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Addis Ababa University
College of Business and Economics
MSc Program

**The effect of leadership style on employee commitment in
organization: a case study of motor and engineering
company of Ethiopia (MOENCO)**

By: Yeabsira Azale

ID: GSE/ 5674 /15

Advisor: Tewodros Wuhib (Assistant Professor)

January, 2025

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**A thesis submitted to Addis Ababa university, college of
business and economics, department of management in
partial fulfillment of the requirements for the degree of
master's in management.**

January, 2025

Declaration

The undersigned, declare that this study entitled “**The effect of leadership style on employee commitment in organization: a case study of motor and engineering company of Ethiopia (MOENCO)**” is my own work. I have undertaken the research work independently with the guidance and support of my advisor. This study has not been submitted for any degree or postgraduate program in this or any other institutions and that all sources of materials used for the thesis have been duly acknowledged.

Declared by:

Name: Yeabsira Azale

Signature: _____

Date: January, 2025

Place: Addis Ababa, Ethiopia

Addis Ababa University
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Statement of Certification

This is to certify that the thesis prepared by Yeabsira Azale, entitled: **“The effect of leadership style on employee commitment in organization: a case study of motor and engineering company of Ethiopia (MOENCO)”** was carried out under the supervision of Tewodros Wuhib (Assistant Professor) and submitted in partial fulfillment of the requirements for the Degree of Master in Management complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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Acknowledgement

Above all, I want to give my most sincere thanks to God, for his support, strength, and blessings in this experience. This work would have been impossible without His grace.

I would like to express sincere gratitude to my advisor, Assistant Professor Tewodros Wuhib, for all the help, encouragement, and guidance in this research. His knowledge and perspectives have been a driving force for the development of this thesis.

I am deeply thankful for the support and understanding of my family and friends throughout this process. Their attitudes and encouragement have been a constant source of motivation.

Special thanks are also due to my colleagues and peers after delivering helpful comments and contributing their expertise, that this research was a team activity and was a particularly rewarding learning process.

In the end, I want to thank Addis Ababa University faculty and staff that have given me the needed resources and space to further develop my research.

Thank you all for your contributions and support.

Yeabsira Azale Gizaw

ABBREVIATIONS

MOENCO: Motor and Engineering Company of Ethiopia

SPSS: Statistical Package for the Social Sciences

ABSTRACT

This research aimed to examine how different leadership approaches affect employee dedication at the Motor and Engineering Company of Ethiopia (MOENCO). The investigation focused on five leadership styles and sought to answer key questions: Which leadership style is prevalent at MOENCO according to its employees? What is the extent of employee commitment to MOENCO? How does the perceived leadership style influence employee commitment at MOENCO? Data was gathered from the head office in Addis Ababa using simple random sampling. Out of 589 employees, 310 were selected to receive questionnaires. Of these, 305 were returned, with five rejected due to incomplete information, leaving three hundred responses for analysis. The study employed an explanatory research design, utilizing the Statistical Package for Social Sciences (SPSS) for data analysis. Correlation and linear regression were used to assess the relationship between leadership styles and organizational commitment. The findings revealed that all leadership styles significantly contribute to organizational commitment. However, the democratic leadership style showed the strongest correlation (0.684) with employee commitment, explaining 46.9% of the variance in the model. All leadership styles demonstrated a positive correlation with employee commitment. The study concluded that leadership style indeed affects organizational commitment. It recommended that managers should enhance their behavior to improve organizational commitment. Furthermore, it suggested that MOENCO should invest in creating a better work environment for all employees, potentially leading to sustained competitive advantages as the human aspect of an organization is not easily replicated by competitors.

Contents

DECLARATION.....	i
STATEMENT OF CERTIFICATION.....	ii
ACKNOWLEDGEMENT.....	iii
ABBREVIATIONS.....	iv
ABSTRACT.....	v
LIST OF TABLES.....	ix
LIST OF FIGURES.....	x
1. INTRODUCTION.....	1
1.1 Background of the Study	1
1.2 Statement of the problem	2
1.3 Research Questions	3
1.4 Objectives of the study.....	3
1.4.1 General Objectives	3
1.4.2 The specific Objectives of the study.....	3
1.5 Scope	4
1.5.1 Scope of the study.....	4
1.6 Limitations	4
1.6.1 Limitations of the study.....	4
1.7 Significance of the study.....	4
1.8 Operational Definition of terms.....	4
1.8.1 Leadership	4
1.8.2 Leadership Style	4
1.8.3 Employee Commitment	4
1.9 Organization of the paper.....	5
2 Theoretical Review	6
2.1 The Concept of Leadership	6
2.2 Leadership Theories.....	7
2.2.1 Traits Theory.....	7
2.2.2 Behavioral Theory.....	8
2.2.3 Situational or Contingency Theory	9

2.3	Leadership Styles	10
2.3.1	Autocratic Leadership Style	11
2.3.2	Democratic Leadership Style	11
2.3.3	Laissez-Faire Leadership Style	13
2.3.4	Transformational Leadership Style	14
2.4	Transactional Leadership Style	20
2.5	Employees' Organizational Commitment	21
2.5.1	Affective Commitment.....	22
2.5.2	Continuance Commitment.....	22
2.5.3	Normative Commitment	23
2.6	The relationship between leadership style and employee commitment	23
2.7	Empirical Review.....	24
2.8	Conceptual Framework.....	27
3	RESEARCH DESIGN AND METHODOLOGY	29
3.1	Introduction	29
3.2	Research Design.....	29
3.3	Population and Sampling Design	29
3.3.1	Population	29
3.3.2	Sampling Design	29
3.4	Sampling Frame	29
3.5	Sampling Technique.....	30
3.6	Sample Size	30
3.7	Data Collection Methods	30
3.7.1	Research Procedures.....	31
3.8	Reliability and Validity	32
3.8.1	Reliability.....	32
3.8.2	Validity.....	33
3.9	Ethical Issues.....	33
4	Data Analysis and Interpretation	34
4.1	Response Rate	34
4.2	Results and Discussion.....	34
4.2.1	Effect of Transformational Leadership Style on Employee Commitment.....	38
4.2.2	Effect of Laissez-faire leadership style on Employee Commitment	41

4.2.3	Effect of Transactional Leadership Style on Employee Commitment.....	43
4.2.4	Effect of Democratic Leadership Style on Employee Commitment	46
4.2.5	Effect of Autocratic Leadership Style on Employee Commitment	48
4.2.6	Employee’s perception towards Employee Commitment.....	51
5	SUMMARY, CONCLUSION AND RECOMMENDATIONS	57
5.1	Summary of major finding.....	57
5.2	Conclusion	58
5.3	Recommendations	59
5.3.1	Recommendations for Further Studies	59
<i>Appendix</i>		60
Reference		66

LIST OF TABLES

Table 1.1: Budget

Table 3.1: Cronbach's Alpha of Instruments

Table 4.1: Demographic characteristics of the respondents

Table 4.2: Descriptive statistics of employee's perception towards transformational leadership style

Table 4.3: Correlations for Transformational Leadership Style on Employee Commitment

Table 4.4: Correlations for Transformational Leadership Style on Different type of Commitment

Table 4.5: Model Summary for transformational Leadership Style

Table 4.6: Descriptive statistics of employee's perception towards Laissez-faire leadership style

Table 4.7: Correlations for Laissez-fair Leadership Style on Employee Commitment

Table 4.8: Correlations for Laissez-fair Leadership Style on Different type of Commitment

Table 4.9: Model Summary for Lassies-fair Leadership Style

Table 4.10: Descriptive statistics of employee's perception towards Transactional leadership style

Table 4.11: Correlations for Transactional Leadership Style on Employee Commitment

Table 4.12: Correlations for Transactional Leadership Style on Different type of Commitment

Table 4.13: Model Summary for transactional Leadership Style

Table 4.14: Descriptive statistics of employee's perception towards Democratic leadership style

Table 4.15: Correlations for Democratic Leadership Style on Employee Commitment

Table 4.16: Correlations for Democratic Leadership Style on Different type of Commitment

Table 4.17: Model Summary for Democratic Leadership Style

Table 4.18: Descriptive statistics of employee's perception towards Autocratic leadership style

Table 4.19: Correlations for Autocratic Leadership Style on Employee Commitment

Table 4.20: Correlations for Autocratic Leadership Style on Different type of Commitment

Table 4.21: Model Summary for Autocratic Leadership Style

Table 4.21: Model Summary for Autocratic Leadership Style

Table 4.22: Descriptive statistics of employee's perception towards Affective commitment.

Table 4.23: Descriptive statistics of employee's perception towards Normative commitment.

Table 4.24: Descriptive statistics of employee's perception towards Continuance Commitment.

Table 4.25: Correlations for Employee Commitment Factors

Table 4.26: Multicollinearity Test on the perceived leadership style

Table 4.27: ANOVA table

LIST OF FIGURES

Figure 1.1: Schedule

Figure 2.1: The Traits Theory

Figure 2.2: Behavioral Theory

Figure 2.3: Situational Leadership Model

Figure 2.4: Leadership Style

Figure 2.5: Democratic Leadership Style

Figure 2.6: Laissez-Faire Leadership Style

Figure 2.7: Transformational Leadership Figure

Figure 2.8: Transactional Leadership Style

Figure 2.9: Organizational Commitment

Figure 2.10: Conceptual Framework

Figure 3.1: Sample Size

Figure 4.1: Marital status classified by gender.

Figure 4.2: Education Background classified by gender.

Figure 4.3: Working Experience classified by gender.

Figure 4.4: Scatterplot

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the Study

Over the past half century, the global research landscape has been increasingly attracted to the study of leadership a focus that is hardly surprising given the significant role of leadership in the success of organization. Exploring leadership styles has received considerable attention because these styles are intrinsically linked to a multitude of organizational variables.

From promoting creativity and employee satisfaction to formulating and implementing strategy, leadership style plays a key role in shaping organizational dynamics (Robbins, 2009). Among the many factors that influence organizational behavior, organizational commitment appears to be an essential factor, attracting considerable attention from researchers.

This commitment acts as a bridge, interfacing employees to their organization and contributing to the organization's victory. The significance of organizational commitment is increased within the setting of today's natural changes scaling down, globalization, enhancement, mergers, and acquisitions each of which postures modern challenges. Special challenges and openings for organizational cohesion.

Leadership style is recognized as one of the foremost vital components affecting representative states of mind and behavior, counting their level of commitment to the organization. Chronicled and modern considers (Brown, 2003; Cheong, 2008; Chiang and Wang, 2012; Clark, Hartline, and Jones, 2009; Cox, 2001) have archived the differing qualities of authority approaches, from people-centered law-based fashion to absolutist fashion and production-oriented approach.

The choice of leadership style is not arbitrary; it depends on a complex interaction of factors such as the leader's personality traits, the acceptance and willingness of followers, the complexity of the task, and the norms and values mainstream in the organization. Therefore, effective leaders are those who can effectively diagnose the organizational environment, accurately identify contingent factors, and make informed decisions to move the organization toward its goals.

Organizational commitment has been extensively researched around the world, with a focus on its significance for the health of the organization (Angle & Perry, 1981; Kim, 2001; Lio & Nyhan, 1994; Lo, Ramayah, & Min, 2009). The performance of organizational members, loyalty, citizenship behavior, counterproductive actions, aggression, job satisfaction, and numerous other individual and collective structures are all linked to this commitment. In addition to performing better than their less engaged coworkers, engaged employees are expected to go above and beyond, put in extra time when needed, and promote the company as an excellent place to work. The level of attachment that people have to their company is reflected in employee engagement.

Employee commitment reflects the depth of connection that individuals feel towards their organization. Those who are committed are emotionally invested and derive satisfaction from their work, acting in ways that further the organization's interests. Such a workforce is invaluable, optimizing and retaining talent over the long term, as employees choose to remain even amidst alternative employment opportunities.

Inside the domain of commitment, three sorts develop: affective, normative, and continuance commitment. Affective commitment is characterized by a positive enthusiastic connection to the organization, where representatives feel a sense of having a place. Normative commitment emerges from a sense of commitment, where workers accept their nearness is vital to the organization's working. Continuance commitment, on the other hand, is driven by a need of choices, where workers hold on essentially due to outside limitations, such as constrained work prospects or money related need.

The Motor and Engineering Company of Ethiopia (MOENCO), includes a wealthy history as a foundation of the car industry in Ethiopia. Set up in January 1959 by Mr. Y.D. Lappine, MOENCO started as a little garage within the heart of Addis Ababa with a capital of 200,000 Ethiopian birr. The company's vision was to end up the foremost trusted car merchant and retailer, centering on client encounter and leveraging worldwide scale to quicken growth.

A critical turning point for MOENCO was in 1968 when it procured the Toyota dealership rights, checking the starting of a long-standing organization with the famous car brand. This move was reinforced by Inchcape PLC, a London-based worldwide organization, getting to be a major shareholder and infusing extra capital into the company.

Over a long time, MOENCO extended its operations past Toyota, speaking to different worldwide brands and broadening its offerings. It has developed in terms of measure and modernization of its benefit shops and parts conveyance centers, showing an energy for making the extreme client experience.

MOENCO's journey over the past six decades reflects its strength and commitment to development, benefit, and individuals. Because it celebrated its 60th commemoration in 2019, MOENCO stood as a confirmation to its founders' vision and the collective endeavors of its committed workforce.

1.2 Statement of the problem

Leadership style facilitates improvements in both leadership ability and performance, as well as increased employee engagement. This ultimately helps improve organizational performance.

Leadership behavior in an organization is one of the factors that plays an important role in increasing the interest and commitment of individuals in the organization (Obiruwu 2011).

Leadership style is particularly important in motivating employee commitment, achieving organizational goals, and improving job performance (Riaz, Akram, & Ijaz, 2011; Chi, Lan, & Dorjgotov, 2012).

Organizational commitment is also an important variable for understanding employee behavior within an organization and influences employees' attitudes toward work such as: Desire to remain with the organization, absenteeism, job satisfaction, and volatility. employees who are organizationally engaged are highly motivated and perform better at work.

One of the important variables for strengthening organizational commitment is the presence of a leadership style that increases employee motivation and makes employees feel the presence of the leader and the importance of cooperation with the leader.

Several previous studies have addressed various aspects of the relationship between leadership style and organizational commitment. Swanepoel, Erasmus, Van Wyk, and Scheck (two thousand) discuss leadership for successfully implementing business strategy 5 (communication and coordination, accountability, focus, action orientation, and pursuit of progress) to achieve organizational goals. They explain that style promotes organizational commitment.

1.3 Research Questions

- ✓ What is the leadership style adopted at Motor and Engineering Company of Ethiopia as perceived by employees of the organization?
- ✓ What is the level of employee commitment at Motor and Engineering Company of Ethiopia?
- ✓ To what extent does the Transformational, Autocratic, Democratic, Transactional and Laissez-fair leadership styles adopted in Motor and Engineering Company of Ethiopia affects Normative commitment, Affective organizational commitment, and Continuance Commitment?

1.4 Objectives of the study

1.4.1 General Objectives

- ✓ The General objective of this research is to identify the effect of leadership style on employees Commitment on Motor and Engineering Company of Ethiopia.

1.4.2 The specific Objectives of the study

- ✓ To examine the influence of different leadership methods on employee organizational commitment at Motor and Engineering Company of Ethiopia.
- ✓ To find the most efficient leadership style in promoting employee commitment inside the organization.
- ✓ To Discover the altitude of employee's organizational commitment at Motor and Engineering Company of Ethiopia.

