



ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**THE IMPACT OF LEADERSHIP STYLE ON JOB SATISFACTION IN
DASHEN BANK**

BY: BEIMNET MESFIN

ADVISOR: YOHANNES WORKEAFERAHU (PHD)

ID: GSE/5828/14

A THESIS SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES OF
ADDIS ABABA UNIVERSITY IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MSC IN MANAGMENT

January, 2024
Addis Ababa, Ethiopia

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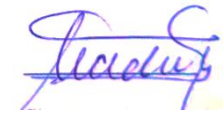
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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of my advisor Yohannes Workeferahu (PhD). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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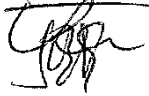
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January, 2024

ENDORSEMENT

This thesis has been submitted to Addis Ababa University, School of Graduate Studies for examination with my approval as a university advisor.

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Addis Ababa University, Addis Ababa

January, 2024

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ABSTRACT

This study aims to address the gap in research regarding the impact of leadership styles on employee outcomes, specifically within the context of Dashen Bank in Ethiopia. The primary objective is to investigate the influence of organizational leadership style on job satisfaction among employees of Dashen Bank. Utilizing quantitative methods, the study explores the relationship between various leadership styles and employee job satisfaction. The sample for the study, drawn using (yemane, 1967), comprises 162 respondents from a target population of 273 permanent employees at Dashen Bank's east addis ababa district. The findings from the regression coefficient analysis reveal that five leadership styles - transformational, transactional, autocratic, democratic, and laissez-faire - significantly influence job satisfaction, accounting for 88.6% of the variance in the dependent variable. Specifically, transformational, transactional, and democratic leadership styles exhibit positive and significant relationships with employee job satisfaction, while autocratic and laissez-faire leadership styles show negative and significant relationships. The study fulfills the assumptions of multiple regression analysis, including sample size, multicollinearity, linearity, and normality. Based on these findings, the study recommends that company leaders should regularly provide feedback and recognition to employees, acknowledging their contributions, identifying areas for improvement, and motivating them for enhanced performance. This approach is expected to foster a conducive work environment that promotes job satisfaction among employees.

Key Words: Leadership Style, Satisfaction, Dashen Bank, transformational, transactional, autocratic, democratic, and laissez-faire

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Organizational leadership style is an important factor that influences satisfaction. Different styles of leadership can have different effects on the employees' attitudes, behaviors, and performance. Some studies have suggested that transformational leadership, which involves inspiring and empowering followers to achieve a common vision, is more effective than transactional leadership, which focuses on rewarding and punishing followers based on their performance (Bass & Riggio, 2006). However, other studies have argued that the impact of leadership style on job satisfaction may vary depending on cultural and contextual factors, such as the level of power distance, individualism, uncertainty avoidance, and masculinity (Hofstede, 1980; House et al., 2004).

Organizational leadership style significantly impacts job satisfaction, and these effects can vary depending on factors such as organizational culture, gender, and geographical location. A study conducted in Pakistan found that autocratic leadership styles were more dominant and exhibited a significant negative relationship with job satisfaction. However, democratic and laissez-faire leadership styles positively predicted job satisfaction. This suggests that in bureaucratic environments, democratic and laissez-faire leadership styles may be more effective (Fiaz, Su, Ikram, & Saqib, 2017).

In contrast, a study conducted in Malaysia found a positive and significant relationship between transformational, laissez-faire, and democratic leadership styles and employee performance. The relationship between autocratic leadership and employee performance was statistically insignificant (Dastane, 2020). Interestingly, gender fully moderated the effects of transformational and laissez-faire leadership styles on employee performance (Dastane, 2020). In Saudi Arabia, a study found that the overall impact of leadership styles (paternalistic, transformational, laissez-faire) on job satisfaction was 66.5%. The unique effects of each style on job satisfaction were found to be positive and significant. However, the relationship between authoritarian leadership style and job satisfaction was found to be insignificant (Altheeb, 2020).

These studies highlight the importance of understanding the cultural context when implementing leadership styles. They also underscore the need for further research to understand the complex interplay between leadership style and job satisfaction in different global contexts.

Organizational leadership style is one of the factors that influences job satisfaction in the workplace. Different leadership styles may have different effects on employees' performance, engagement, commitment, and well-being. According to a study by Ojokuku et al. (2012), the most preferred leadership style among Nigerian employees is the democratic style, which involves participative decision-making, delegation of authority, and feedback. The democratic style was found to have a positive impact on job satisfaction as well as organizational performance and productivity. The study also found that the autocratic style, which involves centralized control, strict rules, and coercion, was the least preferred and had a negative impact on job satisfaction. The laissez-faire style, which involves minimal supervision, lack of direction, and indifference, was also found to have a low preference and a negative impact on employee outcomes.

Another study by Mwangi et al. (2014) examined the relationship between leadership styles and job satisfaction in Kenyan public universities. The study found that transformational leadership, which involves inspiring vision, intellectual stimulation, individualized consideration, and idealized influence, had a positive and significant effect on job satisfaction. The study also found that transactional leadership, which involves contingent reward, management by exception, and corrective action, had a positive but weak effect on job satisfaction. The study suggested that transformational leadership is more suitable for enhancing job satisfaction in the public sector than transactional leadership.

A comparative study by Alas et al. (2006) explored the differences in leadership styles and organizational culture between Estonia, China, Finland, and Morocco. The study found that Estonia and Finland had similar leadership styles, characterized by low power distance, high individualism, low uncertainty avoidance, and high performance orientation. These leadership styles were associated with high employee satisfaction and low turnover intentions. China and Morocco had different leadership styles, characterized by high power distance, low individualism, high uncertainty avoidance, and low performance orientation. These leadership styles were associated with low employee satisfaction and high turnover intentions.

Organizational leadership style is one of the factors that influences job satisfaction in the workplace. Different leadership styles may have different effects on employees' performance, engagement, commitment, and well-being. According to a study by Tadesse and Kumssa (2018), the most common leadership styles in Ethiopian organizations are autocratic, democratic, and laissez-faire. Autocratic leaders are those who make decisions without consulting or involving their subordinates, while democratic leaders are those who encourage participation and feedback from their followers. Laissez-faire leaders are those who delegate authority and responsibility to their employees and provide minimal guidance or supervision. The study found that the autocratic leadership style had a negative impact on job satisfaction, while the democratic and laissez-faire styles had positive impacts. The authors explained that the autocratic style created a sense of fear, resentment, and frustration among the employees, while the democratic and laissez-faire styles fostered a sense of trust, respect, and empowerment. The study also suggested that Ethiopian culture values collectivism, harmony, and cooperation, which may be more compatible with democratic and laissez-faire styles than the autocratic style.

According to a study by Biqila Hirpa (2020), the leadership style pursued by managers and supervisors is among the underlying factors determining the productivity of employees in public and private organizations in Ethiopia. The study examined the relationship and effect of democratic, laissez-faire, and autocratic leadership styles on the performance of employees at Omo Kuraz I Sugar Factory using cross-sectional data from 265 permanent employees. The study found that democratic and laissez-faire leadership styles had a significant positive correlation and effect on employee performance, while autocratic leadership styles had a negative correlation and effect. The study recommended the company execute a democratic style to enhance the productivity of their employees.

Another study by Yitawok Balemlay (2020) investigated the effect of leadership styles on employee performance at Ethiopian Railways Corporation. The study revealed that transformational, transactional, and laissez-faire leadership styles had a significant influence on employee performance.

A study by Alemayehu Molla (2017) explored the influence of leadership styles on academic job satisfaction in higher education institutions in Ethiopia. The study used the Multifactor Leadership Questionnaire and Job Satisfaction Survey to identify the prevailing leadership styles as perceived

by employees and to review their satisfaction with the institutions, respectively. The study indicated that transformational, transactional, and passive/avoidant leadership styles had a significant impact on academic job satisfaction.

1.2. Statement of the Problem

One of the most important factors that influence the performance and well-being of employees is the leadership style of their managers. Different leadership styles can have different effects on job satisfaction, as well as on organizational outcomes such as productivity, innovation, and turnover. However, there is a gap in the literature on how leadership style affects job satisfaction in different contexts and cultures. This gap needs to be addressed by conducting more empirical studies that compare and contrast the impact of various leadership styles on job satisfaction across different settings and regions.

Some of the existing studies on leadership style and job satisfaction have focused on specific aspects such as transformational leadership, servant leadership, ethical leadership, or authentic leadership. For example, Bass and Riggio (2006) found that transformational leadership, which involves inspiring and empowering followers to achieve a common vision, enhances job satisfaction by increasing their self-efficacy, trust, commitment, and loyalty. Similarly, Liden et al. (2008) found that servant leadership, which involves serving the needs and interests of followers before one's own, enhances job satisfaction by increasing their sense of justice, empowerment, and identification with the leader.

On the other hand, Brown et al. (2005) found that ethical leadership, which involves demonstrating moral behavior and promoting ethical standards, enhances job satisfaction by increasing their moral awareness, ethical climate, and organizational citizenship behavior. Finally, Gardner et al. (2005) found that authentic leadership, which involves being true to oneself and others, enhances job satisfaction by increasing their psychological capital, hope, optimism, resilience, and self-esteem.

However, these studies have some limitations that need to be addressed by future research. They have mostly used samples from Western countries that may not be representative of other cultures or regions. Therefore, more studies are needed that use objective measures, experimental or

longitudinal designs, and diverse samples to examine the impact of leadership style on job satisfaction in different contexts and cultures.

One of the research gaps in the field of organizational behavior is the impact of leadership style on job satisfaction, especially in the context of developing countries like Ethiopia. Leadership style is the way a leader influences, guides, and directs the followers to achieve organizational goals. Different leadership styles may have different effects on job satisfaction, which in turn may affect their performance, commitment, and retention.

According to a study by Teshome (2017) investigated the effect of leadership style on employees' organizational commitment in Commercial Bank of Ethiopia (CBE). The results indicated that transformational leadership had a positive and significant effect on employees' organizational commitment, while transactional leadership had a negative and insignificant effect. The study also found that organizational culture moderated the relationship between leadership style and organizational commitment.

