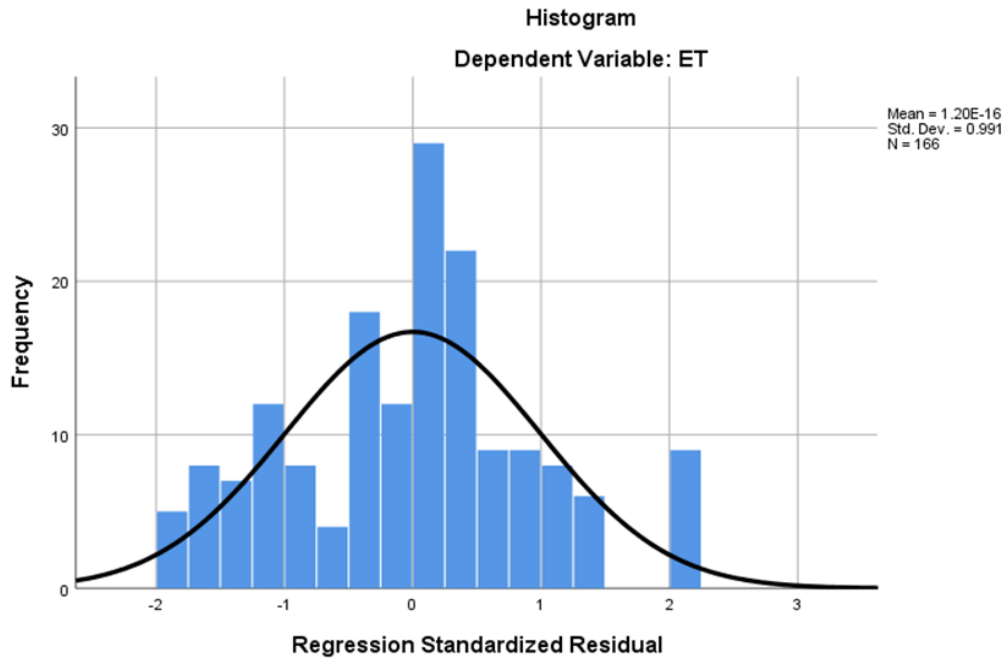


Figure 3 Histogram



4.8.Hypothesis Test

Based on the information provided in the hypotheses and the Coefficients table 4.11, the results are as follows:

H1: Authentic Leadership has a significant and negative effect on CSO turnover Intentions.

The results of the regression analysis showed that authentic leadership had a significant and negative standardized coefficient of -0.376 ($p < 0.001$) on employee turnover intention. Therefore, H1 is supported, indicating that authentic leadership has a significant and negative effect on CSO (or employee) turnover intentions. Hence the alternative hypothesis H1 is accepted.

H2: Shared Leadership has a significant and negative effect on CSO turnover Intentions.

The regression analysis revealed that shared leadership had a significant and negative standardized coefficient of -0.533 ($p < 0.001$) on employee turnover intention. This supports H2, suggesting that shared leadership has a significant and negative effect on CSO (or employee) turnover intentions. Hence the alternative hypothesis H2 is accepted.

H3: Culturally Intelligent Leadership has a significant and negative effect on CSO turnover Intentions.

The results showed that the standardized coefficient for culturally intelligent leadership was 0.101 with a p-value of 0.455, which is not statistically significant. Therefore, H3 is not supported, indicating that culturally intelligent leadership does not have a significant and negative effect on CSO (or employee) turnover intentions within the context of this. Hence, H3 is not supported.

Although the literature review suggested Culturally Intelligent Leadership could decrease Employee Turnover Intention, the statistical analysis painted a different picture. The p-value from the coefficients table (0.455) exceeded the common significance level of 0.05. This means the observed positive correlation between these factors could be purely by

chance. Since the research fails to reject the null hypothesis, which states no significant relationship exists, the data from this study doesn't support the initial hypothesis (H3). There might be other variables influencing employee turnover that weren't captured in this research.

In this chapter, the researcher presented the results of the study. The characteristics of the respondents, including their gender, age, educational level, and experience, were discussed using SPSS descriptive statistics and frequency analysis. The researcher also provided a descriptive analysis of the dependent variable (employee turnover intention) and the independent variables (Shared, Authentic, and Culturally Intelligent).

The researcher then discussed the correlation and multiple regression analyses used to test the research hypotheses. Specifically, the hypotheses were tested to determine the relationships between the different leadership styles and employee turnover.

The chapter concludes by stating that the next chapter will present a summary of the study, the conclusions drawn from the findings, and the recommendations for future research or practical applications.

Chapter Five

Conclusions and Recommendations

Introduction

This chapter culminates by presenting a concise overview of the key findings, conclusions drawn from the analysis, and recommendations regarding leadership styles and their impact on employee turnover.

5.1. Summary of Major Findings

The aim of this study was to investigate the effect of different leadership styles on employee turnover intentions among employees of Ahadu Bank. The researchers collected data on the employees' perceptions of their supervisors' leadership styles using established questionnaires, including the Shared Leadership Questionnaire (SPLIT), Authentic Leadership Questionnaire (ALQ), and Cultural Intelligence Scale (CQS). They also measured the employees' turnover intentions using the Turnover Intention Scale (TIS) questionnaire.