1.5 Scope

1.5.1 Scope of the study

This study focuses on investigating the different leadership styles used in Motor and Engineering Company of Ethiopia and their impact on employees' organizational commitment. A variety of leadership behaviors, comprehend Transformational, Autocratic, Democratic, Transactional and Laissez-fair approaches, and their impact on employees' affective, continuance, and normative commitment are considered. This study also explores the role of leadership in strengthening employees' emotional connection, motivation, and willingness to contribute to organizational goals.

1.6 Limitations

1.6.1 Limitations of the study

Access to data: Confidentiality of employee perceptions and internal leadership strategies access to comprehensive data is limited.

Subjectivity: Potential bias in employee responses due to subjective perceptions of leadership effectiveness.

Cultural Context: Results may be influenced by Motor and Engineering Company of Ethiopia specific cultural and organizational context, which limits transferability of results to other settings.

1.7 Significance of the study

This study is very valuable because it seeks to: - Gain a better understanding of various leadership styles, which gives you a better understanding of how your business can either help or hurt employee engagement. Informing Leadership Practices: Offers practical suggestions for leadership development that raise organizational performance and employee engagement. Theory contribution: Adds to the corpus of information on organizational behavior and leadership in Ethiopia, with a focus on the automotive industry. By examining these topics, the study advances a more precise comprehension of the relationship between employee engagement and leadership styles and offers useful advice to practitioners and leaders alike.

1.8 Operational Definition of terms

1.8.1 Leadership

Leadership is the ability to guide, inspire, and influence others towards achieving common goals.

1.8.2 Leadership Style

A leadership style refers to the approach and methods a leader uses to guide, motivate, and manage their team. Different leadership styles can significantly impact the dynamics and effectiveness of a team.

1.8.3 Employee Commitment

Employee commitment refers to the psychological attachment and loyalty that employees feel towards their organization.

1.9 Organization of the paper

This research comprises five chapters. Chapter One serves as the introduction and covers the background of the study, the problem statement, the study's objectives, its significance, scope, limitations, definitions of key terms, and the study's organization. Chapter Two provides a review of related literature, including theoretical and empirical reviews, as well as the conceptual framework. Chapter Three outlines the research design and methodology, detailing the sample design, target population, sample size, sampling techniques, data types and sources, data collection instruments and procedures, data analysis methods, and ethical considerations. Chapter Four presents the research findings, along with their analysis and interpretation. Finally, Chapter Five summarizes the major findings, conclusions, and recommendations.

CHAPTER TWO

2 Theoretical Review

2.1 The Concept of Leadership

Various scholars across different contexts have interpreted the concept of leadership in diverse ways. For this study, two related definitions of leadership were selected. According to Yukl (2008:8), leadership involves the process of helping people understand and agree on what needs to be done and how, as well as encouraging both individual and group efforts to achieve shared objectives. Leadership is also seen as a method by which an individual influences a group of people to accomplish a common goal.

These definitions highlight several common elements. Firstly, leadership is a process, indicating a social influence process that leverages others' efforts to achieve group or organizational goals. Researchers, such as MacBeath (2005), Avolio, Walumbwa, and Weber (2009), and Ahlquist and Levi (2011), describe leadership as a position of authority within a group. Secondly, leadership involves influencing followers, with effectiveness determined by the interpersonal impact on followers (Ahlquist & Levi, 2011). Thirdly, leadership occurs within groups. Lastly, leadership is directed towards achieving specific goals.

In essence, both leaders and followers must understand, communicate, and strive towards these goals. Leaders must possess the ability to plan and guide their followers' efforts toward common goals. Viewing leadership as a process implies that it is a transactional experience involving both leaders and followers (Yukl, 2008; Northouse, 2011). Consequently, this study adopts these two definitions.

Leadership roles influence followers both positively and negatively, according to the view that leadership is a process (Chen & Silverthorne, 2005; Yang, 2007; Vesterinen, Isola & Paasivaara, 2009). These authors argue that leadership is a coordinated and interactive process between followers and leaders, rather than a one-way or linear process. If leadership is seen as a process, every individual can be developed into a leader, rather than only a select few who are perceived to have demonstrated leadership qualities (Avolio & Gardner, 2005; Brotheridge et al., 2008; Hannah et al., 2008). Consequently, leadership roles are not reserved for a select group of formally appointed individuals; rather, leadership opportunities can be given to anyone capable and willing to lead others (Avolio & Gardner, 2005; Brown & Treviño, 2006).

The preceding sections have reviewed the roles of leaders, leadership theories, and leadership styles. The following section considers previous research that has examined the relationship between leadership styles and organizational commitment, as this study aims to explore that relationship.

2.2 Leadership Theories

2.2.1 Traits Theory

Trait Theory, also known as Trait Leadership Theory, posits that certain individuals possess inherent characteristics or traits that predispose them to be effective leaders. These key traits, which include intelligence, self-confidence, determination, integrity, and sociability, are believed to be innate qualities that contribute to successful leadership. According to the theory, individuals who exhibit these traits are more likely to excel in leadership roles, suggesting that leadership potential can be assessed based on the presence of these specific characteristics. Historical examples, such as Winston Churchill and Mahatma Gandhi, are often cited to illustrate the application of Trait Theory, as their leadership success is attributed to their distinctive personal traits.

Despite its popularity in the early 20th century, Trait Theory has faced criticism for its oversimplified approach. Critics argue that it fails to consider situational factors and the dynamic nature of leadership, which are essential for a comprehensive understanding of leadership effectiveness. As a result, modern research often integrates trait theory with other leadership theories to provide a more nuanced perspective. Nevertheless, Trait Theory remains influential in organizational leadership selection and development programs. By identifying and nurturing certain traits, organizations aim to cultivate effective leaders. While it has its limitations, Trait Theory has laid the groundwork for further research in leadership studies and continues to shape our understanding of leadership potential.



Figure 2.1: The Traits Theory
Adapted from: www.collidu.com.

2.2.2 Behavioral Theory

Behavioral Theory, also known as Behavioral Leadership Theory, suggests that effective leadership is based on learned behaviors rather than inherent traits. Unlike Trait Theory, which focuses on innate characteristics, Behavioral Theory emphasizes the actions and behaviors that leaders exhibit. According to this theory, anyone can become a leader by learning and adopting the appropriate behaviors. The theory categorizes leadership behaviors into two main types: task-oriented behaviors and people-oriented behaviors. Task-oriented behaviors focus on achieving goals, organizing work, and ensuring productivity, while people-oriented behaviors emphasize building relationships, supporting team members, and fostering a positive work environment.

Behavioral Theory gained prominence through research studies conducted by Kurt Lewin and his colleagues, who identified different leadership styles based on behavioral patterns. These styles include autocratic, democratic, and laissez-faire leadership. Autocratic leaders make decisions independently and expect obedience from their team, whereas democratic leaders involve team members in decision-making and value their input. Laissez-faire leaders, on the other hand, provide minimal guidance and allow team members to make decisions on their own.

One of the significant contributions of Behavioral Theory is the recognition that leadership effectiveness can be developed through training and experience. This theory laid the foundation for modern leadership development programs that focus on enhancing specific leadership behaviors. However, Behavioral Theory has also faced criticism for its lack of consideration of situational factors. Critics argue that the effectiveness of certain behaviors may vary depending on the context and the individuals involved.

Despite its limitations, Behavioral Theory has had a lasting impact on leadership studies and continues to influence contemporary leadership development practices. By understanding and adopting effective leadership behaviors, individuals can enhance their leadership capabilities and positively influence their teams and organizations.

BEHAVIORAL THEORY OF LEADERSHIP



Figure 2.2: Behavioral Theory
Adapted from: www.collidu.com.

2.2.3 Situational or Contingency Theory

The Contingency theory has been widely applied across various fields in literature. In fact, references to the situational theory date back to the mid-19th century (Hemphill, 1949). Several researchers (e.g., Winston & Patterson, 2006; Vigoda-Gadot, 2007) argued that the effectiveness of a leader is influenced by situational factors such as relationships with external parties, the availability of financial and material resources, managing members' demands, as well as the group's structure and culture.

The foundation of situational leadership theory posits that there is no single best leadership style (Lo et al., 2010; Kim & Brymer, 2011). This implies a rejection of the notion that a universal approach to leadership applies to all situations. Instead, the theory highlights that different leadership levels may be necessary depending on the situation. The initial step involves leaders identifying and classifying the most critical tasks. This is succeeded by assessing the readiness and capability of followers by analyzing the group's ability and preparedness. Ultimately, leaders adopt the most appropriate leadership style that matches the situation, which can be categorized as directing, coaching, supporting, and delegating. The accompanying model illustrates the levels of directive and supportive behaviors required in each context.

SITUATIONAL LEADERSHIP

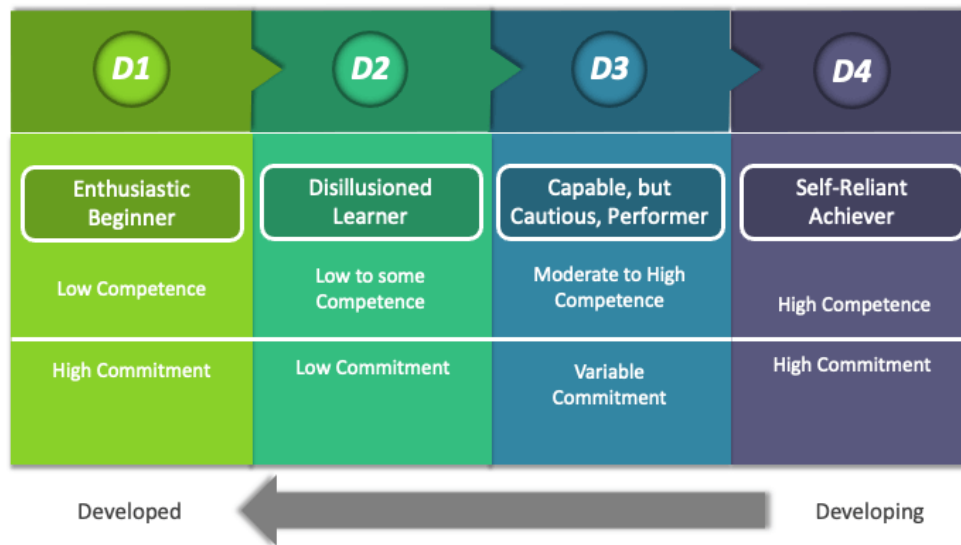


Figure 2.3: Situational Leadership Model

Adapted from: www.collidu.com.

2.3 Leadership Styles



Figure 2.4: Leadership Style

Adapted from: Simply Psychology. (2024, January 29).

2.3.1 Autocratic Leadership Style

Autocratic leadership, also referred to as authoritarian leadership, is characterized by decision-making that is highly centralized and by the leader's significant influence over policies and procedures. This leadership style, frequently described as dictatorship, positions leaders as the primary authority figures, viewing their decisions and judgments as definitive (Burke et al., 2006; Vigoda-Gadot, 2007). This approach is rooted in transactional theory, which emphasizes the relationships between leaders and their followers, where followers act in response to systems of rewards or penalties for noncompliance (Burke et al., 2006; Rad & Yarmohammadian, 2006). The clear expectations and strong oversight provided by authoritarian leaders can enhance efficiency and ensure that tasks are carried out as directed.

Nevertheless, there are significant drawbacks to the autocratic leadership style that frequently exceed its benefits. By restricting team members' participation, it tends to stifle creativity and innovation, which lowers morale and breeds resentment among workers who feel ignored and devalued. Additionally, because workers may look for more collaborative and empowered work settings, the strict structure and lack of inclusion may lead to increased turnover rates. Because of this, most firms' employees and coworkers dislike the autocratic leadership style, and when it is employed, executives may do so unintentionally. The formation of a cohesive and driven team may also be hampered by a lack of team participation in decision-making procedures.

Despite its disadvantages, autocratic leadership may be effective when combined with aspects of other leadership styles. For example, while keeping control and establishing clear standards, authoritarian leaders might gain by listening to and praising their team members' contributions. This technique can help you stay motivated and decrease emotions of resentment. The literature describes the democratic leadership style as the polar opposite of the autocratic leadership style. To summarize, while autocratic leadership is not appropriate for all settings, it may be extremely effective in some scenarios requiring swift decision-making and firm control.

2.3.2 Democratic Leadership Style

Democratic leadership, often called participative leadership, strongly focuses on inclusiveness and collective decision-making. This type of leader actively seeks input from all team members, valuing a variety of perspectives and ideas. This approach cultivates a collaborative environment where everyone feels valued for their contributions. Democratic leaders encourage a sense of responsibility and ownership within the team by allowing members to take on leadership roles and responsibilities. Transparent decision-making processes promote openness and trust, making it easier to adapt to new information and changes. The democratic leadership style is grounded in transformational theory, which is also known as the participative leadership style (Burke et al., 2006; Rad & Yarmohammadian, 2006; Vigoda-Gadot, 2007). The primary aims of this leadership style are change, visionary leadership, and enhancing both individual and organizational performance.

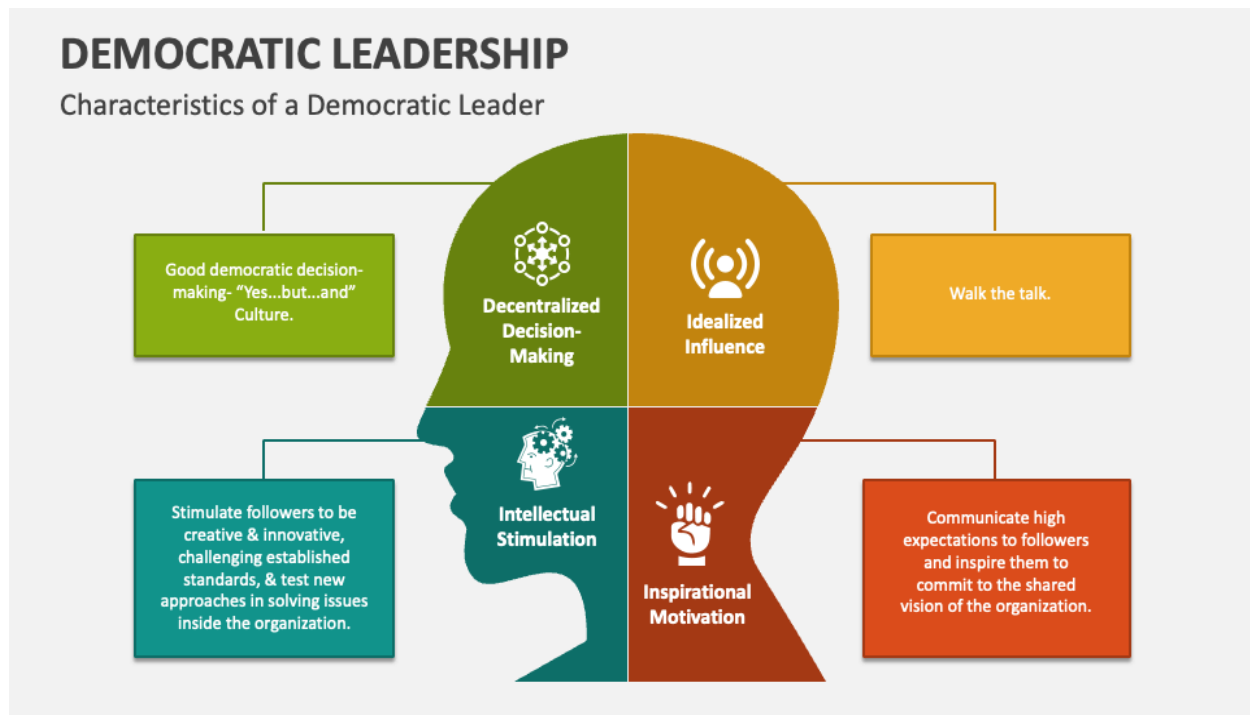


Figure 2.5: Democratic Leadership Style

Adapted from: www.collidu.com.