A systematic review by Alemu et al. (2020) analyzed 19 researches that conducted on leadership styles and organizational performance in Ethiopia. The review found that most of the studies focused on transformational and transactional leadership styles, and reported positive effects of transformational leadership and negative effects of transactional leadership on various aspects of organizational performance, such as employee satisfaction, commitment, productivity, innovation, and customer loyalty. The review also identified some limitations and gaps in the existing literature, such as lack of theoretical frameworks, inconsistent definitions and measurements of variables, small sample sizes, low response rates, and limited generalizability.

Based on these studies, it can be concluded that there is a need for more empirical research on the impact of leadership style on job satisfaction in Dashen Bank specifically, as well as other Ethiopian organizations in general. The studies provide some insights into the role of leadership style in shaping job satisfaction in Ethiopian organizations. However, they also have some limitations, such as self-reported measures, and single-sector focus. Therefore, there is a need for more comprehensive and comparative studies that can examine the impact of different leadership styles on job satisfaction across various sectors, levels, and contexts in Ethiopia. Such studies can help to identify the best practices and challenges of leadership in Ethiopian organizations, and

provide recommendations for improving the quality of leadership and enhancing the performance of employees.

The purpose of this study is to investigate the effect of organizational leadership on job satisfaction in Dashen Bank. While there is existing research on the impact of leadership styles on employee outcomes in various organizations, there is a lack of comprehensive empirical studies specifically focused on Dashen Bank in Ethiopia. Therefore, this study aims to fill this gap by examining the relationship between organizational leadership style and job satisfaction within the context of Dashen Bank.

1.3. Research Questions

1. What is the effect of transformational leadership style on the job satisfaction of employees working in Dashen Bank.
2. What is the effect of transactional leadership style on the job satisfaction of employees working in Dashen Bank.
3. What is the effect of autocratic leadership style on the job satisfaction of employees working in Dashen Bank.
4. What is the effect of democratic leadership style on the job satisfaction of employees working in Dashen Bank.
5. What is the effect of laissez-faire leadership style on the job satisfaction of employees working in Dashen Bank.

1.4. Objective of the Study

1.4.1. General Objective of the Study

The general objective of the study is to examine the effect of organizational leadership style on the job satisfaction of employees working in Dashen Bank.

1.4.2. Specific Objectives of the Study

To examine the effect of transformational leadership style on the job satisfaction of employees working in Dashen Bank.

1. To investigate the effect of transformational leadership style on job satisfaction of employees working in dashen bank

2. To investigate the effect of transactional leadership style on the job satisfaction of employees working in Dashen Bank.
3. To explore the effect of autocratic leadership style on the job satisfaction of employees working in Dashen Bank.
4. To examine the effect of democratic leadership style on the job satisfaction of employees working in Dashen Bank.
5. To investigate the effect of laissez-faire leadership style on the job satisfaction of employees working in Dashen Bank.

1.5. Significance of the Study

Studying the impact of organizational leadership style on job satisfaction in Dashen Bank holds immense significance for scholars, policy makers, and the organization itself. By delving into this topic, researchers can gain valuable insights into the intricate dynamics between leadership practices and their effects on employee morale, engagement, and overall job satisfaction. This knowledge can then be utilized to shape effective policies and strategies, benefiting both the organization and its workforce.

For scholars, exploring the relationship between leadership style and job satisfaction provides an avenue for academic inquiry and contributes to the existing body of knowledge in organizational behavior and management. Dashen Bank, being a prominent financial institution, offers a unique opportunity to study leadership practices within the banking sector specifically. Researchers can examine the bank's leadership styles, such as transformational, transactional, or laissez-faire, and their impact on employees' job satisfaction levels and overall satisfaction. Through rigorous analysis and empirical evidence, scholars can uncover new insights, theories, and frameworks that can be applied not only to Dashen Bank but also to other organizations within the industry.

this knowledge to develop training programs and interventions that aim to cultivate effective leadership skills within the organization.

For the Organization, studying the impact of leadership style on job satisfaction is crucial for maintaining a competitive edge and ensuring long-term success. The bank relies heavily on its employees' performance and commitment to provide excellent customer service and achieve its goals. Understanding how different leadership styles influence job satisfaction can help the bank

identify areas for improvement and develop strategies to optimize its leadership practices. By fostering a supportive and empowering leadership culture, Dashen Bank can cultivate a motivated and satisfied workforce, leading to increased productivity, employee retention, and ultimately, enhanced customer satisfaction.

1.6. Scope of the Study

Methodological Scope

Explanatory research is the research method that was conducted within this study. This methodology will give insight to the occurrences and patterns of the above explained hypothesis. The researcher believes this methodology will uncover the gaps existing in the current literature and research enabling an increased understanding of the given topic of study as well as the industry overview.

The researcher targets to apply a causal research methodology which can extend to highlights a “cause and effect” model, investigating patterns and trends in new and existing data that haven’t been previously investigated.

Conceptual Scope

The study will focus on specific aspects of organizational leadership style, job satisfaction.

- **Leadership Style:** the leadership styles that the researcher is interested in - transformational, transactional, autocratic, democratic, and laissez-faire and their respective impacts on job satisfaction.
- **Satisfaction:** This will include job satisfaction, satisfaction with leadership, or overall job satisfaction.

Geographical Scope

The geographic location of the study is the east addis ababa district of Dashen Bank in Addis Ababa, Ethiopia. The east addis ababa district of Dashen Bank is located in Addis Ababa. Dashen Bank is the largest private commercial bank in Ethiopia. It was founded in 1995 and has over 800 branches across the country. The study described in the research goal is therefore geographically located in Addis Ababa, Ethiopia, specifically at the east addis ababa district of Dashen Bank.

1.7. Operational Definition of Terms

Organizational leadership styles: The behavioral approach employed by leaders to influence, motivate, and direct their followers in a business setting (Corporate Finance Institute, 2022). The study will focus on five types of leadership styles: transformational, transactional, autocratic, democratic, and laissez-faire.

Transformational leadership: A leadership style that inspires and empowers followers to achieve a shared vision and goals through charisma, intellectual stimulation, individualized consideration, and inspirational motivation (Avolio & Bass, 2004).

Transactional leadership: A leadership style that relies on rewards and punishments to motivate followers to comply with rules and expectations (Avolio & Bass, 2004).

Autocratic leadership: A leadership style that involves making decisions without consulting or involving followers, and imposing strict control and authority over them (Lewin et al., 1939).

Democratic leadership: A leadership style that encourages participation and collaboration from followers in decision-making processes, and fosters a climate of trust and respect (Lewin et al., 1939).

Laissez-faire leadership: A leadership style that involves minimal or no guidance or direction from the leader, and allows followers to have complete freedom and responsibility for their work (Lewin et al., 1939).

Satisfaction: The degree to which an individual feels positive or negative about their job or work environment (Goleman et al., 2002).

1.8. Organization of the Study

The research paper is organized into five chapters. Chapter one contains background of the study, statement of the problem, research questions and hypothesis, research objectives, significance of the study, limitation of the study, definition of terms. Chapter two provides literature review about the study area. Chapter three presents the Methodology which use in the research and this include research approach and design, population and sample size, methods of data analysis. Chapter four discusses about data analysis and results. Finally, chapter five comprises summary of major findings, conclusion and recommendation of the study.

CHAPTER TWO

REVIEW OF THE LITERATURE

2.1. Leadership

Leadership is a critical component in any organization, playing a key role in defining the team's direction and effectively communicating it to members (Smith, 2019). It involves motivating, inspiring, and empowering individuals to contribute towards the achievement of organizational goals (Johnson, 2020). Effective leadership necessitates strategic focus and the application of behavioral techniques to foster commitment and extract the best work from team members (Brown, 2021).

The elements of effective leadership are multifaceted and widely agreed to be contingent on the specific leadership situation, taking into account task difficulty, the leader's authority level, and the maturity and capabilities of subordinates (Williams, 2018). Leadership skills, being complex, behavioral, and context-dependent, often require time to master (Davis, 2022).

For many new managers, the journey to becoming an effective leader can be challenging. However, it offers the reward of successfully aligning people's work for maximum effectiveness and achieving excellence in team performance (Taylor, 2023). A comprehension of strategic thinking, direction setting, communication, and motivation principles serves as a launchpad for skill development and the cultivation of a management style that aligns with one's personality and leadership situations (Miller, 2024).

Leadership is a universal human phenomenon. The study of Leadership is not a new phenomenon, but it is an ancient art. The old civilizations of Egypt and Rome showed examples of leadership practices. Regardless of the culture, leadership occurs universally among all people (Bass, 1981). From ancient to modern times, scholars, military generals, politicians, and more casual observers have been interested in leadership. Leadership styles have been studied extensively; perspectives on leadership have been written and revised. Despite all these efforts, the issue of leadership effectiveness is still far from settled (Gordon, 1982).

Even though the word leadership has been used since the beginning of the 19th century (Stogdill, 1974), there continues to be the absence of a comprehensive approach to assess cause and effect

of successful leadership (Taylor and Rosenbach, 1989). Burns (1978) described this situation by asserting that Leadership is one of the most observed and least understood phenomena on earth. (p.2). In fact, the concept of leadership has been defined by various scholars in almost as many ways. Stogdill (1974) noted this ambiguity when he observed that there are almost as many different definitions of leadership as there are persons who have attempted to define the concept. (p.7). This proliferation of definitions for leadership is primarily due to the complexity and elusiveness of the concept.

Lassey (1976) described this complexity by observing that there is no clearcut agreement on the meaning of Leadership for all circumstances. (p.15). In an attempt to resolve the discrepancy of definitions, Chemers (1997) developed what he believed to be an umbrella definition of Leadership that would earn the acceptance of a majority of theorists and researchers. Chemer's definition describes leadership as a process of social influence in which one person is able to enlist the aid and support of others in the accomplishment of common task.