The data revealed a well-educated workforce (nearly 99% with degrees or higher qualifications) skewed towards young and middle-aged demographics (81.3% between 26-36 years old). A significant portion (over 60%) has less than two years of experience.

The survey identified two key points. Employees have a small desire to leave (mean score 2.03) and they perceive strong leadership across all styles (shared, authentic, cultural intelligence) based on high means and low standard deviations.

The correlation matrix reveals important relationships between the leadership behavior variables and employee turnover intention. The two leadership behavior variables – SLB and ALB- exhibit negative correlations with employee turnover intention (ET), are indicating that higher levels of these positive leadership characteristics are associated

with lower levels of employee turnover intention among the respondents. The high statistical significance of these correlations provides confidence that these relationships are meaningful and not due to chance, implying that the different leadership behaviors play an important role in shaping employees' intentions to remain with the organization.

The regression model provides strong evidence that shared, authentic, and culturally intelligent leadership behaviors are collectively effective in predicting employee turnover intention. The high multiple correlation coefficient ($R=0.732$) and R-squared value (0.535) indicate a robust positive relationship and that over 53% of the variance in turnover intention can be explained by these leadership characteristics. The adjusted R-squared (0.527) and low standard error (0.27932) further validate the model's explanatory power and accuracy. These findings underscore the substantial impact that fostering these positive leadership practices can have in mitigating employee turnover, providing a strong foundation for future research and interventions aimed at enhancing retention through effective leadership.

The standardized coefficients provide insights into the relative importance of each leadership construct. Shared leadership emerged as the strongest predictor, with a standardized coefficient of -0.533, indicating that a one-unit increase in shared leadership behaviors is associated with a 0.533 standard deviation decrease in turnover intention. Authentic leadership also exhibited a significant negative relationship, with a standardized coefficient of -0.376, suggesting that authentic leadership practices play an important role in fostering a work environment that reduces employees' intentions to leave. In contrast, culturally intelligent leadership did not have a direct, significant effect on turnover intention. These findings highlight the critical importance of shared and authentic leadership in enhancing employee retention, underscoring the need for organizations to prioritize the development and implementation of these leadership practices as part of their talent management strategies.

The purpose was to examine how the three leadership styles - Shared Leadership, Authentic Leadership, and Culturally Intelligent Leadership - affected the employees' intentions to leave the organization. By surveying the Ahadu Bank employees, the

researcher sought to understand which leadership approaches were most effective in reducing turnover intentions within this specific organizational context.

In summary, the study findings suggest that fostering shared and authentic leadership practices can be effective strategies for Ahadu Bank to retain its highly educated and experienced workforce.

5.2. Conclusions

The study's findings present compelling evidence that the leadership styles adopted by supervisors and leaders at Ahadu Bank have a significant bearing on their employees' intentions to leave the organization. The data analysis revealed statistically significant positive relationships between all three leadership styles and reduced turnover intentions among the employees. This suggests that the more the bank's leadership exhibits behaviors and practices associated with shared, authentic, and culturally intelligent leadership, the lower the turnover intentions observed among their workforce.

The regression modeling further elucidates the relative importance of these leadership dimensions in predicting employee retention. The results indicate that shared leadership and authentic leadership are significant predictors of lower turnover intentions, jointly accounting for a substantial 69.4% of the variation in employees' intentions to leave the organization. While culturally intelligent leadership did not emerge as a statistically significant predictor in the regression model.

In conclusion, this study provides compelling empirical evidence that the leadership styles adopted by supervisors and managers can have a significant impact on employee turnover intentions within the organizational context of Ahadu Bank. The positive relationships observed between shared and authentic leadership, and reduced turnover intentions underscore the importance of these leadership approaches as strategic levers for enhancing employee retention and organizational effectiveness.

5.3. Recommendations

Based on the findings of this study, the key recommendations for Ahadu Bank to address employee turnover intentions would be:

- **Promote and develop shared leadership practices:** The study findings indicate that shared leadership is a significant predictor of lower turnover intentions among Ahadu Bank's employees. The bank should invest in training and development programs that cultivate shared leadership skills among managers and supervisors. This could involve fostering a culture of collective decision-making, team-based problem solving, and empowering employees to take on leadership roles within their work groups.
- **Emphasize authentic leadership:** The research also highlights the important role of authentic leadership in reducing turnover intentions. Ahadu Bank should focus on recruiting, developing, and retaining leaders who exhibit a high degree of self-awareness, internalized moral perspective, balanced processing, and relational transparency. By embedding these authentic leadership practices, the bank can help build trust, increase employee engagement, and enhance their employees' intentions to remain with the organization.
- **Implement holistic leadership development programs:** Rather than addressing these leadership styles in isolation, Ahadu Bank should consider implementing comprehensive leadership development programs that integrate shared, authentic, and culturally intelligent leadership principles. By adopting a holistic approach, the bank can help its managers and supervisors develop a well-rounded set of leadership capabilities that can collectively contribute to reducing employee turnover intentions.
- **Continuously monitor and evaluate leadership effectiveness:** Ahadu Bank should establish robust mechanisms to regularly assess the effectiveness of its leadership development initiatives in terms of their impact on employee turnover intentions and other key organizational outcomes. This will allow the bank to refine and

optimize its leadership development strategies over time, ensuring their continued relevance and effectiveness in addressing evolving workforce and business needs.