The capacity of democratic leadership to foster innovation and creativity is one of its many noteworthy benefits. A more creative and dynamic atmosphere results from encouraging team members to contribute to decision-making and share their thoughts. Because they feel heard and valued, employees' morale and job satisfaction are also raised by this inclusivity. Members have the opportunity to develop their leadership abilities, take part in leadership activities, and influence decisions (Vigoda-Gadot, 2007). Similar to the laissez-faire leadership style, it functions best when members are highly talented, passionate, and content with their jobs, even though they do enjoy a certain amount of liberty. The consultation and input-gathering process, however, might slow down decision-making, which could be problematic in circumstances that call for prompt decisions. Furthermore, handling divergent viewpoints can occasionally result in disputes that must be successfully settled.

Despite these obstacles, democratic leadership can work very well in settings where teamwork and employee involvement are essential. By encouraging open and creative cultures within their companies, leaders such as Tim Cook of Apple and Larry Page of Google are prime examples of this approach. One could argue that this leadership approach is more effective than authoritarian leadership (MacBeath, 2005). Workers believe that their thoughts, ideas, and suggestions are valued. The focus on empowerment and inclusivity may not be appropriate in every circumstance, but it can have a major positive impact on team chemistry and

organizational effectiveness as a whole. Its drawbacks can be minimized while its positives can be maximized by balancing democratic leadership with alternative approaches.

2.3.3 Laissez-Faire Leadership Style

In a laissez-faire leadership style, the leader does not heavily rely on frequent communication or feedback, nor do they closely supervise the members. Instead, this style grants members complete autonomy and self-governance in deciding how to complete assignments (Eagly, Johannesen-Schmidt & Van Engen, 2003; MacBeath, 2005; Rad & Yarmohammadian, 2006). However, if members need assistance, the leader remains available to provide guidance (Eagly, Johannesen-Schmidt & Van Engen, 2003). According to Hannah et al. (2008), this approach is not ideal when members lack the necessary knowledge or skills to complete tasks or make decisions. In such cases, tasks may not be finished, may be completed after the deadline, may contain numerous errors, or may veer off course if members cannot manage projects, set deadlines, and solve problems. The absence of a leader can be perceived as a lack of concern, potentially leading to a lack of group cohesion. Therefore, the laissez-faire style should be employed cautiously and may be most appropriate when the leader is confident that members will not encounter significant difficulties.

Furthermore, highly talented and driven team members can be encouraged to be innovative and creative by a laissez-faire leadership style. Allowing people to freely experiment with their concepts and methods can result in original breakthroughs and solutions. Nonetheless, this necessitates a solid basis of respect and trust between the team and the leader. Confusion and inefficiency may arise from a lack of structure and direction in the absence of these components. Laissez-faire leadership must therefore be used sparingly and with consideration for the team's capabilities as well as the particular requirements of the task, even though it can be very effective in some situations.



Figure 2.6: Laissez-Faire Leadership Style

Adapted from: Wevalgo (2024, January 23).

2.3.4 Transformational Leadership Style

Burns first proposed the transformational leadership theory in 1978, and it has since garnered a lot of research interest, according to Gumusluoglu and Ilsev (2009). Four components make up transformational leadership: intellectual stimulation, personalized attention, inspirational motivation, and charismatic role modeling (Gumusluoglu & Ilsev, 2009:462).



Figure 2.7: Transformational Leadership

Adapted from: FactoHR. (2024, October 9).

2.3.4.1 Charismatic Role Modeling

Charismatic leaders can really inspire people and encourage them to do their best. They are good at articulating a vision that makes people feel confident and motivated. By setting a good example with their own attitudes and actions, charismatic leaders serve as role models that followers want to emulate. This helps create an emotional bond between leader and follower that lifts everyone's performance.

2.3.4.1.1 Personalized Support

Good leaders also provide personalized support and direction to each team member. Since everyone has different strengths and weaknesses, goals, and talents, it helps when leaders coach people one-on-one and this tailored guidance helps individuals reach their potential. It also makes people feel more devoted to the team when their leader pays attention to them as individuals.

Part of personalized support is regular check-ins and feedback. This gives leaders a chance to address any concerns and makes sure people feel supported. When there is open communication trust builds between leader and team.

2.3.4.1.2 Empathy and Understanding

For leaders who want to create cohesive, powerful teams, empathy and understanding are essential qualities. Leaders show that they respect and cherish each member of their team as a person by carefully listening to their followers' wants and concerns. A welcoming and inclusive environment where everyone feels heard and valued is facilitated by this sincere empathy. Understanding helps leaders meet their team's emotional and practical requirements, improving morale and collaboration.

In addition, empathic leaders are more adept at handling disagreements and establishing a positive team environment. They can uncover underlying difficulties and strive towards solutions that reflect the perspectives of all parties concerned. This technique not only resolves problems more effectively but also enhances the ties between team members.

2.3.4.1.3 Recognition and Celebration

To keep team members motivated and involved, individual efforts must be acknowledged and celebrated. Positive and fulfilling work environments are fostered by leaders who take the time to recognize the efforts and accomplishments of their followers. This acknowledgement can come in a variety of forms, ranging from prizes and public acclaim to more intimate expressions of gratitude. By acknowledging accomplishments, leaders promote a culture of excellence and reaffirm the importance of each team member's work.

Regular appreciation also fosters a sense of pride and achievement among team members. People are more likely to stay dedicated and driven to give their best work when they believe that their efforts are valued. Positive and energizing environments are fostered by leaders who regularly recognize and celebrate the accomplishments of their team.

2.3.4.1.4 Encouragement of Growth

Effective leaders must prioritize constant personal and professional development. Leaders help their followers enhance their careers by giving opportunities for learning and development. This may involve providing training programs, workshops, and access to educational materials, as well as facilitating participation in conferences and professional networks. Leaders who prioritize growth foster an environment in which team members feel empowered to pursue their objectives and tackle new challenges.

In addition to formal development opportunities, leaders can foster growth by providing regular feedback and mentoring. Leaders assist their followers in identifying areas for improvement and tracking progress by providing constructive criticism and establishing clear development objectives.

2.3.4.2 Inspirational motivation

A leader that uses inspirational motivation inspires and motivates followers to go above their own expectations by presenting a compelling and unambiguous vision.

A common sense of direction and purpose is established through inspirational motivation. Leaders who employ this strategy successfully convey their vision to followers in a way that connects with them and gives them a sense of belonging. These leaders encourage greater effort and dedication from their followers by establishing high standards and demonstrating faith in their skills. A pleasant and upbeat atmosphere promotes perseverance and persistent effort, while the inclusion of symbols and stories makes the vision more remembered and relevant. Higher levels of motivation and performance among followers are the result of this confluence of forces.

2.3.4.2.1 Vision Communication

Vision A key component of leadership is vision communication, in which leaders inspire and motivate their people by articulating their vision. This entails expressing the vision with contagious vigor and excitement in addition to communicating it. Leaders inspire a sense of purpose and dedication in their teams when they effectively convey their vision. Everyone's efforts are directed toward shared objectives by this sense of purpose, which promotes cooperation and unity. By outlining the advantages of the objective, leaders can inspire their followers to invest their time, effort, and creativity in achieving it.

To keep the vision at the top of everyone's mind, effective vision communication also necessitates frequent updates and reminders. For the team's daily operations, leaders use a range of platforms and opportunities to reinforce the vision. When faced with short-term issues, this consistent reinforcement keeps the team moving forward and concentrated on long-term objectives. By communicating their vision on a regular basis, leaders can maintain their followers' motivation and drive.

2.3.4.2.2 Use of Symbols and Stories

Leaders frequently employ symbols and narratives in order to make their vision clear and understandable. Symbols can be strong means for condensing complex concepts as well as values to form a simple, easy-to-remember figure. For instance, a logo, slogan, or even a ritual can act as an enduring symbol of both the vision and its importance. These icons are used to develop a common identity and group culture within the team, giving the vision more clarity and concreteness.

Stories, however, are good at putting the vision into practice. When leaders tell anecdotes and examples of what may have or may still be accomplished in their efforts to fulfill the vision, the vision becomes more real, tangible, and easy to grasp. These tales can emphasize triumphs, what we have to learn and how the vision is coming into their lives and into the organization. In narrative form, leaders can personalize their emotional connection with their audience, which will make their vision more compelling and inspiring. This methodology is not only useful in reporting the vision, but also to really reinforce the values and behaviors that perpetuate it.

2.3.4.2.3 High Expectations

The strategy for raising morale and motivating higher performance in followers is to set high expectations for those followers. If a leader verbalizes his belief in the team's capabilities and ambitious goals, he/she is sending the message that he/she expects the team to succeed. This confidence can be immensely motivational in fact, to the point where it inspires team members to act up to the task and perform at their best. Reaching high expectations leads people to leave the zone of their comfort, providing opportunities for growth and learning.

Effective leaders not only raise high expectations, but they also generate the necessary support and tools to fulfill them. They provide instruction, training, and peer review in order to assist team members in achieving these levels. When high expectations are combined with reasonable support, leaders can construct a setting that fosters a sense of both being challenged and being able. This method not only improves performance but, in the process, establishes a culture of continuous learning and adaptation to challenges.

2.3.4.2.4 Positive Environment

To be conducive for a follower to overcome challenges and keep going, a positive and optimistic environment has been of crucial importance. Leaders who cultivate an environment of good feelings, promote openness, and facilitate, including collaboration and mutual support, promote an environment for interpersonal trust. There is an effect that this kind of environment has that teammates feel comfortable sharing ideas, taking risks, and making mistakes. A good work culture enhances well-being and reduces stress which lead to increased productivity and job satisfaction.

In addition, leaders with a positive outlook can motivate their followers to adopt a positive outlook. Leaders who think in terms of opportunities and solutions, rather than problems, can lead their teams to overcome the challenges ahead with assertiveness and creativity. This

positive attitude not only improves morale but also creates a climate that builds a sense of solidarity resilience. If team members feel that they are able to successfully overcome obstacles and achieve their objectives, they are likely to be maintained in a state of motivation and commitment to the vision.

2.3.4.3 Intellectual stimulation

Intellectual stimulation is a leadership style, in which the leaders motivate their followers to do so, think critically and creatively, challenge the existing order, and look at innovating ways of achieving something.

Intellectual stimulation is achieved by creating an environment based on curiosity and innovation. Leaders that follow this kind of approach ensure their followers that existing ways of working are questioned, and out-of-the-box thinking is encouraged. They lead, through questioning assumptions and encouraging new thinking patterns, to continued growth and flexibility. Assistive use of of followers for developing their own ideas not only increases follower confidence, but also their ability to solve problems. Safe practice for experimentation allows for the feeling of safety in taking risks and learning from mistakes which is essential to encouraging creativity and self-development.

2.3.4.3.1 Encouragement of Innovation

The encouragement of innovation is at the core of intellectual stimulation where the leader encourages a creative and open-minded attitude to problem-solving. Leaders who create a culture of valuing creativity and novel ideas encourage their followers to think way out of the box and search for unconventional solutions. This strategy not only promotes continuous growth, but also maintains the organization in the position of being flexible and competitive in an increasingly dynamic world. Leaders fostering innovation unlock the funding and support required so their team can explore and develop ideas, which may result in important discoveries and new advances.

In addition, leaders promoting innovation, invariably act as a role model showcasing their own willingness to be bold and modern. This behavior is establishing a norm for the team showing that innovation is not only tolerated, but also expected. Through the celebration of creative endeavors and acknowledging creative innovation, leaders can continue to inspire their followers to look for new ideas and new methods. This culture of innovation creates a highly dynamic and innovative organization in which lifelong learning and continuous improvement are central to success.

2.3.4.3.2 Challenging Assumptions

Challenging beliefs is a major aspect of intellectual stimulation since it promotes a culture of ongoing refinement. Leaders following this way of thinking challenge current procedures and conventional techniques, which in turn challenge their followers. Leaders' challenge to the status quo facilitates members of a team to recognize and discuss areas of potential inefficiency and potential area for improvement. This critical thinking process leads to innovation, and

constantly keeps the organization agile and ready to take advantage of emerging opportunities and threats.

Furthermore, leadership that conflicting assumptions creates a climate where questioning and critical thinking is encouraged. This method facilitates the sharing of thoughts and problem statements among team members, and, thus, decision making becomes stronger. Through the fostering of an inquiring and critical culture, leaders may find lurking assumptions and biases that can prevent advancement. This iterative process of questioning and refining is vital so as to keep up a culture of excellence and agility.

2.3.4.3.3 Support for Idea Development

One important component of intellectual stimulation is encouraging followers to develop their own ideas. Leaders who offer direction and resources for developing ideas help their followers become more confident and adept at solving problems. This assistance can come in a variety of forms, such as collaboration opportunities, training and development program access, and mentoring. Leaders can foster a pool of creative thinkers who can propel the company forward by supporting the development of their team members.

Additionally, team members feel empowered to take charge of their projects when their leaders encourage idea development. Because they are more inclined to devote their time and energy to projects they have influenced, people who feel a sense of ownership are more engaged and committed.

2.3.4.3.4 Safe Environment for Experimentation

Fostering creativity and development requires establishing a safe space for experimentation. Psychological safety is a top priority for leaders who want their followers to feel free to take chances and grow from mistakes. Team members are encouraged to try out novel concepts in this setting without worrying about unfavorable outcomes. Leaders can foster resilience and a growth mindset in their teams by presenting setbacks as teaching moments.

Furthermore, a secure setting for experimentation encourages candid dialogue and teamwork. When team members feel appreciated and supported, they are more inclined to contribute their thoughts and insights. A stronger sense of camaraderie within the team and more creative solutions may result from this collaborative environment.

2.3.4.4 Individualized consideration

Individualized consideration is a leadership approach in which leaders give focused attention to the individual needs and development of each follower. This involves providing tailored support and fostering an environment where each person feels recognized and appreciated. By understanding the unique strengths, weaknesses, and aspirations of each follower, leaders create a nurturing environment that values and understands each individual. Leaders who practice this approach build strong, trusting relationships by offering personalized support and acknowledging individual achievements. This not only boosts followers' satisfaction and

motivation but also promotes their personal and professional growth, leading to a more engaged and high-performing team.

2.4 Transactional Leadership Style



Figure 2.8: Transactional Leadership Style

Adapted from: www.collidu.com.

Transactional leadership is a leadership style that emphasizes supervision, organization, and performance. Leaders who adopt this style set clear goals and objectives for their followers and provide rewards or punishments based on performance. This leadership approach involves creating a well-defined structure within which followers are expected to operate, setting clear expectations, rules, and guidelines. Leaders use a system of performance-based rewards, such as bonuses and promotions, and punishments, like reprimands or demotions, to motivate followers. An essential aspect of transactional leadership is management by exception, where leaders closely monitor followers' performance and intervene only when standards are not met. This can be active management by exception, where the leader actively monitors and corrects issues, or passive management by exception, where the leader intervenes only when problems become serious.