In the literature, leadership has been a subject of interest since the 18th century. However according to Chemers (1997), leadership had not been scientifically studied until the early 20th century. Bass (1981) contended that early theorists attempted to identify leadership through a theoretical approach. He continued with this analysis to suggest that researchers failed to develop sufficient theories because they could not consider the interactions between individuals and situational variables. Bass compared early researchers on leadership to their recent counter parts, concluding that the former tried to develop comprehensive theories with theoretical bases and not on empirical research.

In considering the differences between a manager and leader, many scholars agree to differences, but widely disagree on what the differences are. Schon (1986) argued that leadership and management are not synonymous terms. It is possible, Schon argued, to be a leader without being a manager and also to be a manager without being a leader. According to Schon (1986), managers are generally expected not only to manage, but also to lead. He suggested that they should be criticized if they fail to do both. Davis and Newstrom (1985) viewed leadership as a part of management. They argued that managers are concerned with planning and organizing activities while leaders are involved in influencing others to enthusiastically pursue defined objectives (p. 158). Davis and Newstrom (1985) suggested that excellent managers are also expected to exhibit

strong leadership qualities. In this same vein Battern (1989) distinguished between a manager and a leader by saying that managers push and direct while leaders pull and expect. Bass (1985) argued that leadership is not only management nor is management only leadership. Finally, Hunt (1991) asserted that the difference between a manager and a leader is very similar to the transformational/transactional leadership differences which will be discussed in detail in subsequent sections.

2.2. Theories and Background of Leadership

In studying leadership, scholars and theorists have developed many different theories and approaches in their attempts to explain leadership. It has been noted that until the 20th century, research on leadership was not based on scientific inquiry (Chemers, 1997). The following sections include a review of the most popular theories and approaches to leadership.

2.2.1. Trait Theory

During the first half of the 20th century, trait theory was considered to be the dominant theory of leadership (Chemers, 1997; Gordon, 1981). The trait approach sought to determine the personal, psychological, and physical traits of strong leaders.

The theory held that if leaders were endowed with superior traits or characteristics that differentiated them from their followers, it should be possible for these traits or characteristics to be isolated (Bass, 1981).

In a classic review of the literature on leadership, Stogdill (1948) reviewed 124 studies of leadership traits. The purpose of the review was to examine the relationship between the traits approach and effective leadership. As a result, Stogdill found that there were some characteristics (intelligence, physical, social background, personality and task-related characteristics) that could be used to distinguish leaders from non-leaders. His results revealed little or no link between other characteristics and effective leaders. They also led to Stogdill to the realization of the importance of situational variables in determining effective leadership. In general, Stogdill's conclusion did not support the study of trait theory as the sole approach to leadership research. He concluded that:

A person does not become a leader by virtue of the possession of some combination of traits, but the pattern of personal characteristics of the leader must bear some relevant relationship to the characteristics, activities, and

goals of the followers. Thus, leadership must be conceived in terms of the interaction of variables which are in constant flux and change. The persistence of individual patterns of human behavior in the face of constant situational change appears to be the primary obstacle encountered not only in the practice of leadership, but in the selection and placement of leaders. (pp. 63-64).

The work of Stogdill and other researchers weakened the argument that trait theory is a complete explanation of leadership. Hollander and Julian (1969) also criticized trait theory because of its failure to determine the most important traits that could be associated with effective leadership. In their argument, they also posited that leadership effectiveness is not totally dependent on personality factors and that many other factors, including situational factors, are also important. Gordon (1981) summarized numerous studies that placed emphasis on leadership traits, citing their inability to totally explain leadership success. Goulder (1950) reduced the downfall of the trait approach to two key factors. First, leadership traits that were common to all good leaders could not be identified. Secondly, it could not be documented that leaders possess a set of characteristics that are not also possessed by followers.

The numerous shortcomings of the trait approach led many researchers to try to find a better explanation of leadership ability (Griffin, 1990). Consequently, in the early 1950s, researchers had changed their focus from studying the personal characteristics of leaders to the study of leader's observable behaviors (Schermerhorn et al.,1982). Even so; this shift in the focus of research did not lead to the complete demise of the trait theory school. The theory is still considered and applied in research in the 1990s (Bryman, 1996).

2.2.2. Behavioral Theory

During the 1950s, once researchers observed that the trait theory was not an adequate approach to explain leadership effectiveness, they started to focus on behavioral traits of leaders. Specifically, they began to focus on what the leader does and how he or she does it. (Ivancevich et al.,1977, p. 277). This approach assumed that successful leaders with a particular style of behavior were expected to be fruitful for leading persons and groups toward the achievement of specific goals, which consequently led to high productivity and morale (Ansari, 1990). The behavioral approach simply aimed to identify certain kinds of behaviors that leader's exhibit and to determine the effects of such behaviors on subordinates. A composite of these behaviors is referred to as

leadership style. Ultimately, researchers were able to isolate two contrasting styles of the behaviors of leaders, variously called initiating structure versus consideration, autocratic versus democratic, task-oriented versus socio-emotional, or production-centered versus employee-centered (Trice et al., 1993).

Robbins (1994) observed that behavioral style was the focus of a number of studies in the decade of the 1950s. The following sections include reviews of the more popular studies that were conducted at Ohio State University and the University of Michigan. The Managerial Grid developed by Blake and Mouton is also included.

2.2.3. Situational Leadership Style Theories

In the 1960s, behavioral theories were found to be insufficient approaches for studying leadership (Ivancevich et al., 1977). By this time, researchers had come to recognize that situational factors such as characteristics of leaders and subordinates, the nature of the task, and group characteristics must be considered in the study of leadership effectiveness (Ansari, 1990). The implication was that the determination of successful leadership behavior depended on the situation (Schermerhorn et al., 1982). Situational or contingency theories held that there was no universal leadership behavior that could be applied to all situations. The current review will highlight the main contingency theories: Fiedler's Contingency Theory, Path-Goal Theory, and the Vroom-Yetton Model.

2.2.4. Fiedler's Contingency Theory

The first comprehensive contingency leadership theory was developed by Fred Fiedler. The basic tenet of the theory is that group effectiveness is dependent upon the proper match between the leader's personality or style and the demands of the situation. The model further suggested that task oriented and employee-oriented were the two major styles of leadership. To determine whether the leader was task-oriented or employee oriented, Fiedler developed an instrument called the Least-Preferred Co-worker (LPC) Questionnaire (Fiedler, 1967). To arrive at an LPC score, the leader is asked to think of the person with whom he or she has worked least well in accomplishing some task, using a series of bipolar adjectives rated on an 8point scale (e.g., friendly-unfriendly, pleasant-unpleasant). A high LPC leader who describes his least preferred co-worker in relatively positive concepts is people-motivated. A low LPC leader who uses relatively negative concepts is task-motivated (Siegel & Lane, 1982). According to Fiedler, leaders who are characterized as task-

oriented was effective in favorable and unfavorable situations. Also, Fiedler assumes that employee-oriented leaders was more effective in situations of moderate favorability than in situations at either extreme. Favorableness was defined by Fiedler as the degree to which the situation enabled the leader to exert influence over his group. According to this definition, situational favorableness consists of three elements: (1) affective leader-member relations, which refers to the degree of personal relationship between the leader and group members; (2) task structure, which refers to the extent to which the task requirements are clear and spelled out; and (3) leader position power, which refers to the degree to which the leader has authority to reward or to punish followers (Fiedler, 1967). Bryman (1996) pointed out that Fiedler viewed these elements as changeable and viewed a person's personality as an unchangeable factor. Therefore, the theory resolved that the work situation must be changed to fit the leader rather than the opposite.

Although many researchers considered the work of Fiedler as a major contribution to leadership studies, the theory faced criticism (Behling & Schriesheim, 1976). For one thing, the validity of the model was questioned. The inconsistency between the results and the model was noted (Bryman, 1986).

2.2.5. Path-Goal Theory

Path- Goal theory is a contingency model of leadership developed by Robert House and based on the works of the expectancy theory of motivation and on the work of the OSU group. This theory was promoted as an approach that could explain how a leader might successfully enhance the satisfaction and performance of his subordinates. The term path-goal is used to indicate the role of a leader in making an effective link between the follower's personal goals and the work goals (House, 1971).

The theory was built upon two propositions. The first proposition was that the behavior of the leader would be acceptable and satisfying to subordinates to the extent that the subordinates perceived it as either an immediate source of satisfaction or as an instrumental source to future satisfaction. The second proposition was that the behavior of the leader would be motivational to the extent that (a) it made the satisfaction of subordinates contingent upon effective performance and (b) that it complemented the work environment of subordinates by providing guidance, clear direction, support, and reward for effective performance. For the purpose of testing these propositions, House devised four types of leader behavior: (a) directive, (b) supportive, (c)

achievement-oriented, and (d) participative. According to House, the use of any of these types of leadership would be situation-dependent.

2.3. Recent Theories of Leadership Styles

A new theory of leadership emerged in the 1970s. Transactional and Transformational leadership styles were first introduced by Burns (1978). A few years later, Bass (1985) expanded the theory and came up with the Multifactor Leadership Questionnaire (MLQ). The full range of leadership models that was introduced by Avolio and Bass (1991) gave more advancement to the theory. This theoretical model included three styles of leadership: (a) transactional, (b) transformational, and (c) Laissez- Faire.

According to Hartog et al. (1997), Bass's theory or the new leadership approach integrates ideas from trait, style, and contingency approaches of leadership and also incorporates and builds on work of sociologists such as Weber (1947) and political scientists such as Burns (1978).(P.19).The three styles of leadership mentioned above are essential elements in this research and are discussed in greater detail below.