5.4. Suggestion for Future Studies

Based on the findings and limitations of the current study, the following suggestions can be made for future research on the relationship between leadership styles and employee turnover intentions at Ahadu Bank:

1. Investigate moderating and mediating factors: The current study examined the direct relationships between leadership styles and turnover intentions. Future studies could explore potential moderating or mediating variables that may influence these relationships, such as organizational culture, job satisfaction, work-life balance, or career development opportunities. Identifying these intervening factors could offer deeper insights into the complex dynamics between leadership and employee retention.
2. Adopt a longitudinal research design: The present study employed a cross-sectional research design, which limits the ability to establish causal relationships and understand the long-term effects of leadership styles on employee turnover intentions. A longitudinal study design would allow researchers to track changes in leadership practices and their impact on employee outcomes over time, providing more robust evidence for the sustainability of the observed relationships.
3. Expand the research context: This study was conducted within the specific organizational context of Ahadu Bank. Replicating the research in other industries, sectors, or cultural contexts would enable researchers to determine the generalizability of the findings and identify any contextual factors that may influence the relationships between leadership styles and employee turnover intentions.

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Appendix

COLLEGE OF BUSINESS AND ECONOMICS

PROGRAMS OF GRADUATE STUDIES

SCHOOL OF COMMERCE

Questionnaire on Leadership Style and Turnover Intention

Dear Respondent, my name is Lielt Mesfin. I am currently a final year Master of Business Leadership Student at Addis Ababa University, School of Commerce. I am conducting this research as a partial requirement to fulfill my Master's Degree.

The objective of this questionnaire is to collect information about the effect of leadership style on employee turnover intention in your organization (Ahadu Bank). The research reliability depends on the information provided by you in this questionnaire. So please try to give the right & genuine information. The information you give will be confidential and will only be used for academic purposes. Your timely completion & return of the paper is highly appreciated.

Thank you for your willingness and cooperation

Part I: General questions on demographic characteristics of respondents

INSTRUCTIONS: This part of the questionnaire asks for your personal and job-related information. Please respond to each question by circling your choice.

1. Age

1. Below 25 years 2. 26-36 years 3. 37-47 years 4. 48-58 years

2. Gender (sex)

1. Male 2. Female

3. Education level

1. Certificate/diploma 2. Higher/Advanced diploma 3. Bachelor degree

4. Master's degree 5. PhD (Doctorate Degree)

4. Marital Status

1. Single 2. Married

5. How long have you served in the company?

1. < 1 year 2. 1-2 years 3. > 2 years

Part II: This part of the questionnaire is to assess your perceptions of the leadership style of your immediate supervisor/boss/manager/leader, job satisfaction and motivation to work. Please place a tick „√“ mark in the box that represents your appropriate level of agreement

Use the following rating scale:

<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Never</i>	<i>Once in a while</i>	<i>Sometimes</i>	<i>Often</i>	<i>Always</i>

Questions related to Shared Leadership behavior	1	2	3	4	5
1. My leader encourages me to share ideas and participate in decision-making.					
2. There is a clear sense of direction and shared purpose within the team.					
3. Team members support and encourage each other.					
4. We have a strong sense of teamwork in our department					
5. Team members are motivated to embrace and adapt to change.					
6. There is a high level of trust and respect within the team.					
Questions related to Authentic Leadership behavior					
1. My leader openly communicates their core values and					

beliefs.					
2. My leader provides honest and transparent feedback.					
3. My leader is approachable and easy to talk to.					
4. My leader demonstrates a genuine interest in the well-being of team members.					
5. My leader demonstrates a sense of self-confidence and authenticity.					
6. My leader avoids making hasty or biased decisions.					
Questions related to Culturally Intelligent Leadership behavior					
1. My leader is comfortable working with people from different cultural backgrounds.					
2. My leader is open to learning new things about different cultures.					
3. My leader is comfortable negotiating and resolving conflict across cultures.					
4. My leader demonstrates cultural sensitivity in their interactions with others					
5. My leader build trust with people from different backgrounds					
6. My leader is knowledgeable about different cultural values, norms and customs.					

This section aims to determine the extent to which you intend to stay at the organization.

Please read each question and circle your response using the scale provided for each question.

1	2	3	4	5
<i>Always</i>	<i>Often</i>	<i>Sometimes</i>	<i>Once in a while</i>	<i>Never</i>

Questions related to Employee Turnover	1	2	3	4	5
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1. I feel sense of loyalty to this company.					
2. I am proud to be a part of this organization.					
3. I am likely to stay in this company within the next year.					
4. I will not be searching for new job opportunities.					
5. I feel valued and appreciated by my leader.					
6. I am satisfied on my job in fulfilling my personal needs					

Source: Roodt 2004