Transactional leadership tends to focus on achieving short-term goals and maintaining the status quo, making it effective in crisis situations or when specific tasks need to be completed

quickly. This style prioritizes the completion of tasks and adherence to procedures, often at the expense of creativity and innovation. While transactional leadership can be effective in certain situations, it may not always foster long-term development or intrinsic motivation among followers. It works best in environments where tasks are clear-cut, and consistency is crucial.

Transactional leadership, while effective in certain contexts, has its limitations. One of the primary criticisms is that it tends to focus on short-term goals and immediate compliance rather than fostering long-term growth and innovation. This style of leadership may not encourage creativity or adaptability, which are crucial in today's rapidly changing business environment. Moreover, the reliance on rewards and punishments can lead to a transactional relationship between leaders and followers, where employees are motivated more by external rewards than by intrinsic satisfaction or commitment to the organization's vision.

Additionally, transactional leadership may not be effective in all organizational settings. It works best in situations where tasks are well-defined, and clear rules and procedures are necessary. However, in more dynamic and innovative environments, this style may stifle innovation and reduce employees' motivation to go beyond their assigned tasks. Leaders who solely rely on transactional methods might struggle to inspire their teams or foster a sense of ownership and engagement among their followers. Therefore, integrating elements of transformational leadership, which emphasizes inspiration, motivation, and personal development, can be a more balanced and effective approach in many modern organizations. This combination can help leaders achieve immediate objectives while also cultivating a resilient and forward-thinking workforce.

2.5 Employees' Organizational Commitment

Employee organizational commitment refers to the emotional attachment, identification, and involvement an employee has with their organization. This commitment can be seen as a psychological bond between the employee and the organization, influencing their decision to remain with the company. There are three primary components of organizational commitment: affective, continuance, and normative commitment. Affective commitment is when employees stay because they genuinely want to, feeling a strong emotional attachment to the organization. Continuance commitment occurs when employees stay because they perceive the costs of leaving as being too high, whether these are financial, professional, or social. Normative commitment happens when employees feel a sense of obligation to remain with the organization due to personal values or social pressures.

High levels of organizational commitment can lead to numerous positive outcomes for both employees and organizations. For employees, a strong commitment can enhance job satisfaction, reduce stress, and increase overall well-being. For organizations, committed employees often exhibit higher levels of performance, lower turnover rates, and a greater willingness to go above and beyond in their roles. Additionally, a committed workforce can foster a positive organizational culture, where collaboration, innovation, and mutual support

thrive. Ultimately, fostering organizational commitment is essential for creating a stable, motivated, and high-performing workforce that can drive the organization's success.



Figure 2.9: Organizational Commitment

Adapted from: Jay, S. (2023, October 3).

2.5.1 Affective Commitment

Affective Commitment is characterized by an emotional attachment and identification with the organization. Employees with strong affective commitment remain with the organization because they genuinely want to. They resonate with the organization's values, culture, and goals, leading to a sense of belonging and enthusiasm. These employees are often highly engaged, motivated, and willing to go above and beyond in their roles. Affective commitment fosters a positive organizational culture, enhancing overall performance and job satisfaction.

2.5.2 Continuance Commitment

Continuance Commitment, in contrast, is rooted in the perceived costs associated with leaving the organization. Employees with high continuance commitment feel that they need to stay because the personal or economic costs of leaving are too high. These costs might include loss of seniority, financial stability, or benefits that have accumulated over time. While continuance commitment can effectively reduce turnover, it does not necessarily result in high levels of job satisfaction or engagement. Employees might remain in their positions out of necessity rather than passion, which can affect their overall productivity and morale. This type of commitment can create a stable workforce but might not contribute positively to the organizational climate in the long run.

2.5.3 Normative Commitment

Normative Commitment is based on a sense of obligation to remain with the organization. Employees with high normative commitment feel that they ought to stay because of a sense of duty, loyalty, or moral obligation. This might arise from the organization's investment in their training and development, or from social pressures and personal values. Normative commitment can lead to a loyal and stable workforce, as employees stay out of a sense of responsibility. However, like continuance commitment, it may not always translate to high levels of job satisfaction or performance. Employees might feel bound to stay even if they are not fully engaged or enthusiastic about their work. Understanding these types of commitment can help organizations develop strategies to foster stronger, more positive connections with their employees, leading to a more motivated and effective workforce.

2.6 The relationship between leadership style and employee commitment

The relationship between leadership style and employee commitment has been extensively studied in organizational psychology and behavior literature. Research consistently shows that different leadership styles can significantly impact the levels of employee commitment within an organization. For instance, a study conducted at the Bank of Abyssinia found that transformational leadership style has a significant and positive correlation with affective, continuance, and normative employee commitments [Debebe, 2023]. Transformational leaders inspire and motivate employees by creating a vision, fostering a supportive environment, and encouraging personal development, which in turn enhances employees' emotional attachment and loyalty to the organization.

In contrast, transactional leadership, which focuses on reward and punishment to achieve compliance, has been found to have a weaker correlation with employee commitment [Yimam, 2022]. This style may ensure that employees meet their targets and follow procedures, but it does not necessarily foster a deep sense of loyalty or engagement. Similarly, laissez-faire leadership, characterized by a hands-off approach, has been shown to have a significant positive correlation with continuance commitment but not with affective or normative commitment [Admasu & Bekele, 2021]. This suggests that while employees may stay with the organization due to a lack of alternative options, they are not necessarily emotionally or morally committed to it.

Another study conducted in private higher education institutions in Addis Ababa found that transformational leadership significantly influences affective employee commitment, while transactional leadership is positively correlated with normative commitment [Mekonnen, 2023]. These findings highlight the importance of leadership style in shaping different dimensions of employee commitment. Transformational leadership, with its focus on inspiring and empowering employees, appears to be particularly effective in fostering a strong emotional bond and sense of belonging among employees. On the other hand, transactional leadership, with its emphasis on clear expectations and rewards, can help instill a sense of duty and obligation among employees.

Furthermore, the impact of leadership style on employee commitment is also influenced by organizational culture and individual differences among employees. Studies have shown that an organizational culture that supports and values employee development can enhance the positive effects of transformational leadership on employee commitment [Habtamu, 2024]. Additionally, individual differences such as personality traits and career aspirations can moderate the relationship between leadership style and commitment, suggesting that a one-size-fits-all approach to leadership may not be effective in all contexts [Kebede & Tessema, 2022].

In summary, the research indicates that leadership style plays a crucial role in determining the level and type of employee commitment. Transformational leadership is more effective in enhancing affective and normative commitment, while transactional leadership can contribute to normative commitment. Organizations aiming to improve employee commitment should consider adopting transformational leadership practices to create a more engaged and loyal workforce. By understanding and leveraging the impact of different leadership styles, organizations can foster a more committed and motivated employee base, leading to better organizational performance and success.

2.7 Empirical Review

The relationship between leadership style and employee commitment has been a focal point of numerous empirical studies in organizational psychology. Research consistently shows that different leadership styles can significantly impact the levels of employee commitment within an organization. For instance, a study conducted at the Bank of Abyssinia found that transformational leadership style has a significant and positive correlation with affective, continuance, and normative employee commitments [Debebe, 2023]. Transformational leaders inspire and motivate employees by creating a vision, fostering a supportive environment, and encouraging personal development, which in turn enhances employees' emotional attachment and loyalty to the organization.

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Furthermore, the impact of leadership style on employee commitment is also influenced by organizational culture and individual differences among employees. Studies have shown that an organizational culture that supports and values employee development can enhance the positive effects of transformational leadership on employee commitment [Habtamu, 2024]. Additionally, individual differences such as personality traits and career aspirations can moderate the relationship between leadership style and commitment, suggesting that a one-size-fits-all approach to leadership may not be effective in all contexts [Kebede & Tessema, 2022].

A study by Avolio et al. (2004) highlights that transformational leadership is consistently associated with higher levels of affective commitment across different organizational settings. Employees under transformational leaders are more likely to exhibit higher job satisfaction and organizational citizenship behaviors, which contribute to their overall commitment [Avolio et al., 2004]. This research underscores the importance of leadership that fosters innovation, individual consideration, and motivational support.

Similarly, a study by Bass and Riggio (2006) found that transformational leadership positively influences normative commitment by instilling a sense of shared values and organizational mission [Bass & Riggio, 2006]. Employees under such leadership feel a moral obligation to stay with the organization because they believe in the larger goals and purposes it aims to achieve. This form of commitment can be particularly strong in non-profit and mission-driven organizations.

On the other hand, research by Judge and Piccolo (2004) indicates that transactional leadership, while effective in ensuring compliance and meeting short-term goals, does not significantly enhance affective commitment [Judge & Piccolo, 2004]. This leadership style relies heavily on contingent rewards and punishments, which may not foster a deep emotional bond between the employee and the organization. Employees might fulfill their duties but may not develop a strong sense of loyalty or attachment.

Further, a study by Meyer et al. (2002) suggests that continuance commitment is more strongly related to transactional leadership and is primarily influenced by the perceived costs of leaving the organization [Meyer et al., 2002]. Employees may remain with the organization due to financial incentives or lack of better job alternatives rather than genuine emotional attachment. This type of commitment can ensure stability but might not lead to high levels of engagement or discretionary effort.

Interestingly, research by Podsakoff et al. (1996) found that transformational leadership can reduce turnover intentions by increasing affective and normative commitment [Podsakoff et al., 1996]. Leaders who demonstrate inspirational motivation, intellectual stimulation, and individualized consideration can create an environment where employees feel valued and motivated to stay. This, in turn, reduces the likelihood of turnover and enhances overall organizational performance.

Additionally, a meta-analysis by Ng and Feldman (2010) highlights that leadership practices that promote autonomy, empowerment, and participative decision-making are positively correlated with employee commitment [Ng & Feldman, 2010]. Transformational leaders who encourage employee involvement and foster a sense of ownership can significantly enhance both affective and normative commitment. This approach aligns employees' personal goals with organizational objectives, creating a more cohesive and committed workforce.

Lastly, a study by Allen and Meyer (1990) provides empirical evidence that different leadership styles can influence various forms of commitment differently [Allen & Meyer, 1990]. Transformational leadership, with its focus on vision and personal development, is more likely to enhance affective and normative commitment. In contrast, transactional leadership, with its emphasis on rewards and compliance, is more closely associated with continuance commitment. This nuanced understanding can help organizations tailor their leadership development programs to foster the desired type of employee commitment.

A recent study by Ghebre et al. (2021) investigated the effects of participative leadership on employee commitment in the Ethiopian manufacturing sector. The findings revealed that participative leadership positively influenced affective and normative commitment by involving employees in decision-making processes and giving them a sense of ownership and responsibility [Ghebre et al., 2021]. This participatory approach promotes a more engaged and loyal workforce.

Moreover, research by Mesfin and Tesfaye (2020) found that ethical leadership, characterized by fairness, transparency, and integrity, positively impacted affective commitment in public sector organizations [Mesfin & Tesfaye, 2020]. Employees who perceive their leaders as ethical are more likely to develop a strong emotional attachment to the organization, leading to higher job satisfaction and loyalty.

Another study by Tadesse (2019) examined the relationship between servant leadership and employee commitment in the health care sector. The results indicated that servant leadership, which focuses on serving and empowering employees, significantly enhances both affective and normative commitment [Tadesse, 2019]. This leadership style creates a supportive and nurturing environment that fosters employee well-being and dedication.

Finally, a study by Wondimu and Ayalew (2018) explored the impact of charismatic leadership on employee commitment in the hospitality industry. The study found that charismatic leaders, who inspire and energize their followers, have a positive effect on affective commitment,

leading to increased job satisfaction and reduced turnover intentions [Wondimu & Ayalew, 2018].

In summary, the research indicates that leadership style plays a crucial role in determining the level and type of employee commitment. Transformational leadership is more effective in enhancing affective and normative commitment, while transactional leadership can contribute to normative commitment. By adopting leadership practices that emphasize inspiration, empowerment, and personal development, organizations can enhance employee commitment and, consequently, overall performance. Understanding these dynamics allows organizations to strategically invest in leadership development and create a more engaged and loyal workforce.

2.8 Conceptual Framework

When we see the conceptual framework of other researchers, Yiheyis Kokebu Tariku wrote his thesis on the link between different leadership styles (transformational, democratic, autocratic) and how employees do their job at the Ethiopian Agricultural Investment Land Administration Agency. The main thing he is trying to measure (the dependent variable) is employee performance - do they get their work done on time, help the team meet goals. He wants to see if those leadership styles impact how well the organization functions.

The other researcher Getu Hunduma also looked at leadership styles (transformational, transactional, laissez-faire) and how they correlate to employee performance. His focus was on the Oromia National Regional State's economic sectors though. He based his framework on an existing model from another researcher named Koech and bottom line, Getu was interested in whether leadership style makes a difference in how employees perform.

In my point of view effective leadership style suggestively impacts organizational commitment, including MOENCO's strategic principles, quality development leads, and competencies. The study aimed to determine various characteristics of transactional leadership provided by MOENCO to its workforce and their influence on employee dedication. The research attempted to comprehend how transformational leadership traits impact staff loyalty. Additionally, it examined the degree of laissez-faire, Democratic and Autocratic leadership within MOENCO and its effect on employee engagement, questioning whether it hold back dedication or to what extent it can bolster the company staff commitment. An organization capable of improving its leadership approach is more likely to retain its workforce. Past studies have indicated that entities with a more convincing and advisory leadership style are better positioned to advance the organization's objectives, augment employee performance efficiency, and increase job satisfaction.