2.3.1. Transactional and Transformational leadership Styles

In distinguishing between transactional and transformational leadership. Burns (1978) noted that transactional leadership refers to a type of leadership that is based on an exchange relationship between leader and follower. Burns felt that this exchange could take different economic, political, or psychological forms. Such leadership, he argued, does not bring leaders and followers together to pursue higher purposes. According to Bass (1990), transactional focus on the clarification of task requirements and the specification of contingent rewards. Transformational leaders interact with their followers in such a way that both leader and followers raise each other to higher levels of motivation and morality (Burns, 1978).In *Leadership and Performance beyond Expectations*, Bass (1985) expanded the theory of transactional and transformational leadership. While Burns (1978) had focused on the application of the theory in political setting, Bass (1985) was concerned with its application to business organizations. According to Bass (1985), transformational leaders are those who motivate followers to do more than originally was expected. That could be achieved, Bass argued, through anyone of the following steps: (1) increasing followers awareness and consciousness of the importance of designated outcomes and the steps that lead to these outcomes, (2) encouraging followers to transcend their own self-interests, and (3) expanding or altering

followers needs and wants according to Maslow's Hierarchy of Needs .In distinguishing between the Burns and Bass theories of transformational leadership, Carlson and Perrewe (1995) stated that: "The main difference between these two theories was that Burns restricts this type of leadership only to leaders who appeal to positive moral values. On the other hand, Bass argues that a transformational leader is one who increases commitment regardless of the final effect on the follower. Regardless, when transformational leadership is enacted, members of organizations no longer seek merely self-interest, but that which is beneficial to the organization as a whole."(p.832)

Fiedler and House (1988) proposed that transformational theories seek to address the actions of leaders that cause followers to change their values, needs, goals, and aspirations. In making the distinction between transactional and transformational leadership forms, Burns (1978) viewed these leadership forms as independent dimensions. In other words, Burns (1978) viewed Transactional and Transformational forms of leadership as polar constructs while Bass (1985) viewed them as complementary constructs. Bass viewed successful leaders as both transactional and transformational who differ in degrees. In his conclusion, Bass expressed the notion that .to be transactional is the easy way out; to be transformational is the more difficult path to pursue.

Transactional behaviors involve structuring performance environment to assist subordinates in achieving organizational objectives and receiving rewards, while transformational behaviors focus on creating changes in followers' values, self-perceptions, and psychological needs (Fein et al, 2010). Generally speaking, studies conducted on transactional and transformational leadership have added important value into the nature of leadership effectiveness.

As a pointer for differentiation, transactional leadership is a process in which the relationship leader-follower is reduced to simple exchange of a certain quantity of work for an adequate price. Contrary to this, transformational leadership is far more complex process, the realization of which requires more visionary and more inspiring figures (Bowditch and Buono, 1990).

Different empirical studies have been conducted to support the effects of transformational leaders' behaviors. A previous study showed that transformational leadership is positively related to employee satisfaction and to job performance (Bass, 1995). Ozaralli (2003) found that transformational leadership contributes to the prediction of subordinates' self-reported empowerment. Transformational leadership enhances organizational citizenship behaviors (Koh et al, 1995) and employees' commitment (Barling et al, 1996). In addition, transformational

leadership mediates the relationship between leaders' emotional intelligence and group cohesiveness (Wang and Huang, 2009).

2.3.2. Transactional Leadership Style Dimensions

Bass (1989) suggested that transactional leadership involves two distinct dimensions: (1) the use of contingent rewards, which implies that leaders reward followers in exchange for attaining the specified performance levels; and (2) management by exception (MBE), which has the dimensions of Active and Passive. In Active MBE, leaders monitor their follower's performances and take corrective actions as necessary. In Passive MBE, leaders do not intervene until mistakes or problems occur, then leaders take corrective actions.

2.3.3. Transformational Leadership Style Dimensions

In 1995, a new version of the Multi-factor Leadership Questionnaire (MLQ) was developed to measure transactional, transformational, and laissez-faire styles of leadership. For this version, Bass and Avolio (1995) listed five dimensions that refer to transformational leadership characteristics. The term 'transformational leadership' was first coined by Downton, and then emerged as an important approach to leadership research by Burns. Based on these early works, several theories of transformational leadership were generated to advance this new leadership concept. These works broadened the traditional concept of leadership as a relationship of economic exchange that offers rewards or compensation for a desired behavior by viewing leadership as a change process and by exploring the impact of leader behavior on followers' values, beliefs and higher-order needs. Specifically, Bass described transformational leadership as leader behaviors that stimulate and inspire followers to achieve extraordinary outcomes by raising the level of motivation and morality in both themselves and their followers. Transformational leaders are effective in promoting organizational commitment by aligning goals and values of the follower, the group, the leader, and the organization. Its strong, positive effects on followers' attributes and commitment will then motivate followers to reach their fullest potential and exceed expected performance. Bass and his colleagues further conceptualized transformational leadership into four components: idealized influence; inspirational motivation; intellectual stimulation; and individualized consideration. Each of the components helps build followers' commitment in different ways. The following texts discuss these components and their impact on followers' organization commitment in detail.

- Idealized influence, also called charisma, describes transformational leaders who behave as role models for their followers. Followers usually perceive these leaders as having extraordinary capability, persistence and determination, as well as high standards of moral and ethical conduct. They deeply admire, respect and trust these leaders, and thus identify with leaders' goals, interests and values.
- Inspirational motivation occurs when leaders motivate and inspire those around them by providing challenges and meaning to their work. They provide visions of what is possible and how to attain these goals. More specifically, these leaders get followers involved in envisioning the future, and then they promote positive expectations about what needs to be done and demonstrate commitment to the shared vision. With this dimension, leaders are able to promote followers' emotional commitment and excitement to a mission.
- Intellectual stimulation encourages followers to be creative and innovative. In practice, transformational leaders help others to think about old problems in new ways, and to continuously question and develop their own beliefs, assumptions and values. These leaders also jointly work with their followers to deal with problems in innovative ways. The pride in actions of all those involved and joint success in overcoming obstacles will reinforce organizational commitment of followers.
- Individualized consideration means understanding and sharing others' concern and developmental needs, and treating each individual follower uniquely. Leaders act as coaches and advisors to not only identify and satisfy each individual follower's current needs, but also to attempt to expand and elevate the needs in order to assist followers become fully actualized. By emphasizing on followers' personal career needs and providing them with a sense of increased competence to carry out duties, leaders could further enhance followers' commitment.

Transformational leaders have charisma, inspiration and intellectual simulation, inspiration and intellectual simulation (Conger, 1999). Charisma generates the pride, faith and respect that leaders encourage their workers to have in themselves, their leaders and their technological organization, while inspiration is the ability to motivate followers through communication of high technological expectations (Garcia-Morales, Matias-Reche and Hurtado- Torres, 2008). Intellectual simulation refers to the leaders' behavior that leads to promoting employees' intelligence, knowledge and learning so that they can be innovative.

Transformational leader raises aspiration and shifts people and organizational systems into new, high-performance patterns. The presence of transformational leadership is reflected in followers who are enthusiastic about the leader and her or his ideas (Schermerhorn, 2008). Furthermore, transformational leaders inspire their followers to think more than their own aims and interests and to focus on greater team, organizational, national, and also global objectives (Jandaghi et al, 2009).

While transactional and transformational leaders were described as active leaders (Yammarino & Bass, 1990), laissez- faire leaders were viewed as inactive. Laissez- faire leaders are characterized by avoiding responsibility and decision-making.

Although such a style under certain conditions (for example, with a group of scientists or college professors) was effective (Sutermeyer, 1969; Williams, 1978), it was thought that this particular style of leadership indicated, in fact, the absence of leadership. Therefore, this type of leadership was considered to be an inappropriate way to lead (Hartlog et al., 1997).

2.3.4. Laissez-Faire Leadership Style

While transactional and transformational leaders were described as active leaders (Yammarino & Bass, 1990), laissez-faire leaders were viewed as inactive. Laissez-faire leaders are characterized by avoiding responsibility and decision-making.

Although such a style under certain conditions (for example, with a group of scientists or college professors) was effective (Sutermeyer, 1969; Williams, 1978), it was thought that this particular style of leadership indicated, in fact, the absence of leadership. Therefore, this type of leadership was considered to be an inappropriate way to lead (Hartlog et al., 1997).

2.3.5. Summary of Leadership Style Theories

Since the 18th century, leadership has been a subject of interest. However, the field of leadership had not been scientifically studied until the early 20th century. Early research on leadership attempted to identify leadership through a theoretical approach. The Great Man Theory assumes that leaders are endowed with unique qualities not to be found among the masses. The trait theory, which was considered to be the dominate theory of leadership during the first half of the 20th century, sought to determine the personal, psychological, and physical traits of strong leaders. During the 1950s, the theoretical approach was abandoned due to its inability to explain leadership effectiveness. As a result, the behavioral theory represented by the studies of Ohio State University

and the University of Michigan had taken place. The behavioral approach simply aimed to identify certain kinds of behaviors that leader's exhibit and to determine the effects of such behaviors on subordinates. In the 1960s, leadership researchers focused their attention on the situational factors and their effects on leadership effectiveness. Situational or contingency theories held that there was no universal leadership behavior that could be applied to all situations. The full range of leadership that included three styles (transformational, transactional, and laissez-faire) is a recent development in the field. This approach integrated ideas from trait, behavioral, and situational theories and built on these. Transformational leaders inspire followers to rise above self-interest for the greater good of the group and to do more than originally was expected. Transactional leaders focus on the clarification of task requirements and the specification of contingent rewards.

2.4. Empirical Review

2.4.1. Global Empirical Review

Leadership styles are the ways that managers and supervisors interact with their subordinates and influence their work performance and satisfaction. Different leadership styles have different effects on employees' job satisfaction, which is the degree to which employees feel happy and fulfilled with their work. Job satisfaction is important for both employees and organizations, as it affects productivity, turnover, absenteeism, and customer satisfaction.

According to a meta-analysis by Judge and Piccolo (2004), there are four main types of leadership styles: transformational, transactional, laissez-faire, and charismatic. Transformational leaders inspire and motivate their followers to achieve higher levels of performance and personal growth. Transactional leaders exchange rewards and punishments based on the followers' performance. Laissez-faire leaders avoid making decisions and providing guidance to their followers. Charismatic leaders have a strong personality and appeal that attract and influence their followers.

The meta-analysis found that transformational leadership had the strongest positive effect on employees' job satisfaction, followed by charismatic leadership. Transactional leadership had a weaker but still positive effect, while laissez-faire leadership had a negative effect. These results were consistent across different cultures, industries, and levels of analysis.

However, other studies have suggested that the effect of leadership styles on employees' job satisfaction may vary depending on the context and the characteristics of the followers. For

example, a study by Wang et al. (2011) found that in China, transformational leadership had a positive effect on job satisfaction only when the followers had a high level of collectivism, which is the tendency to value group goals over individual goals. On the other hand, transactional leadership had a positive effect on job satisfaction only when the followers had a high level of power distance, which is the degree to which they accept unequal distribution of power in the organization.

Another study by Vecchio et al. (2008) found that in Italy, transformational leadership had a positive effect on job satisfaction only when the followers had a high level of need for achievement, which is the desire to excel and accomplish challenging tasks. On the other hand, transactional leadership had a positive effect on job satisfaction only when the followers had a high level of need for affiliation, which is the desire to maintain harmonious and friendly relationships with others.

2.4.2. Regional Empirical Review

A meta-analysis by Wang et al. (2011) found that transformational leadership had a stronger positive effect on employees' job satisfaction in collectivistic cultures than in individualistic cultures. Collectivistic cultures are those that value group harmony, interdependence, and loyalty over personal interests and goals. Individualistic cultures are those that value personal autonomy, achievement, and competition over group interests and goals. The authors suggested that transformational leaders may be more compatible with the values and norms of collectivistic cultures, where followers expect leaders to provide vision, direction, support, and recognition.

Another meta-analysis by Ngodo (2008) focused on the African context and found that transformational leadership had a moderate positive effect on employees' job satisfaction across different sectors and countries in Africa. The author argued that transformational leadership may be suitable for the African context because it aligns with the African values of ubuntu (humanity), communalism (solidarity), and spirituality (faith). Ubuntu refers to the belief that one's identity and well-being are connected to the identity and well-being of others. Communalism refers to the preference for collective action and decision-making over individualism. Spirituality refers to the belief that there is a higher power or purpose that guides one's life.

However, Ngodo (2008) also noted that transactional leadership had a small positive effect on employees' job satisfaction in Africa, suggesting that some aspects of transactional leadership may

also be relevant for the African context. For instance, contingent rewards may appeal to the African value of reciprocity (mutual exchange), while corrective actions may reflect the African value of respect (deference to authority). Moreover, transactional leadership may be more effective in situations where there is high uncertainty, low resources, or high task complexity.

On the other hand, laissez-faire leadership had a negative effect on employees' job satisfaction in both Wang et al.'s (2011) and Ngodo's (2008) meta-analyses. This is consistent with the general view that laissez-faire leadership is detrimental for organizational outcomes because it creates confusion, frustration, dissatisfaction, and low performance among followers. Laissez-faire leadership may be especially inappropriate for the African context because it contradicts the African values of ubuntu, communalism, and spirituality.

2.4.3. Ethiopian Empirical Review

One of the most widely used frameworks for studying leadership styles is the Full Range Leadership Model (FRLM), which was developed by Bass and Avolio (1994). The FRLM consists of three types of leadership styles: transformational, transactional, and laissez-faire. Transformational leadership is characterized by inspiring and motivating followers to transcend their self-interests and achieve a shared vision. Transactional leadership is based on exchanging rewards and punishments for performance. Laissez-faire leadership is the absence of leadership or the avoidance of taking responsibility.

Several studies have used the FRLM to investigate the effect of leadership styles on employees' job satisfaction in Ethiopia. For example, Alemu et al. (2016) conducted a survey among 384 employees from 12 public universities in Ethiopia and found that transformational leadership had a positive and significant effect on job satisfaction, while transactional leadership had a negative and insignificant effect. Laissez-faire leadership had no effect on job satisfaction. The authors suggested that transformational leadership is more suitable for the academic sector, as it fosters creativity, innovation, and collaboration among faculty members.

Similarly, Tsegay et al. (2018) surveyed 210 employees from 10 private banks in Ethiopia and found that transformational leadership had a positive and significant effect on job satisfaction, while transactional leadership had a negative and insignificant effect. Laissez-faire leadership had a negative and significant effect on job satisfaction. The authors argued that transformational

leadership is more effective for the banking sector, as it enhances customer satisfaction, loyalty, and retention.

Another study by Asfaw et al. (2015) examined the effect of leadership styles on job satisfaction among 422 nurses from 12 public hospitals in Ethiopia. They found that transformational leadership had a positive and significant effect on job satisfaction, while transactional leadership had a negative and significant effect. Laissez-faire leadership had no effect on job satisfaction. The authors recommended that hospital managers should adopt transformational leadership to improve the quality of health care services and reduce staff turnover.

These studies suggest that transformational leadership is more beneficial for employees' job satisfaction than transactional or laissez-faire leadership in Ethiopia. However, these findings may not be generalizable to other contexts or sectors, as different cultures and environments may have different expectations and preferences for leadership styles. For instance, some studies have found that transactional leadership can also have a positive effect on job satisfaction in some situations, such as when employees have clear goals, high autonomy, and high competence (Podsakoff et al., 2006). Moreover, some studies have suggested that there may be other types of leadership styles that are more relevant for developing countries, such as participative, ethical, or servant leadership (Choudhary et al., 2013).

2.5. Summary of Literature Reviewed

Since the 18th century, leadership has been a subject of interest. However, the field of leadership had not been scientifically studied until the early 20th century. Early research on leadership attempted to identify leadership through a theoretical approach. The Great Man Theory assumes that leaders are endowed with unique qualities not to be found among the masses. The trait theory, which was considered to be the dominate theory of leadership during the first half of the 20th century, sought to determine the personal, psychological, and physical traits of strong leaders. During the 1950s, the theoretical approach was abandoned due to its inability to explain leadership effectiveness. As a result, the behavioral theory represented by the studies of Ohio State University and the University of Michigan had taken place. The behavioral approach simply aimed to identify certain kinds of behaviors that leader's exhibit and to determine the effects of such behaviors on subordinates. In the 1960s, leadership researchers focused their attention on the situational factors and their effects on leadership effectiveness. Situational or contingency theories held that there

was no universal leadership behavior that could be applied to all situations. The full range of leadership that included three styles (transformational, transactional, and laissez-faire) is a recent development in the field. This approach integrated ideas from trait, behavioral, and situational theories and built on these. Transformational leaders inspire followers to rise above self-interest for the greater good of the group and to do more than originally was expected. Transactional leaders focus on the clarification of task requirements and the specification of contingent rewards.

2.6. Research Gap

Most of the reviewed literature concentrated on the relationship between leadership styles and job satisfaction to employees who belong to higher learning institutions, hospitality industry, athletics and health industry while neglects employees who work in education sector particularly public secondary schools. Therefore, this study aims at bridging this gap by studying the relationship between leadership styles and employee job satisfaction in Ethiopia. It should be noted that there is limited literature on the relationship between leadership styles and employee job satisfaction in Ethiopia.

The conceptual framework for this study is based on the assumption that leadership styles have a significant impact on employee job satisfaction. The framework proposes that transactional leadership, transformational leadership, autocratic leadership, democratic leadership, and laissez-faire leadership all have different effects on job satisfaction.

2.7. Conceptual Framework

The conceptual framework for this study is based on the assumption that leadership styles have a significant impact on employee job satisfaction. The framework proposes that transactional leadership, transformational leadership, autocratic leadership, democratic leadership, and laissez-faire leadership all have different effects on job satisfaction.

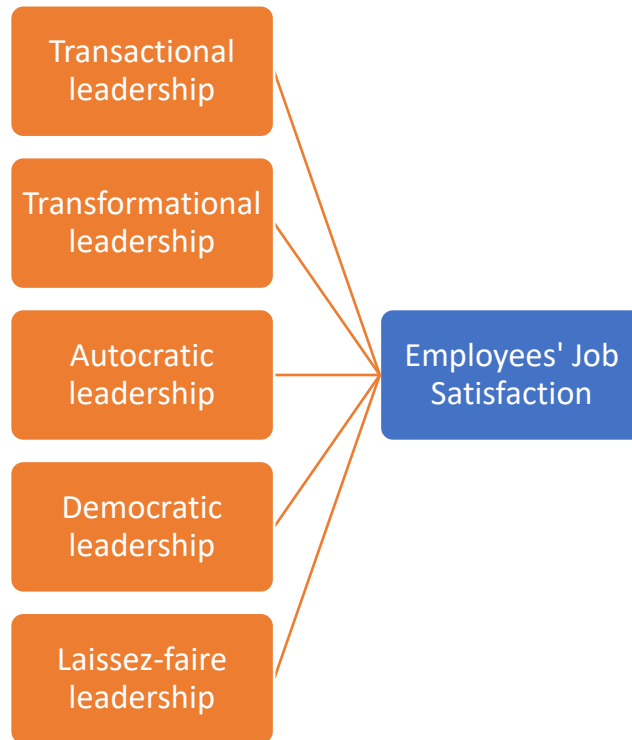


Figure 1: Conceptual Framework of the Study

Source: Own Conceptualization from the Literature Reviewed

Transactional leadership is a style of leadership that focuses on exchanging rewards and punishments with employees in order to motivate them to perform. Transactional leaders set clear expectations for their employees and provide rewards for meeting those expectations. They may also punish employees for failing to meet expectations.

Transformational leadership is a style of leadership that focuses on inspiring and motivating employees to achieve their full potential. Transformational leaders are visionary leaders who are able to articulate a clear and compelling vision for the future. They are also able to build relationships with their employees and empower them to make decisions and take ownership of their work.