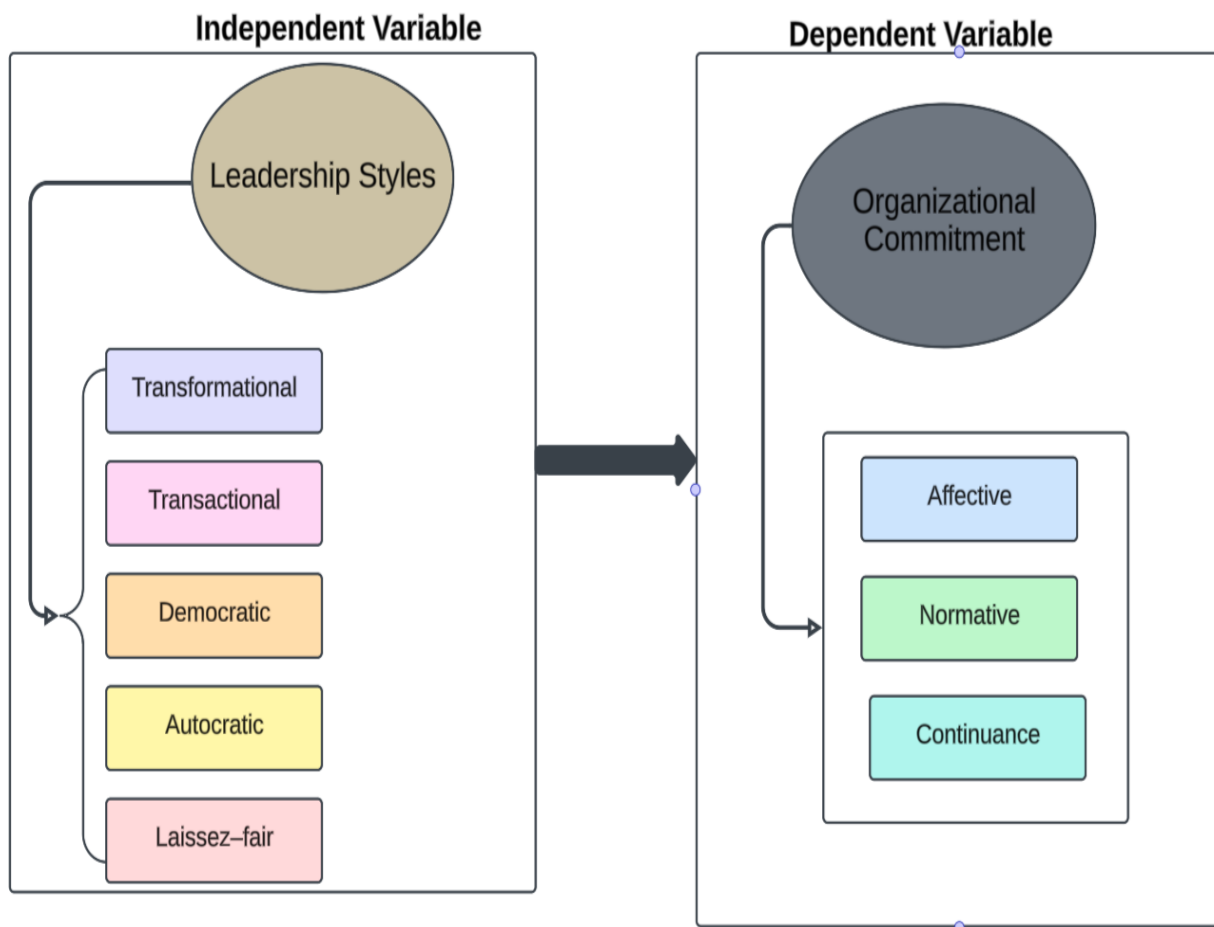


Figure 2.10: Conceptual Framework

Source: Self

CHAPTER THREE

3 RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This section presents an in-depth review of the research methodology used in the study. It starts by detailing the research design, which acts as a blueprint for the processes of data collection, measurement, and analysis. The discussion includes an explanation of the study's nature whether it is qualitative, quantitative, or employs mixed methods and the reasons for selecting a particular approach.

3.2 Research Design

The study will employ an explanatory and quantitative research design. Basic features, such as mean scores, will be summarized using descriptive statistics. The research aims to gather data to address questions about the current state of the subject under investigation. An explanatory study involves specific steps, including formulating research questions, selecting an appropriate data collection method, determining suitable sampling techniques, and analyzing and presenting the findings.

The researcher selected an explanatory research design to investigate the impact of different leadership styles on employee commitment. This commitment is assessed at three levels: continuance (willingness to remain with the organization), normative (feeling of duty towards the organization), and affective (connection and identification with the organization).

3.3 Population and Sampling Design

3.3.1 Population

According to Zikmund et al. (2010), a population refers to any complete group that shares common characteristics. This study will focus on 589 employees of the Motor and Engineering Company of Ethiopia (MOENCO) located at the Addis Ababa headquarters.

3.3.2 Sampling Design

Sampling involves selecting a subset of individuals from a population to estimate the characteristics of the entire group. As outlined by Cooper and Schindler (2011), designing a sampling procedure includes detailed planning of the sampling frame, selection method, and determination of sample size.

3.4 Sampling Frame

Cooper & Schindler (2011) and Zikmund et al. (2010) define the sampling frame as the list of elements from which a sample is drawn, closely linked to the population. Cooper and Schindler (2011) describe it as a comprehensive and accurate list consisting solely of population members. In this study, the sampling frame will comprise 589 employees, from which the sample will be derived.

3.5 Sampling Technique

According to Zikmund et al. (2010), sampling procedures enable researchers to draw conclusions by observing a subset of the population. For this study, simple random sampling will be utilized at the head office branch to guarantee that each potential participant has an equal chance of being selected. By applying the sampling determination formula and targeting a 95% confidence level with a margin of error (e) = 0.05 and a population size of 589, the calculated sample size is 238. Data will be collected from employees at MOENCO's head office branches in Addis Ababa.

3.6 Sample Size

The sample size refers to the number of individuals selected from a larger population. It is a smaller group chosen in such a way that every potential sample of the same size has an equal opportunity of being picked. For this research, the sample size will be calculated using a specific formula, leading to a total of 238 participants.

$$n = \frac{N}{1 + N(e^2)} \quad n = \frac{589}{1 + 589(0.05)^2} = 238$$

Where; - n was the sample size,

- N was the population size, 1 was the constant and

- e^2 was the margin of error, which was 5% for 95 % confidence level.

Figure 3.1: Sample Size

Source: Self

3.7 Data Collection Methods

As noted by Cooper and Schindler (2011), data collection methods are the techniques used to gather information once the researcher has determined the types of data needed. This study employed both primary and secondary data collection methods, with a primary focus on data gathered directly from the target sample through a structured questionnaire.

The questionnaire was designed based on a review of existing literature on the effect of leadership styles on employee commitment. It is divided into seven sections: the first section gathers demographic details of the respondents. The second section explores the relationship between transformational leadership styles and employee commitment at MOENCO, with questions based on the literature review. The third section investigates the effect of laissez-faire leadership on employee commitment, while the fourth section examines the impact of transactional leadership styles. The fifth section examines the impact of Democratic leadership

style. The sixth section examines the impact of Autocratic leadership style. The final section contains questions about employee commitment.

Each question in the questionnaire uses a five-point Likert scale, ranging from "Strongly Disagree" to "Strongly Agree." This scale was chosen for its broad applicability in research and ease of understanding for respondents. The quantitative nature of the Likert scale facilitates data analysis and interpretation, offering a spectrum of responses rather than forcing a binary choice.

3.7.1 Research Procedures

For this study, the researcher will create a structured questionnaire specifically tailored to the research objectives. The data will be collected using a self-administered structured questionnaire. Participants not selected for the final study population will be involved in pilot testing. Any issues identified during the pilot test will be addressed by revising the questionnaire before distributing it to the study sample. Once the data collection instrument is finalized, the full study sample will complete the questionnaire.

To ensure accurate data entry, the researcher will conduct data editing and coding to reduce errors and guarantee clean data for analysis. Descriptive analysis will be used to interpret the data, employing percentages and summaries. Reliability and validity assessments will be performed to evaluate the consistency of responses and identify factors that best explain the responses, respectively.

Correlation analysis will be applied to examine the strength of relationships between variables, following the methods outlined by Peck, Olsen, and Devore (2009). This analysis will assess the connections between the dependent and independent variables. Next, regression analysis will be conducted to determine the effect of the independent variable (leadership styles) on the dependent variable (employee commitment). The results will be presented in tables and figures with concise descriptions. The regression model will be as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \epsilon$$

Where:

Y= employee commitment

X1 = Transformational leadership style

X2 = Transactional leadership style

X3 = Democratic leadership style

X4 = Autocratic leadership style

X5 = Laissez-Faire leadership style

β_i = Coefficients of the independent variables, where i,1,2,3,4,5

ϵ = Error Term

Descriptive statistics, including Mean and Standard Deviation, along with Cronbach's alpha, will be calculated using SPSS to assess the reliability of the data collection instruments in the survey. This statistical software will also be used for inferential analysis, specifically employing Pearson correlation to explore the type and strength of the relationship between different leadership styles and employee commitment.

For data analysis, the Statistical Package for Social Sciences (SPSS) version 27 will be utilized to perform descriptive statistics. This version provides extensive data management capabilities and a variety of statistical procedures suitable for handling datasets of different sizes. In addition, tables and percentages will be used to summarize and present the findings during the analysis.

3.8 Reliability and Validity

3.8.1 Reliability

Assessing reliability and validity involves examining whether the research accurately measures its intended objectives and whether the methods consistently produce the same results.

According to Saunders (2003), validity refers to how well a data collection method measures what it is intended to measure, while reliability indicates the consistency of findings generated by the methods or techniques used.

It is widely acknowledged by researchers that achieving complete validity in any instrument is exceedingly rare, if not impossible. Cronbach's alpha is often used to evaluate reliability, as it measures the consistency and dependability of a tool. This metric highlights how much of the variability in survey responses is due to genuine differences among participants, rather than unclear or misleading questions. In other words, a reliable survey generates diverse responses based on differing opinions rather than due to confusion (Tabachnick & Fidell, 2007).

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.919	.922	24

Table 3.1: Cronbach's Alpha of Instruments

Source: own computation based on SPSS result

The scales employed in this research are considered reliable, as the total scale's Cronbach's Alpha exceeds 0.7. For this study, the Cronbach's Alpha value is 0.92, indicating that the scale items consistently measure the same underlying construct, demonstrating a very high level of internal consistency.

3.8.2 Validity

To ensure content validity and alignment with respondents' comprehension, this study incorporated a pilot test involving employees and management members to refine the questionnaire. Input from professionals and participants was sought to verify validity, with particular emphasis on content validity.

3.9 Ethical Issues

All participants were fully informed about the study's purpose and voluntarily took part. Given the sensitive nature of the information gathered about participants and their supervisors, specific personal details such as names of individuals, supervisors, and departments are kept anonymous. All sensitive data collected for this research will remain confidential.

CHAPTER FOUR

4 Data Analysis and Interpretation

4.1 Response Rate

This study distributed 310 questionnaires to employees, with 305 returned. Of these, three hundred were adequately completed and analyzed. The definition of an acceptable response rate and strategies to achieve it remain contentious among researchers. Nevertheless, there is consensus that questionnaire survey response rates may fluctuate based on the research's nature, perceived importance, and the target respondent group.

4.2 Results and Discussion

Motor and Engineering Company of Ethiopia (MOENCO) staff and leadership completed a survey to evaluate how leadership approaches impact employee commitment. The survey was structured in three sections: respondent demographics, leadership styles, and employee commitment.

		Count	Table N %
Gender of the respondent	Female	130	43.3%
	Male	170	56.7%
Age of the respondent	18-30	123	41.0%
	31-40	111	37.0%
	41-50	46	15.3%
	>50	20	6.7%
Marital status of the respondent	single	118	39.3%
	married	179	59.7%
	divorce	3	1.0%
	widowed	0	0.0%
Education background of the respondent	Diploma	12	4.0%
	Degree	231	77.0%
	Masters	57	19.0%
	PHD	0	0.0%
Working experiance of the respondent in MOENCO	0-5	109	36.3%
	6-10	83	27.7%
	11-15	27	9.0%
	16-20	30	10.0%
	>20	51	17.0%

Table 4.1: Demographic characteristics of the respondents

Source: own computation based on SPSS result

As shown in the table 4.1, The demographic data of the respondents reveals some key characteristics about the sample population. The gender distribution shows a slight predominance of males (56.7%) compared to females (43.3%). In terms of age, the majority of respondents are relatively young, with 41.0% falling within the 18-30 age range and 37.0% in the 31-40 age range, indicating a youthful workforce. Marital status data highlights that a significant portion of the respondents are married (59.7%), while 39.3% are single, and only a small fraction (1.0%) are divorced. Education-wise, an overwhelming majority of respondents hold a degree (77.0%), followed by those with a master's degree (19.0%), suggesting a highly educated group. Additionally, the survey reveals a diverse range of working experience among respondents, with the largest group (36.3%) having 0-5 years of experience, followed by those with 6-10 years (27.7%). A notable portion of respondents (17.0%) have more than 20 years of experience, indicating a mix of both new and seasoned employees. These insights can help organizations understand the makeup of their workforce and tailor strategies to address the specific needs and characteristics of this group.

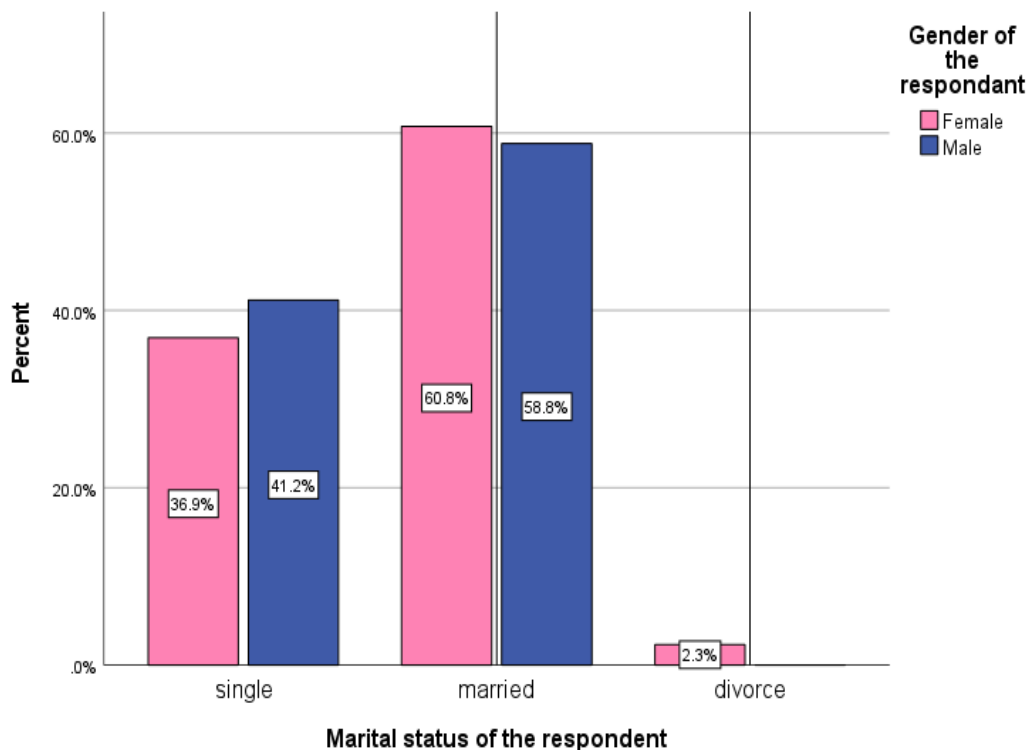


Figure 4.1: Marital status classified by gender.

Source: own computation based on SPSS result

As we see this histogram chart in the above the majority of single respondents are male, and the majority of married respondents are female. And from the total respondents in the divorce category all are female.