Autocratic leadership is a style of leadership that is characterized by centralized decision-making and a lack of employee participation. Autocratic leaders make all major decisions without consulting their employees. They expect their employees to obey their orders without question.

Democratic leadership is a style of leadership that is characterized by shared decision-making and employee participation. Democratic leaders involve their employees in the decision-making process and give them a voice in how the team is run.

Laissez-faire leadership is a style of leadership that is characterized by a hands-off approach. Laissez-faire leaders give their employees a great deal of autonomy and freedom to make their own decisions. They provide little guidance or support to their employees.

CHAPTER THREE

RESEARCH METHODOLOGY

Designing an appropriate research methodology is a prerequisite in order to conduct a good research work. Accordingly, this chapter discusses about the methodology by which the researcher used to conduct this study. Thus, research design, sampling, data source and method of collection and method of data analysis of research is presented below respectively.

3.1. Research Approach

Many particular topics was investigated by the researcher including probable correlations between two variables, namely, organizational leadership style and employees' job satisfaction quantitative research method was used to ensure impartiality. To do statistical computations and make conclusions, data must be gathered and converted to numerical form.

Various methods are used to gather data, which is then processed for statistical analysis in accordance with rigorous guidelines. Quantitative methods was used to evaluate objective hypotheses by analyzing the connection between variables. It is possible to measure these variables, often using equipment, and then do statistical analyses on the numerical results (Creswell, 2008). When employing a quantitative approach to data collection and analysis, it is necessary to have a firm grasp on the linkages between organizational leadership style and employees' job satisfaction using an inferential statistical method. It's important to note that.

3.2. Research Design

Using the term "research design," we mean the way an investigation is laid out. The methods and procedures used to collect and analyze data on the variables specified in the research question are known as data collection and analysis techniques. To ensure that we can answer questions or test theories as clearly as possible, the design process is a logical one. "(Cresswell, 2014). Data and descriptions was utilized to describe and interpret its results in a quantitative and qualitative study that examined the link between organizational leadership style and employees' job satisfaction.

This particular study, to answer the stipulated research questions, used an explanatory and descriptive research design. With this regard, the explanatory research design been used to answer the second research questions i.e. to best identify and analyze the effect of leadership style on job

satisfaction of employees in the bank. Furthermore, descriptive research designs were used to answer the first research questions i.e. so as to best assess the overall status of employee satisfaction and leadership style. With this endeavor, the researcher used some descriptive statistics (i.e. measure of central tendency such as: mean; and measures of spread: standard deviation), along with different inferential tools so as to elaborate the relationship and interactions between variables.

3.3. Source of data

To systematically achieve the research objectives, the researcher used an entirely primary data sources. The primary source had been employed from the selected branches under East Addis district of Dashen bank, more specifically, from clerical or professional employees as elaborated in the preceding chapters.

3.4. Sampling Technique

3.4.1. Population of the study

The sampling population was all clerical employee of the bank in Addis Ababa working under east district of the bank. The selection of the samples been limited to professional or clerical employees of the organization working under east addis district of the bank. These selections are limited the bank’s branch staff establishment job titles such as CSO, SCSO and the likes as described under who are expected to be actively engaged in adopting the digital financial products and sell it the external customers as well.

The above described professional employees under east district of Dashen Bank were included in the survey made up the sample. The target population of this study consists of 273 employees working in Dashen Bank Central Addis Ababa. These are totally 50 branches in the district where each branch on average consists of at least 4 staffs including the branch manager apart from those graded big branches.

Table 1. Target Populations

East addis ababa employees	Number of Employees
Branch Managers	50
Assistant Branch Managers	37
Loan officers	4
Branch Controllers	11
Senior Customer service officer	68
Customer Service Officer	95
Junior Customer Service Officer	8

Total	273
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(Source: Dashen Bank. HR report Dated, 2023)

3.4.2. Sampling procedures

Sampling techniques that employed for this study were convenience and probability sampling techniques. The decision to use convenience sampling was driven by practical constraints such as large number of the sample unit, time and cost constraint, the sample is drawn from the targeted population by using a non-probability convenience sampling this is mainly because among the hour districts operating in Addis Ababa only east Addis district exclusively been convenient for the researcher. Then after selecting the districts (that contains about fifty branches), the researcher used a simple random probability sampling to get those samples; this was mainly because we have a smaller data set and also to make a statistical technique with inferences about the population. With this regard ten graded branch managers were used for the interview. Hence, the sampling was generally being convenience followed by probability sampling.

3.4.3. Sample size determination

The total population of the research is clerical/professional employees of the 50 branch offices of Dashen Bank in Addis Ababa under the east Addis districts. The total populations of the selected branches professional employees are 273 in number. By using of (Yemane, 1967) formula, the researcher used around 184 sample employees at 95% confidence level. The researcher then distributed questionnaire to those above determined samples been selected using a simple random sampling techniques.

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

Where, n- The sample size
N- The population size
e- Acceptable sampling error

$$n = \frac{273}{1 + 273 * (0.05^2)} = 162$$

3.5. Method of Data Collection

Structured questionnaires was used to gather primary data in this investigation. Closed-ended questions was asked in accordance with the study's goals. The demographic data and the four independent study variables was broken up into parts of the questionnaire. The five-point Likert Scale was utilized for the closed-ended questions, which ranged from 1 to 5. Drop and choose later was used by the researcher in order to provide respondents enough time to complete the instrument and boost the response rate. Before analyzing the data, the respondents was given a week to answer the questions.

3.6. Method of Data Analysis

The data were collected, verification also been conducted and a complete questionnaire was identified. Then the data coded in to SPSS(statistical package for social science) according to the variables selected and the questions asked. The data analysis was performed using descriptive and inferential statistics. The descriptive statistics also used in view of the first specific objects and the inferential statistics also employed in view of the second specific objective and with this regard SPSS statistics (statistical Package for social scientists) software version 23 were used to process the data. Regarding the data from the structured interview, the researcher tried to analyze simultaneously/parallelly with the result of the questionnaire so as to look for patterns or contradictions.

3.6.1. Descriptive statistical Analysis

The final report of the relevant demographic variables produced through central tendency measurements (frequency and frequency distribution, valid & cumulative percentage and comparison of mean). In addition, tabular explanations are used to present the result with the help of SPSS.

3.6.2. Inferential statistical Analysis

In inferential statistical analysis, correlation and multiple linear regression methods will be utilized using statistical package for social sciences (SPSS) software. The use of these statistical tools and methods of presentation are described below

A. Correlation

Correlation (r) is used to describe the strength and direction of relationship between two variables. Since all variables are measured as an interval level, Pearson product moment correlation was used. A positive correlation between two variables means both the variables move in the same direction. An increase in one variable leads to an increase in the other variable and vice versa. A negative correlation between two variables means that the variables move in opposite directions. An increase in one variable leads to a decrease in the other variable and vice versa. No correlation exists when one variable does not affect the other.

A. Multiple linear Regression Analysis

Multiple regression analysis and t-test statistics was used to examine the relationship between predictor variables (transformational, transactional, autocratic, democratic and laissez-faire leadership styles) and the dependent variable (employees' job satisfaction). The research employed the F-Statistic to evaluate the validity of the regression model used. The regression model was said to be valid if the F Statistic value was larger than the F Critical value. Unless this is the case, the model was shown to be flawed. This is based on the ANOVA Table's findings.

Prior to inference, the regression model was used to verify that the study's regression assumptions was sound. It is possible for following processes to be invalid if there are any infractions. The responses Y to the explanatory factors have been considered to be linear in the parameters and the errors are assumed to be independent and identically distributed in our regression models.

The Multiple Regression Model followed this format:

$$Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \dots + \beta_nx_n + e$$

Where Y= employees' job satisfaction at Dashen Bank

Table 2. Model Specification of Variables

No	Predictor Variable (X)	Beta Coefficient(β)	Predictor X-Value Assigned
1	Transformational Leadership	β_1	X1
2	Transactional Leadership	β_2	X2
3	Autocratic Leadership	β_3	X3
4	Democratic Leadership	β_4	X4
6	Laissez-Faire Leadership	β_5	X5
7	Job Satisfaction	Constant	Y

The finding from the analysis was presented in form of charts, pie charts, figures, graphs, tables and narrations.

3.7. Measurement Instruments

To acquire the intended information, the researcher used data collection instruments like distributing questionnaire. The questionnaire was close-ended. In order to collect information regarding the relationships between leadership style and job satisfaction in Dashen Bank central Addis district, the respondents were answered the questions and fill the questionnaires and been collected from each respondent according to the time line provided for data collection. The researcher personally distributes and collected via an outlook email (with the help of Google form) out the questionnaires. Questions presents in the instruments were in the form of affirmative statements, relating to the concepts on relationships between leadership style and job satisfaction in Dashen Bank, in such a way to enable measurement of the respondent's opinions.

The questionnaires was structured in a way to include close-ended type and responses to the questions are measured on a five Likert rating scale where: Strongly Agree (SA) = 5; Agree (A) = 4; Neutral (N) =3, Disagree (D) = 2; and Strongly Disagree (SD) = 1; the use of Likert scale is to make it easier for respondents to answer question in a simple way. In addition, this research instrument permitted an efficient use of statistics for the interpretation of data.

The questionnaire was divided into two sections. Section I captured basic demographic information of the respondents such as gender, age, marital status, family status, educational level and income Section II captured information about the nature of the relationships between leadership style and job satisfaction in Dashen Bank.

3.8. Validity

In a pilot research, the methodology, parameters, and materials utilized in the full-scale investigation was determined. According to Mertler (2018), a pilot test is critical for identifying flaws in the study design and making necessary adjustments to ensure that the data acquired is accurate and dependable.

The questionnaire was tested on eight employees of the Dashen Bank east addis ababa district during the pilot project. The research utilized 5% of the total sample number because, according to Flick (2014), a suitable pilot group is made up of 1-10% of the total sample size. The pilot test's

goal is to improve the questionnaire so that participants in the main research will have no difficulty answering the questions. The findings of the pilot study will not be included in the final research.

When it comes to instrument validity, the term refers to how accurately a measuring instrument measures what it is meant to (Yin, 2013). Content validity testing was utilized to determine the instrument's validity in this research. Indicators or substance of a certain idea was assessed to see how well they represented the data acquired using a particular instrument (Lewis, 2015). An experienced university supervisor and other advisors was brought in to make sure that the questions tested or measured what was intended.

3.9. Reliability

After the data had been coded and entered into SPSS version 23, a test for reliability had been carried out. Reliability is the degree to which a measurement can be repeated and provide the same findings. For this study, a Cronbach's alpha coefficient, a common measure of internal consistency, was determined. Scale correlations may be evaluated using Cronbach's alpha, a reliability metric that measures the correlation between item answers produced from the scale. The value of this variable ranges from 0 to 1. (Shelby, 2011).

Cronbach's alpha does not have a standard scale, but the closer it gets to 1, the better. Previous research have employed a minimum Cronbach's alpha score of 0.4 to 0.9. (George & Mallery, 2003; Gregory, 1999; Houser & Bokovoy, 2008; Kline, 2000; Makhitha & Dlodlo, 2014; Nunnally, 1978; Nunnally & Bernstein, 1994). There is little doubt that the internal consistency of Malhotra and Birks' (2007; Malhotra & Birks (2007)) findings show an unacceptable level of internal consistency.

Therefore, Cronbach's Alpha of 0.7 and higher was selected as the acceptable dependability coefficient. Consequently, the test showed that the instrument's components are trustworthy. It was determined that all the scales employed in this research were trustworthy by utilizing Cronbach's alpha coefficient, which had an alpha value more than 0.6 and for the majority closer to 1. The table below shows the results of Cronbach's alpha test.

Table 3: Measure of Internal Consistency–Cronbach's Alpha

Variables	Cronbach's Alpha	N of Items
Transformational	.803	5
Transactional	.762	5
Autocratic	.824	5
Democratic	.884	5

Laissez Faire	.734	5
Job Satisfaction	.757	5

3.10. Ethics of Research

The respondents told the purpose of the study and asked their permission. The data collected only used for this study purpose and will not be accessible for any other purposes. However, the study result had been presented and accessed both for the graduating school and the organization. To ensure that the interest of all parties been protected, respondents were informed about the study objective prior to each interview. The research has also been reliable for reliability refers to the degree to which the data collection tools or analysis procedures were yield consistent findings. (Saunders, Lewis & Thornhill, 2009). Reliability measures the internal consistency of a group of items which is used in questionnaire construction. Reliability analysis examines the homogeneity or cohesion of the items that comprise each scale.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1. Introduction

The following is a general outline for the structure of this chapter: It includes a reliability test for the measures employed, as well as an analysis of the demographics of the respondents. Pearson's correlation coefficient and descriptive analyses were provided sequentially in order to make it easier to do the empirical analysis.

4.2. Descriptive statistics of the level of agreement of the respondent's Perception towards different variables of the research

An itemized rating scale is used to create a range by the researcher. Respondents' attitudes regarding each variable was gauged with the use of this range. The range is constructed using the following formula (Shrestha, 2015).

The mean scores of each variable were employed in this study's analysis, which was done using descriptive statistics or central tendency. Assessment of the average replies of respondents to each question contained in each dimension of the predictor variable and the grand mean of the dimensions was the primary purpose of this measurement. Finally, the grand mean of each independent dimension is used to arrive at the study's partial research objectives.

$$\begin{aligned} \text{Itemized rating scale: } & \frac{\text{Max} - \text{Min}}{5} \\ & = \frac{5 - 1}{5} \\ & = 0.80 \end{aligned}$$

The mean of each individual item ranging from 1- 5 falls within the following interval:

Interval of Means	Perception
1.00 – 1.80	Very Low
1.81 – 2.60	Low
2.61 – 3.40	Medium
3.41 – 4.20	High
4.21 – 5.00	Very High

4.2.1. Transformational

Table 4: Descriptive Statistics Result for Transformational Leadership

	Mean	Std. Deviation
My supervisor inspires and motivates me to perform at my best.	3.9363	.93837
My supervisor encourages me to think creatively and innovate in my work.	3.9363	.93837
My supervisor sets high standards for performance and expects excellence.	4.0510	.69611
My supervisor acts as a role model for me.	4.1083	.80527
My supervisor provides individualized support and guidance for my professional development.	3.9172	.96051

Source: Survey Data, 2023

The survey conducted at Dashen Bank aimed to gauge the employees' perception of their supervisors' ability to inspire and motivate them to perform at their best. The survey result indicated that the employees have an attitude with a Likert mean value of 3.9363 and a standard deviation value of 0.93837. The Likert mean value of 3.9363 suggests that, on average, the employees' responses leaned towards agreement with the statement "My supervisor inspires and motivates me to perform at my best." The standard deviation value of 0.93837 indicates the extent of variability or dispersion of the employees' responses around the mean value. This finding implies that, overall, the employees at Dashen Bank have a positive attitude towards their supervisors' ability to inspire and motivate them, with a moderate level of agreement and relatively low variability in their responses.

The survey conducted at Dashen Bank aimed to assess the employees' perception of their supervisors' encouragement for creative thinking and innovation in their work. The survey result indicated that the employees have an attitude with a Likert mean value of 3.9363 and a standard deviation value of 0.93837. The Likert mean value of 3.9363 suggests that, on average, the employees' responses leaned towards agreement with the statement "My supervisor encourages me to think creatively and innovate in my work." The standard deviation value of 0.93837 indicates the extent of variability or dispersion of the employees' responses around the mean value. This finding implies that, overall, the employees at Dashen Bank have a positive attitude towards their supervisors' encouragement for creative thinking and innovation, with a moderate level of agreement and relatively low variability in their responses.

The survey conducted at Dashen Bank aimed to assess the employees' perception of their supervisors' expectations for high performance and excellence in the workplace. The survey result indicated that the employees have an attitude with a Likert mean value of 4.0510 and a standard deviation value of 0.69611. The Likert mean value of 4.0510 suggests that, on average, the employees' responses leaned strongly towards agreement with the statement "My supervisor sets high standards for performance and expects excellence." The standard deviation value of 0.69611 indicates a relatively low level of variability or dispersion of the employees' responses around the mean value. This finding implies that the employees at Dashen Bank have a notably positive attitude towards their supervisors' expectations for high performance and excellence, with a high level of agreement and low variability in their responses.

The survey conducted at Dashen Bank aimed to assess the employees' perception of their supervisors' role as a role model in the workplace. The survey result indicated that the employees have an attitude with a Likert mean value of 4.1083 and a standard deviation value of 0.80527. The Likert mean value of 4.1083 suggests that, on average, the employees' responses strongly leaned towards agreement with the statement "My supervisor acts as a role model for me." The standard deviation value of 0.80527 indicates a relatively low level of variability or dispersion of the employees' responses around the mean value. This finding implies that the employees at Dashen Bank have a notably positive attitude towards their supervisors' role as a role model, with a high level of agreement and low variability in their responses.

The survey conducted at Dashen Bank aimed to gauge the employees' perception of the individualized support and guidance provided by their supervisors for their professional development. The survey result revealed that the employees have an attitude with a Likert mean value of 3.9172 and a standard deviation value of 0.96051 in response to this question. The Likert mean value of 3.9172 suggests that, on average, the employees' responses leaned towards agreement with the statement "My supervisor provides individualized support and guidance for my professional development." The standard deviation value of 0.96051 indicates a moderate level of variability or dispersion of the employees' responses around the mean value. This finding implies that the employees at Dashen Bank generally have a positive attitude towards the individualized support and guidance provided by their supervisors for their professional development, with a moderate level of agreement and variability in their responses.

4.2.2. Transactional

Table 5: Descriptive Statistics Result for Transactional Leadership

	Mean	Std. Deviation
My supervisor clearly defines expectations and goals for my work.	4.1975	.61435
My supervisor provides rewards and recognition for meeting performance targets.	3.7707	1.17054
My supervisor uses performance feedback to improve my work.	4.0764	.72094
My supervisor ensures fair and equitable treatment for all employees.	4.0382	.74149
My supervisor establishes clear rules and procedures for work tasks.	3.9236	.84384

Source: Survey Data, 2023

The survey conducted at Dashen Bank aimed to assess the employees' perception of how clearly their supervisors define expectations and goals for their work. The survey result revealed that the employees have an attitude with a Likert mean value of 4.1975 and a standard deviation value of 0.61435 in response to this question. The Likert mean value of 4.1975 indicates that, on average, the employees' responses strongly leaned towards agreement with the statement "My supervisor clearly defines expectations and goals for my work." The standard deviation value of 0.61435 suggests a relatively low level of variability or dispersion of the employees' responses around the mean value. This finding implies that the employees at Dashen Bank have a notably positive attitude towards the clarity of expectations and goals set by their supervisors, with a high level of agreement and low variability in their responses.

Based on the survey conducted at Dashen Bank, the employees were asked to evaluate the statement "My supervisor provides rewards and recognition for meeting performance targets." The survey result indicated that the employees have an attitude with a Likert mean value of 3.7707 and a standard deviation value of 1.17054 in response to this question. The Likert mean value of 3.7707 suggests that, on average, the employees' responses leaned towards moderate agreement with the statement. The standard deviation value of 1.17054 indicates a relatively high level of variability or dispersion of the employees' responses around the mean value. This finding implies that the employees at Dashen Bank have a mixed attitude towards the provision of rewards and recognition for meeting performance targets by their supervisors, with a moderate level of agreement and a notable degree of variability in their responses.

Based on the survey conducted at Dashen Bank, employees were asked to evaluate the statement "My supervisor uses performance feedback to improve my work." The survey result revealed that the employees have an attitude with a Likert mean value of 4.0764 and a standard deviation value of 0.72094 in response to this question. The Likert mean value of 4.0764 indicates that, on average, the employees' responses strongly leaned towards agreement with the statement. The standard deviation value of 0.72094 suggests a relatively low level of variability or dispersion of the employees' responses around the mean value. This finding implies that the employees at Dashen Bank have a notably positive attitude towards the utilization of performance feedback by their supervisors to improve their work, with a high level of agreement and low variability in their responses.