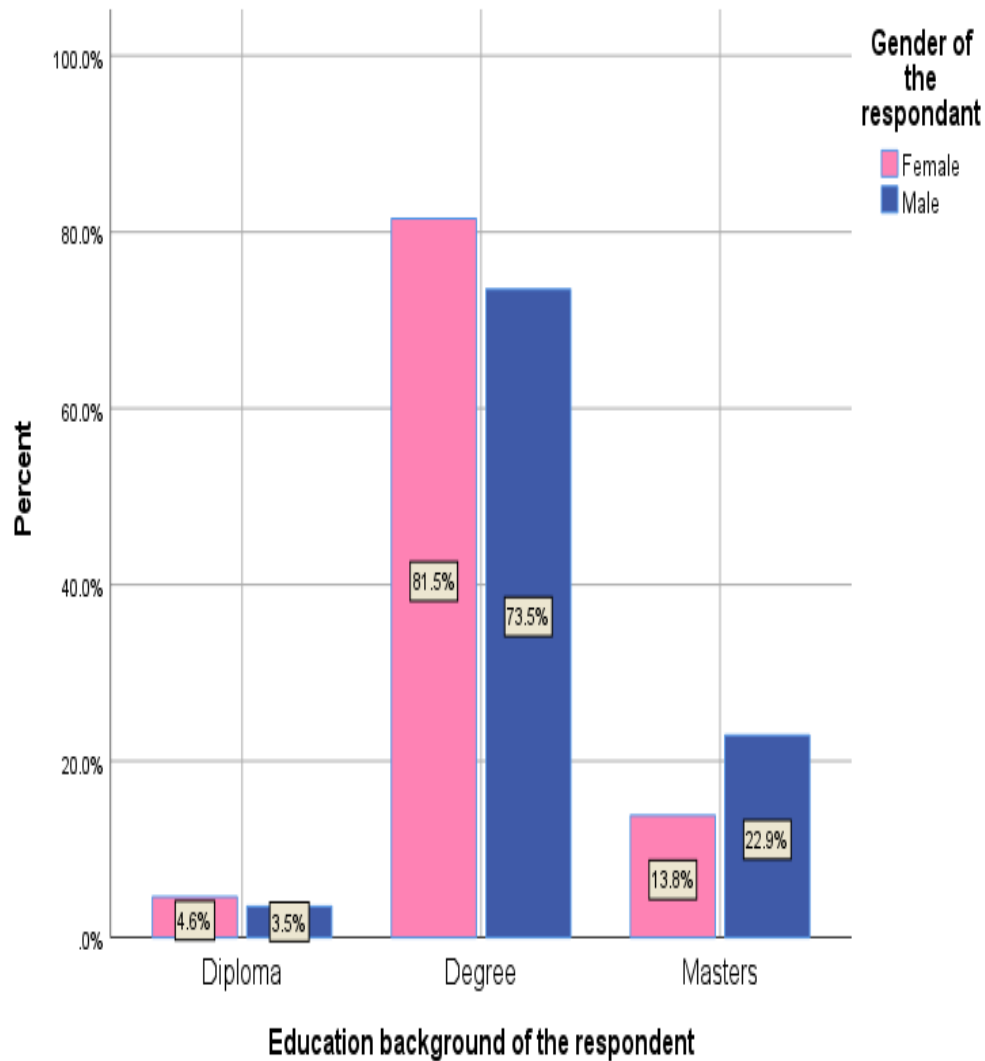


Figure 4.2: Education Background classified by gender.

Source: own computation based on SPSS result

When we see histogram chart in the above the majority of Diploma and Degree holders are female, and the majority of master's holders are male.

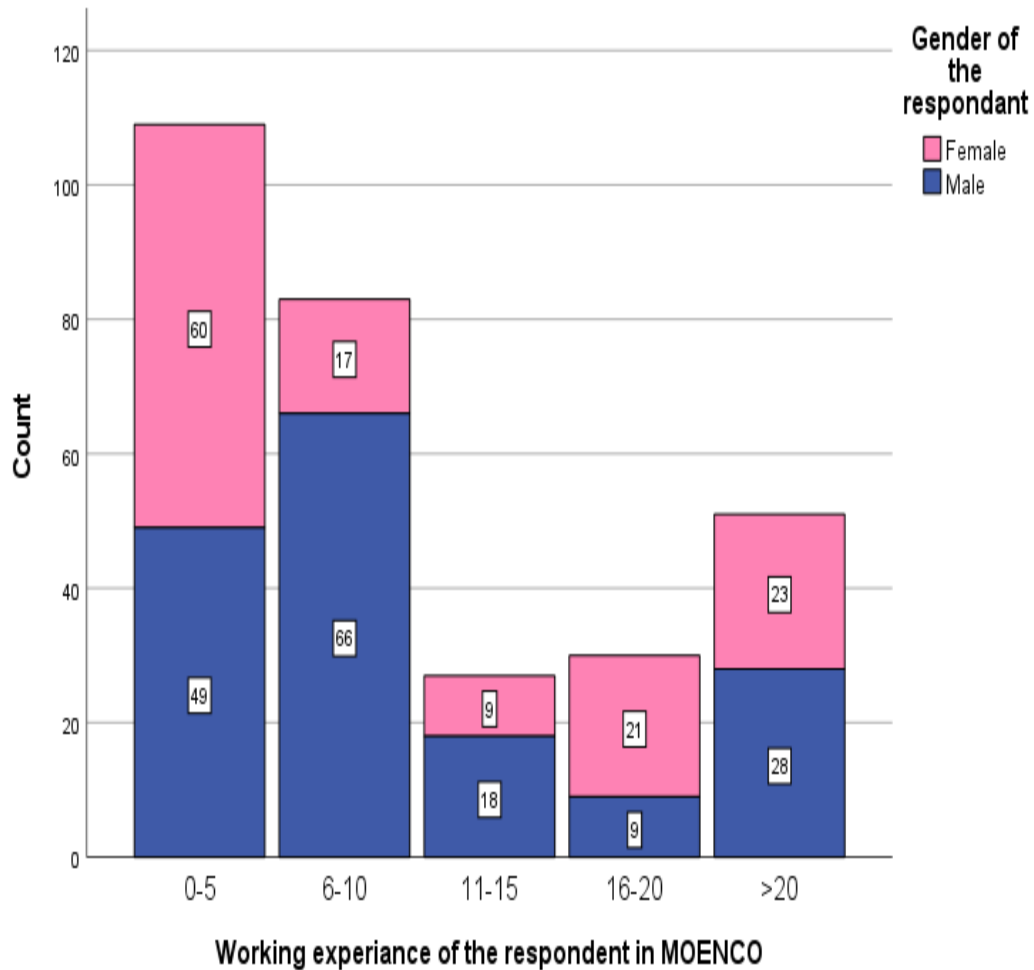


Figure 4.3: Working Experience classified by gender.

Source: own computation based on SPSS result

As we see histogram chart in the above female takes the majority of the number in working experience from 0 to 5 and 16 to 20. And male take the majority in the rest of the working experience group.

4.2.1 Effect of Transformational Leadership Style on Employee Commitment

Transformational leadership	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Descriptive Statistics	
	N	%	N	%	N	%	N	%	N	%	Mean	Standard Deviation
My leader is approachable and friendly	9	3.0%	158	52.7%	26	8.7%	90	30.0%	17	5.7%	3.17	1.07
My manager maintains a friendly working relationship with subordinates	11	3.7%	194	64.7%	23	7.7%	66	22.0%	6	2.0%	3.46	0.94
Our leader puts suggestions made by us into actions.	17	5.7%	201	67.0%	33	11.0%	43	14.3%	6	2.0%	3.60	0.87

Table 4.2: Descriptive statistics on employees' perceptions of the transformational leadership style

Source: own computation based on SPSS result

Referring to Table 4.2, The mean score of 3.17 suggests that, on average, respondents tend to agree that their leader is approachable and friendly. However, the standard deviation of 1.07 indicates a moderate level of variability in responses, meaning there is some disagreement among respondents.

With a mean score of 3.46, respondents agree that their manager maintains a friendly working relationship with subordinates. The lower standard deviation of 0.94 suggests that responses are more consistent and there is less variability in opinions.

The mean score of 3.60 indicates that respondents agree more strongly that their leader puts their suggestions into action. The standard deviation of 0.87 is the lowest among the three statements, showing that there is relatively high agreement and consistency in responses.

Overall, the data suggests that respondents generally have a positive view of their leaders' approachability, friendliness, and responsiveness to suggestions, with the highest agreement and consistency seen in the statement about leaders putting suggestions into action.

Correlations		Transformational	Employee_Commitment
Transformational	Pearson Correlation	1	.569**
	Sig. (2-tailed)		<.001
	N	300	300
Employee_Commitment	Pearson Correlation	.569**	1
	Sig. (2-tailed)	<.001	
	N	300	300

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

Table 4.3: Correlations for Transformational Leadership Style on Employee Commitment

Source: own computation based on SPSS result

The Pearson correlation coefficient of 0.569 indicates a moderate positive correlation between transformational leadership and employee commitment. This means that as transformational leadership behaviors increase, employee commitment also tends to increase. The significance value (p-value) of less than 0.001 suggests that this correlation is statistically significant, meaning it is unlikely to have occurred by chance.

Overall, the data suggests that there is a meaningful and statistically significant relationship between transformational leadership and employee commitment in the surveyed population.

Correlations		Transformational	Affective	Normative	Countinounce
Transformational	Pearson Correlation	1	.413**	.626**	.448**
	Sig. (2-tailed)		<.001	<.001	<.001
	N	300	300	300	300
Affective	Pearson Correlation	.413**	1	.636**	.716**
	Sig. (2-tailed)	<.001		<.001	<.001
	N	300	300	300	300
Normative	Pearson Correlation	.626**	.636**	1	.612**
	Sig. (2-tailed)	<.001	<.001		<.001
	N	300	300	300	300
Countinounce	Pearson Correlation	.448**	.716**	.612**	1
	Sig. (2-tailed)	<.001	<.001	<.001	
	N	300	300	300	300

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

Table 4.4: Correlations for Transformational Leadership Style on Different type of Commitment

Source: own computation based on SPSS result

The data indicates significant positive correlations between transformational leadership and various types of employee commitment. Specifically, there is a moderate positive correlation with affective commitment ($r = 0.413$, $p < 0.001$), a strong positive correlation with normative commitment ($r = 0.626$, $p < 0.001$), and a moderate positive correlation with continuance commitment ($r = 0.448$, $p < 0.001$). This suggests that as transformational leadership behaviors increase, employee commitment across affective, normative, and continuance dimensions also tends to increase, with all correlations being statistically significant.

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.569 ^a	.324	.321	4.93832	.324	142.518	1	298	<.001	1.770

a. Predictors: (Constant), Transformational

b. Dependent Variable: Employee_Commitment

Table 4.5: Model Summary for transformational Leadership Style

Source: own computation based on SPSS result

The variables related to transformational leadership were transformed by calculating the mean values of the study variables. These computed variables were then used to perform regression analysis, and the results are presented as follows. Table 4.5 provides a summary of the regression model, with transformational leadership serving as the independent variable and employee commitment as the dependent variable. According to the adjusted R-squared value, 32.1% of the variance in employee commitment is explained by the transformational leadership style.

4.2.2 Effect of Laissez-faire leadership style on Employee Commitment

Laissez-fair leadership	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Descriptive Statistics	
	N	%	N	%	N	%	N	%	N	%	Mean	Standard Deviation
My leader is lacking of control directing, which he/she not explains the actions to us.	12	4.0%	148	49.3%	33	11.0%	98	32.7%	9	3.0%	3.19	1.03
My leader refuses to explain his/her actions.	11	3.7%	184	61.3%	36	12.0%	60	20.0%	9	3.0%	3.43	0.95
My leader waits for things to go wrong before taking action.	15	5.0%	166	55.3%	20	6.7%	85	28.3%	14	4.7%	3.28	1.07

Table 4.6: Descriptive statistics on employees' perceptions of the laissez-faire leadership style

Source: own computation based on SPSS result

Referring to Table 4.6, The mean score of 3.19 suggests that respondents tend to agree that their leader lacks control and does not explain actions. The standard deviation of 1.03 indicates a moderate level of variability in responses, showing some disagreement among respondents.

With a mean score of 3.43, respondents generally agree that their leader refuses to explain their actions. The standard deviation of 0.95 suggests that responses are relatively consistent, with less variability in opinions.

The mean score of 3.28 indicates that respondents tend to agree that their leader waits for things to go wrong before taking action. The standard deviation of 1.07 shows a moderate level of variability, indicating some disagreement among respondents.

Overall, the data suggests that respondents generally perceive their leaders as exhibiting laissez-faire leadership traits, with a tendency to agree that their leaders lack control, refuse to explain actions, and wait for problems to arise before taking action. The variability in responses indicates that while there is general agreement, there are differing opinions among respondents.

Correlations		Lassias_fair	Employee_Commitment
Lassias_fair	Pearson Correlation	1	.507**
	Sig. (2-tailed)		<.001
	N	300	300
Employee_Commitment	Pearson Correlation	.507**	1
	Sig. (2-tailed)	<.001	
	N	300	300

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

Table 4.7: Correlations for Laissez–fair Leadership Style on Employee Commitment

Source: own computation based on SPSS result

The study utilized the Pearson correlation test to evaluate the significance of various Laissez-faire leadership style factors and their influence on employee commitment. A p-value greater than 0.05 was used as the threshold for determining significant factors. As depicted in Table 4.7, the results indicated that Laissez-faire leadership style factors had a notable impact on employee commitment, with $r(300) = 0.507$, $p > 0.05$.

Correlations		Lassias_fair	Affective	Normative	Countinounce
Lassias_fair	Pearson Correlation	1	.371**	.517**	.441**
	Sig. (2-tailed)		<.001	<.001	<.001
	N	300	300	300	300
Affective	Pearson Correlation	.371**	1	.636**	.716**
	Sig. (2-tailed)	<.001		<.001	<.001
	N	300	300	300	300
Normative	Pearson Correlation	.517**	.636**	1	.612**
	Sig. (2-tailed)	<.001	<.001		<.001
	N	300	300	300	300
Countinounce	Pearson Correlation	.441**	.716**	.612**	1
	Sig. (2-tailed)	<.001	<.001	<.001	
	N	300	300	300	300

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

Table 4.8: Correlations for Laissez–fair Leadership Style on Different type of Commitment

Source: own computation based on SPSS result

The analysis presented in Table 4.8 highlights that Laissez-faire leadership style factors had a significant influence on affective commitment, as indicated by a Pearson correlation p-value of 0.371, which is significant at both the 0.05 and 0.01 levels. Furthermore, these leadership style factors also significantly impacted normative commitment, with a Pearson correlation value of 0.517, again significant at the 0.05 and 0.01 levels. Similarly, Laissez-faire leadership style factors

were found to significantly influence continuance commitment, with a p-value of 0.441, demonstrating significance at the same alpha levels.

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.507 ^a	.257	.254	5.17656	.257	102.903	1	298	<.001	1.637

a. Predictors: (Constant), Lassias_fair

b. Dependent Variable: Employee_Commitment

Table 4.9: Model Summary for Lassies-fair Leadership Style

Source: own computation based on SPSS result

To analyze the impact of Laissez-faire leadership style, the variables were transformed by calculating the means of the study variables. These transformed variables were then utilized in the regression analysis. The findings are presented in Table 4.9, which summarizes the regression model for the independent variable (Laissez-faire leadership style) and the dependent variable (employee commitment). The adjusted R-squared value indicates that 25.4% of the variance in employee commitment is explained by the Laissez-faire leadership style.

4.2.3 Effect of Transactional Leadership Style on Employee Commitment

Transactional leadership	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Descriptive Statistics	
	N	%	N	%	N	%	N	%	N	%	Mean	Standard Deviation
My leader maintains definite standards of performance.	34	11.3%	179	59.7%	24	8.0%	49	16.3%	14	4.7%	3.57	1.04
My leader makes clear what one can expect to receive when performance goals are achieved	7	2.3%	184	61.3%	29	9.7%	56	18.7%	24	8.0%	3.31	1.06
My leader is effective in meeting organizational requirements	4	1.3%	192	64.0%	34	11.3%	60	20.0%	10	3.3%	3.40	0.93

Table 4.10: Descriptive statistics of employee's perception towards Transactional leadership style.

Source: own computation based on SPSS result

Referring to Table 4.10, The mean score of 3.57 suggests that respondents generally agree that their leader maintains definite standards of performance. The standard deviation of 1.04 indicates a moderate level of variability in responses, meaning there is some disagreement among respondents.

With a mean score of 3.31, respondents tend to agree that their leader makes clear what can be expected when performance goals are achieved. The standard deviation of 1.06 suggests a moderate level of variability in responses, indicating some differing opinions among respondents.

The mean score of 3.40 indicates that respondents generally agree that their leader is effective in meeting organizational requirements. The standard deviation of 0.93 is the lowest among the three statements, showing that there is relatively high agreement and consistency in responses.

Overall, the data suggests that respondents generally perceive their leaders as maintaining clear standards, communicating expectations for performance, and being effective in meeting organizational requirements. The variability in responses indicates that while there is general agreement, there are differing opinions among respondents.

		Transactional	Employee_Commitment
Transactional	Pearson Correlation	1	.556**
	Sig. (2-tailed)		<.001
	N	300	300
Employee_Commitment	Pearson Correlation	.556**	1
	Sig. (2-tailed)	<.001	
	N	300	300

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

Table 4.11: Correlations for Transactional Leadership Style on Employee Commitment

Source: own computation based on SPSS result

The study utilized the Pearson correlation test to evaluate the significance of various Transactional Leadership style factors and their influence on employee commitment. A p-value threshold of > 0.05 was set to determine significant factors. The findings, presented in Table 4.11, reveal that Transactional Leadership style factors had a significant impact on employee commitment, with $r(300) = 0.556$, $p > 0.05$.

		Correlations			
		Transactional	Affective	Normative	Countinounce
Transactional	Pearson Correlation	1	.441**	.368**	.675**
	Sig. (2-tailed)		<.001	<.001	<.001
	N	300	300	300	300
Affective	Pearson Correlation	.441**	1	.636**	.716**
	Sig. (2-tailed)	<.001		<.001	<.001
	N	300	300	300	300
Normative	Pearson Correlation	.368**	.636**	1	.612**
	Sig. (2-tailed)	<.001	<.001		<.001
	N	300	300	300	300
Countinounce	Pearson Correlation	.675**	.716**	.612**	1
	Sig. (2-tailed)	<.001	<.001	<.001	
	N	300	300	300	300

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

Table 4.12: Correlations for Transactional Leadership Style on Different type of Commitment

Source: own computation based on SPSS result

As table 4.12. shows that Transactional Leadership style factors were a significant factor for affective commitment and the person correlation show that its p- value is 0.441 and it is significant in alpha 0.05 and 0.01. in addition, Transactional Leadership style factors were a significant factor for Normative commitment as the result shows in the Pearson correlation it has 0.368 and it is also significant in alpha 0.05 and 0.01. also, Transactional Leadership style factors were a significant factor for continuance commitment with a p- value of 0.675 and it is also significant in alpha 0.05 and 0.01.

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.556 ^a	.309	.307	4.99086	.309	133.292	1	298	<.001	1.534

a. Predictors: (Constant), Transactional

b. Dependent Variable: Employee_Commitment

Table 4.13: Model Summary for transactional Leadership Style

Source: own computation based on SPSS result

To analyze the impact of Transactional Leadership style, the variables were transformed by calculating the means of the study variables. These transformed variables were then used in the regression analysis. The results, summarized in Table 4.13, present the regression model for the independent variable (Transactional Leadership style) and the dependent variable (employee

commitment). The adjusted R-squared value indicates that Transactional Leadership style accounts for 30.7% of the variance in employee commitment.

4.2.4 Effect of Democratic Leadership Style on Employee Commitment

Democratic leadership	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Descriptive Statistics	
	N	%	N	%	N	%	N	%	N	%	Mean	Standard Deviation
Includes me in decision making but retain final decision-making authority.	11	3.7%	203	67.7%	31	10.3%	47	15.7%	8	2.7%	3.54	0.89
Seek input from me for upcoming project.	15	5.0%	170	56.7%	21	7.0%	58	19.3%	36	12.0%	3.23	1.18
Create an environment where I take ownership of my project.	14	4.7%	214	71.3%	18	6.0%	45	15.0%	9	3.0%	3.60	0.90

Table 4.14: Descriptive statistics of employee's perception towards Democratic leadership style.

Source: own computation based on SPSS result

Referring to Table 4.14, The mean score of 3.54 suggests that respondents generally agree that their leader includes them in decision-making but retains the final authority. The standard deviation of 0.89 indicates relatively low variability in responses, showing a high level of agreement among respondents.

With a mean score of 3.23, respondents tend to agree that their leader seeks their input for upcoming projects. The standard deviation of 1.18 suggests a higher level of variability in responses, indicating more differing opinions among respondents.

The mean score of 3.60 indicates that respondents generally agree that their leader creates an environment where they can take ownership of their projects. The standard deviation of 0.90 shows relatively low variability, suggesting a high level of agreement among respondents.

Overall, the data suggests that respondents generally perceive their leaders as practicing democratic leadership by involving them in decision-making, seeking their input, and fostering a sense of ownership over projects. The variability in responses indicates that while there is general agreement, there are some differing opinions among respondents.

Correlations

		Democratic	Employee_C ommitment
Democratic	Pearson Correlation	1	.684**
	Sig. (2-tailed)		<.001
	N	300	300
Employee_Commitment	Pearson Correlation	.684**	1
	Sig. (2-tailed)	<.001	
	N	300	300

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

Table 4.15: Correlations for Democratic Leadership Style on Employee Commitment

Source: own computation based on SPSS result

The study used the Pearson correlation test to examine the significance of various Democratic Leadership style factors and their effect on employee commitment. A p-value threshold of > 0.05 was applied to identify significant factors. The results, presented in Table 4.15, demonstrate that Democratic Leadership style factors significantly influenced employee commitment, with $r(300) = 0.684$, $p > 0.05$.

Correlations

		Democratic	Affective	Normative	Countinounce
Democratic	Pearson Correlation	1	.549**	.549**	.716**
	Sig. (2-tailed)		<.001	<.001	<.001
	N	300	300	300	300
Affective	Pearson Correlation	.549**	1	.636**	.716**
	Sig. (2-tailed)	<.001		<.001	<.001
	N	300	300	300	300
Normative	Pearson Correlation	.549**	.636**	1	.612**
	Sig. (2-tailed)	<.001	<.001		<.001
	N	300	300	300	300
Countinounce	Pearson Correlation	.716**	.716**	.612**	1
	Sig. (2-tailed)	<.001	<.001	<.001	
	N	300	300	300	300

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

Table 4.16: Correlations for Democratic Leadership Style on Different type of Commitment

Source: own computation based on SPSS result

As table 4.5. shows that Democratic Leadership style factors were a significant factor for affective commitment and the person correlation show that its p- value is 0.549 and it is significant in alpha 0.05 and 0.01. in addition, Democratic Leadership style factors were a significant factor for Normative commitment as the result shows in the Pearson correlation it has 0.549 and it is also significant in alpha 0.05 and 0.01. also, Democratic Leadership style factors were a significant factor for continuance commitment with a p- value of 0.716 and it is also significant in alpha 0.05 and 0.01.

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.684 ^a	.469	.467	4.37725	.469	262.686	1	298	<.001	1.747

a. Predictors: (Constant), Democratic

b. Dependent Variable: Employee_Commitment

Table 4.17: Model Summary for Democratic Leadership Style

Source: own computation based on SPSS result

To analyze the Democratic Leadership style, the variables were transformed by calculating the means of the study variables. These transformed variables were then utilized in the regression analysis. The results, presented in Table 4.17, summarize the regression model for the independent variable (Democratic Leadership style) and the dependent variable (employee commitment). The adjusted R-squared value indicates that Democratic Leadership style accounts for 46.9% of the variance in employee commitment.

4.2.5 Effect of Autocratic Leadership Style on Employee Commitment

Autocratic leadership	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Descriptive Statistics	
	N	%	N	%	N	%	N	%	N	%	Mean	Standard Deviation
Retain the final decision-making authority.	12	4.0%	205	68.3%	31	10.3%	46	15.3%	6	2.0%	3.57	0.87
Never give time to consider my suggestion	24	8.0%	227	75.7%	11	3.7%	33	11.0%	5	1.7%	3.77	0.81
Whenever I make a mistake, my supervisor makes note on it and tells me strictly not do again.	37	12.3%	170	56.7%	26	8.7%	58	19.3%	9	3.0%	3.56	1.03

Table 4.18: Descriptive statistics of employee's perception towards Autocratic leadership style.

Source: own computation based on SPSS result

Referring to Table 4.18, The mean score of 3.57 suggests that respondents generally agree that their leader retains the final decision-making authority. The standard deviation of 0.87 indicates relatively low variability in responses, showing a high level of agreement among respondents.

With a mean score of 3.77, respondents tend to agree more strongly that their leader never gives time to consider their suggestions. The standard deviation of 0.81 suggests that responses are quite consistent, with less variability in opinions.

The mean score of 3.56 indicates that respondents generally agree that their supervisor strictly addresses mistakes. The standard deviation of 1.03 shows a moderate level of variability, indicating some differing opinions among respondents.

Correlations

		Autocratic	Employee_C ommitment
Autocratic	Pearson Correlation	1	.642**
	Sig. (2-tailed)		<.001
	N	300	300
Employee_Commitment	Pearson Correlation	.642**	1
	Sig. (2-tailed)	<.001	
	N	300	300

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

Table 4.19: Correlations for Autocratic Leadership Style on Employee Commitment

Source: own computation based on SPSS result

The study utilized the Pearson correlation test to evaluate the significance of various Autocratic Leadership style factors and their influence on employee commitment. A p-value threshold of > 0.05 was set to identify significant factors. The results, as outlined in Table 4.19, indicate that Autocratic Leadership style factors had a significant impact on employee commitment, with $r(300) = 0.642$, $p > 0.05$.

Correlations

		Autocratic	Affective	Normative	Countinounce
Autocratic	Pearson Correlation	1	.526**	.433**	.753**
	Sig. (2-tailed)		<.001	<.001	<.001
	N	300	300	300	300
Affective	Pearson Correlation	.526**	1	.636**	.716**
	Sig. (2-tailed)	<.001		<.001	<.001
	N	300	300	300	300
Normative	Pearson Correlation	.433**	.636**	1	.612**
	Sig. (2-tailed)	<.001	<.001		<.001
	N	300	300	300	300
Countinounce	Pearson Correlation	.753**	.716**	.612**	1
	Sig. (2-tailed)	<.001	<.001	<.001	
	N	300	300	300	300

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

Table 4.20: Correlations for Autocratic Leadership Style on Different type of Commitment

Source: own computation based on SPSS result

As table 4.20. shows that Autocratic Leadership style factors were a significant factor for affective commitment and the person correlation show that its p- value is 0.526 and it is significant in alpha 0.05 and 0.01. in addition, Autocratic Leadership style factors were a significant factor for Normative commitment as the result shows in the Pearson correlation it has 0.433 and it is also significant in alpha 0.05 and 0.01. also, Autocratic Leadership style factors were a significant factor for continuance commitment with a p- value of 0.753 and it is also significant in alpha 0.05 and 0.01.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.642 ^a	.412	.410	4.60234	.412	209.183	1	298	<.001	1.665

a. Predictors: (Constant), Autocratic

b. Dependent Variable: Employee_Commitment

Table 4.21: Model Summary for Autocratic Leadership Style

Source: own computation based on SPSS result

To analyze the impact of Autocratic Leadership style, the variables were transformed by calculating the means of the study variables. These transformed variables were then used in the regression analysis. The findings, presented in Table 4.21, summarize the regression model for the independent variable (Autocratic Leadership style) and the dependent variable (employee

commitment). The adjusted R-squared value indicates that Autocratic Leadership style explains 41.2% of the variance in employee commitment.

4.2.6 Employee's perception towards Employee Commitment

Affective commitment	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Descriptive Statistics	
	N	%	N	%	N	%	N	%	N	%	Mean	Standard Deviation
I feel personally attached to my organization.	20	6.7%	198	66.0%	25	8.3%	43	14.3%	14	4.7%	3.56	0.97
Working at my organization has a great deal of personal meaning to me.	3	1.0%	113	37.7%	67	22.3%	94	31.3%	23	7.7%	2.93	1.02
I would be happy to work at my organization until I retire.	10	3.3%	201	67.0%	34	11.3%	45	15.0%	10	3.3%	3.52	0.90

Table 4.22: Descriptive statistics of employee's perception towards Affective commitment.

Source: own computation based on SPSS result

The mean score of 3.56 suggests that respondents generally agree that they feel personally attached to their organization. The standard deviation of 0.97 indicates a moderate level of variability in responses, meaning there is some disagreement among respondents.

With a mean score of 2.93, respondents are more neutral about whether working at their organization has a great deal of personal meaning. The standard deviation of 1.02 suggests a moderate level of variability in responses, indicating differing opinions among respondents.

The mean score of 3.52 indicates that respondents generally agree that they would be happy to work at their organization until retirement. The standard deviation of 0.90 shows relatively low variability, suggesting a high level of agreement among respondents.

Overall, the data suggests that respondents generally feel a sense of attachment and commitment to their organization, with the highest agreement seen in the statement about being happy to work there until retirement. The variability in responses indicates that while there is general agreement, there are some differing opinions among respondents.

Normative Commitment	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Descriptive Statistics	
	N	%	N	%	N	%	N	%	N	%	Mean	Standard Deviation
Jumping from organization to organization does not seem an ethical to me.	9	3.0%	178	59.3%	36	12.0%	52	17.3%	25	8.3%	3.31	1.06
One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.	9	3.0%	154	51.3%	49	16.3%	51	17.0%	37	12.3%	3.16	1.13
If I got another offer for a better job elsewhere, I would not feel it is right to leave my organization.	14	4.7%	170	56.7%	26	8.7%	83	27.7%	7	2.3%	3.34	1.01

Table 4.23: Descriptive statistics of employee's perception towards Normative commitment.

Source: own computation based on SPSS result

The mean score of 3.31 suggests that respondents tend to agree that jumping from organization to organization does not seem ethical. The standard deviation of 1.06 indicates a moderate level of variability in responses, meaning there is some disagreement among respondents.

With a mean score of 3.16, respondents tend to agree that loyalty and a sense of moral obligation are major reasons for continuing to work at their organization. The standard deviation of 1.13 suggests a moderate level of variability in responses, indicating differing opinions among respondents.

The mean score of 3.34 indicates that respondents tend to agree that they would not feel it is right to leave their organization for a better job offer elsewhere. The standard deviation of 1.01 shows a moderate level of variability, suggesting some differing opinions among respondents.

Overall, the data suggests that respondents generally feel a sense of ethical and moral obligation to remain with their organization, with the highest agreement seen in the statement about not feeling it is right to leave for a better job offer. The variability in responses indicates that while there is general agreement, there are differing opinions among respondents.

Continuance Commitment	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Descriptive Statistics	
	N	%	N	%	N	%	N	%	N	%	Mean	Standard Deviation
I am afraid of what might happen if I quit. my job without having another one lined up.	7	2.3%	222	74.0%	17	5.7%	42	14.0%	12	4.0%	3.57	0.90
It would be very hard for me to leave my organization right now, even if I wanted to.	10	3.3%	216	72.0%	23	7.7%	44	14.7%	7	2.3%	3.59	0.86
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice another organization may not match the overall benefits I have with the	6	2.0%	198	66.0%	25	8.3%	55	18.3%	16	5.3%	3.41	0.99

Table 4.24: Descriptive statistics of employee's perception towards Continuance Commitment.

Source: own computation based on SPSS result

The mean score of 3.57 suggests that respondents generally agree that they are afraid of the consequences of quitting their job without having another one lined up. The standard deviation of 0.90 indicates relatively low variability in responses, showing a high level of agreement among respondents.

With a mean score of 3.59, respondents tend to agree that it would be very hard for them to leave their organization right now, even if they wanted to. The standard deviation of 0.86 suggests that responses are quite consistent, with less variability in opinions.

The mean score of 3.41 indicates that respondents generally agree that one of the major reasons they continue to work for their organization is the potential personal sacrifice and the unmatched benefits they currently receive. The standard deviation of 0.99 shows a moderate level of variability, indicating some differing opinions among respondents.

Correlations

		Affective	Normative	Countinounce	Employee_C ommitment
Affective	Pearson Correlation	1	.636**	.716**	.894**
	Sig. (2-tailed)		<.001	<.001	<.001
	N	300	300	300	300
Normative	Pearson Correlation	.636**	1	.612**	.863**
	Sig. (2-tailed)	<.001		<.001	<.001
	N	300	300	300	300
Countinounce	Pearson Correlation	.716**	.612**	1	.874**
	Sig. (2-tailed)	<.001	<.001		<.001
	N	300	300	300	300
Employee_Commitment	Pearson Correlation	.894**	.863**	.874**	1
	Sig. (2-tailed)	<.001	<.001	<.001	
	N	300	300	300	300

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

Table 4.25: Correlations for Employee Commitment Factors

Source: own computation based on SPSS result

As table 4.23. shows that Affective commitment factors were a significant factor for employee commitment and the person correlation show that its p- value is 0.894 and it is significant in alpha 0.05 and 0.01. in addition, Normative commitment factors were a significant factor for employee commitment as the result shows in the Pearson correlation it has 0.863 and it is also significant in alpha 0.05 and 0.01. also, continuance commitment factors were a significant factor for employee commitment with a p- value of 0.874 and it is also significant in alpha 0.05 and 0.01.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.310	1.321		2.506	.013		
	Transformational	.649	.127	.248	5.122	<.001	.578	1.732
	Lassias_fair	.115	.127	.045	.903	.367	.537	1.862
	Transactional	.409	.127	.156	3.226	.001	.584	1.712
	Democratic	.739	.162	.269	4.567	<.001	.393	2.548
	Autocratic	.681	.147	.259	4.630	<.001	.435	2.298

a. Dependent Variable: Employee_Commitment

Table 4.26: Multicollinearity Test on the perceived leadership style

Source: own computation based on SPSS result

As we see from table 4.24 Multicollinearity test was performed to determine if the values of the identified leadership styles and employee organizational commitment had higher similarity (Multicollinearity). The test of multicollinearity was tested by the Variance Inflation Factor (VIF):

- ✚ **VIF < 1**: Rare and indicates no correlation among predictors.
- ✚ **1 < VIF < 5**: Indicates moderate correlation but is generally acceptable.
- ✚ **VIF > 5**: Indicates high correlation, which may be problematic and could affect the stability of your regression coefficients.
- ✚ **VIF > 10**: Indicates severe multicollinearity, and you should consider removing or combining variables.

As indicated in Table 4.24, the VIF value for Autocratic, Democratic, Transformational Laissez-fair and Transactional 2.298, 2.548, 1.732,1.862 and 1.712 respectively therefore it indicated there was no multicollinearity between the perceived leadership style and employee Organizational commitment.

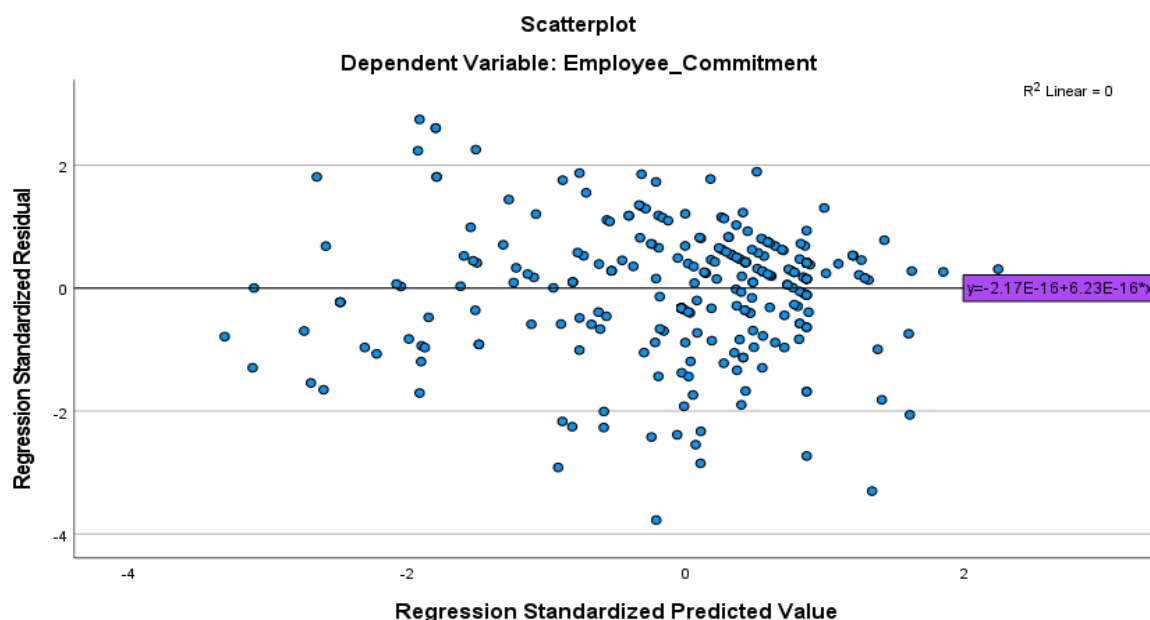


Figure 4.4: Scatterplot

Source: own computation based on SPSS result

The scatter plot suggests that the model's residuals are randomly distributed, indicating that the model does not have any systematic bias in the predictions. This is a good sign as it implies that the model captures the underlying data structure well without overfitting.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6453.584	5	1290.717	88.468	<.001 ^b
	Residual	4289.332	294	14.590		
	Total	10742.917	299			

a. Dependent Variable: Employee_Commitment

b. Predictors: (Constant), Autocratic, Transformational, Transactional, Lassias_fair, Democratic

Table 4.27: ANOVA table

Source: own computation based on SPSS result

The F-value of 88.468 and the significance level of less than 0.001 indicate that the overall regression model is statistically significant. This means that the combination of the five leadership styles significantly predicts employee commitment. The high F-value suggests that the model explains a substantial portion of the variance in employee commitment.

CHAPTER FIVE

5 SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of major finding

The first research question required to examine the leadership style adopted at of Motor and Engineering Company of Ethiopia as seen by employees of the company, the study showed that their this a positive and higher correlation with all type of leadership style but among them Democratic leadership style have the strong correlation with employee commitment and among different commitment Democratic leadership, Autocratic leadership and Transactional Leadership style have strong correlation with Continuance commitment. But Transformational Leadership and Lassies -fair Leadership style have strong correlation with Normative Commitment.

The study showed that the managers at MOENCO are approachable and friendly with their colleagues and maintains a friendly working relationship with subordinates additionally managers put suggestions made by their colleagues into actions. This showed that the managers at MOENCO are creating nice working environment for their employees.

According to the study, MOENCO managers establish clear and precise performance standards so that staff members know exactly what is expected of them in terms of behavior and work output. Furthermore, the benefits or penalties connected to meeting or not meeting these performance objectives are well identified. Because they are aware of exactly what they will get in exchange for their work, employees are probably highly motivated by this transparency. All employees will agree with the organization's performance goals and outcomes if managers effectively communicate these standards and expectations. All things considered, these procedures help to create a workforce that is more driven and effective.

According to the study, MOENCO managers retain the ultimate decision-making power while involving staff members in the process. This method guarantees that choices are in line with the overarching strategy and objectives of the business. By asking staff members for their opinions on future projects, managers not only respect their viewpoints but also take advantage of their knowledge and perceptions. Furthermore, by encouraging employees to take charge of their projects, this approach develops a culture of accountability and responsibility. All things considered, these management techniques point to a well-rounded strategy that honors worker contributions while upholding distinct leadership and direction.

According to the study, the employees of Motor and Engineering Company of Ethiopia have strong personal bond with their company and finds great personal fulfillment in their work. Their decision to remain with the current organization despite possibly better opportunities elsewhere is influenced by their high regard for loyalty and their perception of it as an ethical duty. Additionally, leaving their current job without securing another one is associated with a

fear of the unfamiliar, which discourages the employees from looking for new opportunities. They think it would take a lot of personal sacrifice to leave Motor and Engineering Company of Ethiopia, and they do not think another company could provide the same overall benefits as they do now, including both material advantages and intangibles like workplace culture and personal fulfillment. a maintained dedication and a feeling of security in the present position. In general, a mix of personal attachment, moral convictions, apprehension about the future, and the perceived worth of the present advantages influence the decision to remain with the company.

The findings indicate that the workforce of the Motor and Engineering Company of Ethiopia is diverse in terms of age, gender, years of service, and educational qualifications. This diversity plays a role in the application of various leadership concepts. The results offer a clear understanding of how different leadership styles transformational, autocratic, democratic, laissez-faire, and transactional affect employee commitment to the organization. Notably, democratic leadership stands out as a key factor in promoting employee loyalty, which subsequently enhances organizational performance.

5.2 Conclusion

This study explored the relationship between transformational, democratic, autocratic, transactional, and laissez-faire leadership styles and three dimensions of organizational commitment: affective, continuance, and normative. The key findings indicated that all leadership styles have a positive impact on the various dimensions of organizational commitment, to varying degrees.

There is a clear correlation between the leadership styles and organizational commitment. The study concluded that each leadership style significantly influences employee commitment at the Motor and Engineering Company of Ethiopia (MOENCO).

The findings suggest that democratic leadership plays a significant role in influencing employee commitment at MOENCO. Most employees share a similar understanding of how leadership style affects their organizational commitment, either positively or negatively. The study concludes that MOENCO's current approach, which integrates all leadership styles (transformational, democratic, autocratic, transactional, and laissez-faire), effectively fosters strong organizational commitment among its employees.

Although the study achieved its objectives, some limitations posed challenges that require further exploration in future research. Despite these challenges, considering the limited research in similar contexts, this study is expected to contribute valuable insights into leadership styles, especially within the automotive industry.

5.3 Recommendations

Recommendations Based on the key findings; the following recommendations are proposed:

1. The organization needs to capitalize on its human capital, recognizing that many employees are motivated by passion rather than financial compensation.
2. The company should implement and maintain a comprehensive ongoing training program for all employees to improve leadership practices and understanding of organizational commitment theory.
3. The organization should focus on meeting the needs of employee who feel compelled to work there out of necessity rather than choice.
4. The Motor and Engineering Company of Ethiopia should regularly assess its employee leadership styles and provide leadership development training to address any absences.

5.3.1 Recommendations for Further Studies

The aim of this research was to explore the relationship between leadership styles and employee commitment at the Motor and Engineering Company of Ethiopia (MOENCO). It is important to recognize that the findings are specific to MOENCO and may not be applicable to other organizations. To gain a broader understanding of how leadership affects employee commitment within the automotive sector, further research should be conducted at other companies. Additionally, similar studies across different industries would help determine whether similar patterns emerge or if other factors play a role in shaping the results.

ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMEN OF MANAGEMENT
MASTER OF MANAGEMENT (MSc)
Questionnaire to be filled by

Dear Respondents:

This questionnaire is designed by the final year MSc student at Addis Ababa University entitled: For the partial fulfillment of the course master's thesis. The information supplied by you will be held strictly confidential and is being used for academic purpose only. You will not be held responsible for anything arising. Your utmost effort in appropriately filling and return the questionnaire is highly appreciated. For further inquiry, you can reach me with the following address:

Thank you in advance for your kind cooperation.

Name of student: Yeabsira Azale

Telephone: +251-910-80-51-55

Email address: Yeabsira.azale33@gmail.com

Instruction:

- No need to write your name.
- Please put a tick (v) for your response
- Duly fill and return the questionnaire on due time.

Instruction: - Please put a “ ✓ ”mark for the answer of your choice for the close ended items and write your idea on the space provided for the open-ended questions.

A. PERSONAL INFORMATION.

1. Gender

A. Male ☐

B. Female ☐

2. Age Group

A. 18 – 30 Years ☐

C. 41-50 Years ☐

B. 31 – 40 Years ☐

D. above 50 ☐

3. Marital Status

A. single ☐

C. divorce ☐

B. married ☐

D. widowed. ☐

4. Educational Level

A. Diploma ☐

C. Masters ☐

B. Degree ☐

D. PHD ☐

5. Work experience in Motor and Engineering Company of Ethiopia

A.0 – 5 years ☐

C. 11-15 years ☐

B.6-10 years ☐

D.16-20 years ☐

E. above 20 years ☐

B. Questions related with the leadership style and employees' organizational commitment.

The following statements describe your degree of agreement on the "The effect of employee training and development on the organization performance" Please respond by indicating the degree to which each of the statements applies to you using the five points Likert's scale: Where, **1= Strongly disagree, 2=Disagree, 3= Neutral, 4= Agree, and 5 = Strongly Agree.** Please use the tick (v) mark under any preference that represents the scale you choose. Remember, there is no right or wrong answer.

Agreement factors	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agrees
Perception of employee towards transformational leadership					
My leader is approachable and friendly.					
My manager maintains a friendly working relationship with subordinates					
Our leader puts suggestions made by us into actions.					
Perception of employee towards laissez-fair leadership					
. My leader falls short in providing clear explanations for him/her actions.					
. My leader refuses to explain his/her actions.					

My leader is Reactive when taking action.					
Perception of employee towards transactional leadership					
My leader maintains definite standards of performance.					
My leader makes clear what one can expect to receive when performance goals are achieved					
My leader is effective in meeting organizational requirements					
Perception of employee towards Democratic leadership					
Includes me in decision making but retain final decision-making authority.					
My leaders seek input from me for upcoming project.					
My leader creates an environment where I take ownership of my project.					
Perception of employee towards Autocratic leadership					
Retain the final decision-making authority.					
Never give time to consider my suggestion					
Whenever I make a mistake, my supervisor makes note on it and tells me strictly not do again.					
Perception of employee towards employees' organizational commitment					
Affective commitment					

. I feel personally attached to my organization.					
. Working at my organization has a great deal of personal meaning to me.					
. I would be happy to work at my organization until I retire.					
Normative commitment,					
. Switching working places (Organizations) does not seem unethical to me.					
. One of the major reasons I continue to work for this organization is loyalty is important and therefore feel a sense of moral obligation to remain.					

. If I got another offer from other organization elsewhere, I would not feel it is right to leave my organization.					
Continuance commitment.					
. I am worried of what might happen if I quit. my job without securing another position beforehand.					
. It would be very hard for me to leave my organization right now, even if I wanted to.					
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice another organization may not match the overall benefits I have with the current organization					

32. Please state if you have any additional comment regarding leadership styles and employee commitment

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