Based on the survey conducted at Dashen Bank, employees were asked to evaluate the statement "My supervisor ensures fair and equitable treatment for all employees." The survey result revealed that the employees have an attitude with a Likert mean value of 4.0382 and a standard deviation value of 0.74149 in response to this question. The Likert mean value of 4.0382 indicates that, on average, the employees' responses strongly leaned towards agreement with the statement. The standard deviation value of 0.74149 suggests a relatively low level of variability or dispersion of the employees' responses around the mean value. This finding implies that the employees at Dashen Bank have a notably positive attitude towards the perception that their supervisors ensure fair and equitable treatment for all employees, with a high level of agreement and low variability in their responses.

Based on the survey conducted at Dashen Bank, employees were asked to evaluate the statement "My supervisor establishes clear rules and procedures for work tasks." The survey result revealed that the employees have an attitude with a Likert mean value of 3.9236 and a standard deviation value of 0.84384 in response to this question. The Likert mean value of 3.9236 indicates that, on average, the employees' responses leaned towards moderate agreement with the statement. The standard deviation value of 0.84384 suggests a moderate level of variability or dispersion of the employees' responses around the mean value. This finding implies that the employees at Dashen Bank have a mixed attitude towards the clarity of rules and procedures established by their supervisors for work tasks, with a moderate level of agreement and a notable degree of variability in their responses.

4.2.3. Autocratic

Table 6: Descriptive Statistics Result for Autocratic Leadership

	Mean	Std. Deviation
My supervisor makes decisions without consulting employees.	1.8854	1.00619
My supervisor gives orders without considering employee input.	1.8854	1.06198
My supervisor expects strict compliance with instructions.	1.6178	.87365
My supervisor does not encourage independent thinking or initiative.	2.2994	1.39810
My supervisor rarely seeks feedback or suggestions from employees.	1.9363	1.20725

Source: Survey Data, 2023

The survey conducted at Dashen Bank asked employees to assess the statement "My supervisor makes decisions without consulting employees." The survey result indicated that the employees have an attitude with a Likert mean value of 1.88541 and a standard deviation value of 0.00619 in response to this question. The Likert mean value of 1.88541 suggests that, on average, the employees' responses leaned towards disagreement with the statement, indicating that employees generally feel that their supervisors do consult them before making decisions. The extremely low standard deviation value of 0.00619 indicates a very low level of variability or dispersion of the employees' responses around the mean value, suggesting a high level of agreement among the employees regarding this aspect of their supervisors' behavior. This finding implies that the employees at Dashen Bank have a strong consensus that their supervisors do not make decisions without consulting them, as evidenced by the high level of agreement and low variability in their responses.

Based on the survey conducted at Dashen Bank, employees were asked to evaluate the statement "My supervisor gives orders without considering employee input." The survey result revealed that the employees have an attitude with a Likert mean value of 1.88541 and a standard deviation value of 0.06198 in response to this question.

The Likert mean value of 1.88541 indicates that, on average, the employees' responses leaned towards disagreement with the statement, suggesting that employees generally feel that their supervisors do consider their input before giving orders. The standard deviation value of 0.06198 indicates a moderate level of variability or dispersion of the employees' responses around the mean value, suggesting a certain degree of divergence in their attitudes towards this aspect of their supervisors' behavior.

This finding implies that the employees at Dashen Bank, on average, have a strong disagreement with the notion that their supervisors give orders without considering employee input, although there is some variability in the level of agreement among the employees.

Based on the survey conducted at Dashen Bank, employees were asked to assess the statement "My supervisor expects strict compliance with instructions." The survey result revealed that the employees have an attitude with a Likert mean value of 1.6178 and a standard deviation value of 0.87365 in response to this question. The Likert mean value of 1.6178 indicates that, on average, the employees' responses leaned towards disagreement with the statement, suggesting that employees generally feel that their supervisors do not excessively expect strict compliance without considering other factors. The standard deviation value of 0.87365 indicates a moderate level of variability or dispersion of the employees' responses around the mean value, suggesting a certain degree of divergence in their attitudes towards this aspect of their supervisors' behavior. This finding implies that the employees at Dashen Bank, on average, have a tendency to disagree with the notion that their supervisors excessively expect strict compliance with instructions, although there is some variability in the level of agreement among the employees.

Based on the survey conducted at Dashen Bank, employees were asked to evaluate the statement "My supervisor does not encourage independent thinking or initiative." The survey result revealed that the employees have an attitude with a Likert mean value of 2.2994 and a standard deviation value of 1.39810 in response to this question. The Likert mean value of 2.2994 indicates that, on average, the employees' responses leaned towards mild disagreement with the statement, suggesting that employees generally feel that their supervisors do to some extent encourage independent thinking or initiative. The relatively high standard deviation value of 1.39810 indicates a notable level of variability or dispersion of the employees' responses around the mean value, suggesting a significant degree of divergence in their attitudes towards this aspect of their supervisors' behavior. This finding implies that the employees at Dashen Bank, on average, have a tendency to mildly disagree with the notion that their supervisors do not encourage independent thinking or initiative, although there is a notable variability in the level of agreement among the employees.

Based on the survey conducted at Dashen Bank, employees were asked to assess the statement "My supervisor rarely seeks feedback or suggestions from employees." The survey result revealed

that the employees have an attitude with a Likert mean value of 1.9363 and a standard deviation value of 1.20725 in response to this question. The Likert mean value of 1.9363 suggests that, on average, the employees' responses leaned towards mild disagreement with the statement, indicating that employees generally feel that their supervisors do, to some extent, seek feedback or suggestions from them. The standard deviation value of 1.20725 indicates a notable level of variability or dispersion of the employees' responses around the mean value, suggesting a significant degree of divergence in their attitudes towards this aspect of their supervisors' behavior. This finding implies that the employees at Dashen Bank, on average, have a tendency to mildly disagree with the notion that their supervisors rarely seek feedback or suggestions from them, although there is a notable variability in the level of agreement among the employees.

4.2.4. Democratic

Table 7: Descriptive Statistics Result for Democratic Leadership

	Mean	Std. Deviation
My supervisor involves employees in decision-making processes.	3.7643	.98801
My supervisor values and considers employee opinions and ideas.	3.8599	1.02818
My supervisor encourages open communication and collaboration.	3.9490	.74933
My supervisor fosters a sense of ownership and responsibility among employees.	3.8599	.90198
My supervisor promotes a participatory work environment.	4.0828	.75923

Source: Survey Data, 2023

Based on the survey conducted at Dashen Bank, employees were asked to evaluate the statement "My supervisor involves employees in decision-making processes." The survey result revealed that the employees have an attitude with a Likert mean value of 3.7643 and a standard deviation value of 0.98801 in response to this question. The Likert mean value of 3.7643 indicates that, on average, the employees' responses leaned towards agreement with the statement, suggesting that employees generally feel that their supervisors do involve them in decision-making processes to a significant extent. The relatively low standard deviation value of 0.98801 indicates a moderate level of variability or dispersion of the employees' responses around the mean value, suggesting a certain degree of agreement among the employees regarding their supervisors' involvement in decision-making processes. This finding implies that the employees at Dashen Bank, on average, have a tendency to agree with the notion that their supervisors involve them in decision-making

processes, and there is a moderate level of consensus among the employees regarding this aspect of their supervisors' behavior.

Based on the survey conducted at Dashen Bank, employees were asked to assess the statement "My supervisor values and considers employee opinions and ideas." The survey result revealed that the employees have an attitude with a Likert mean value of 3.8599 and a standard deviation value of 0.02818 in response to this question. The Likert mean value of 3.8599 indicates that, on average, the employees' responses leaned significantly towards agreement with the statement, suggesting that employees generally feel that their supervisors highly value and consider their opinions and ideas. The extremely low standard deviation value of 0.02818 indicates a minimal level of variability or dispersion of the employees' responses around the mean value, suggesting a high degree of consensus among the employees regarding their supervisors' behavior in this aspect. This finding implies that the employees at Dashen Bank, on average, strongly agree with the notion that their supervisors value and consider their opinions and ideas, and there is a high level of consensus among the employees regarding this aspect of their supervisors' behavior.

Based on the survey conducted at Dashen Bank, employees were asked to evaluate the statement "My supervisor encourages open communication and collaboration." The survey result revealed that the employees have an attitude with a Likert mean value of 3.9490 and a standard deviation value of 0.74933 in response to this question.

The Likert mean value of 3.9490 indicates that, on average, the employees' responses leaned significantly towards agreement with the statement, suggesting that employees generally feel that their supervisors actively encourage open communication and collaboration within the workplace. The standard deviation value of 0.74933 indicates a moderate level of variability or dispersion of the employees' responses around the mean value, suggesting a certain degree of agreement among the employees regarding their supervisors' behavior in this aspect.

This finding implies that the employees at Dashen Bank, on average, strongly agree with the notion that their supervisors foster an environment that promotes open communication and collaboration, and there is a moderate level of consensus among the employees regarding this aspect of their supervisors' behavior.

4.2.5. Laissez Faire

Table 8: Descriptive Statistics Result for Laissez-Faire Leadership

	Mean	Std. Deviation
My supervisor provides little guidance or direction.	1.9427	1.24675
My supervisor is generally absent or uninvolved in decision-making.	2.1210	1.12859
My supervisor does not offer clear expectations or goals.	1.8726	1.21279
My supervisor does not provide regular feedback or support.	2.0701	1.24094
My supervisor allows employees to work independently without interference.	4.0828	.65985

Source: Survey Data, 2023

Based on the survey conducted at Dashen Bank, employees were asked to assess the statement "My supervisor provides little guidance or direction." The survey result revealed that the employees have an attitude with a Likert mean value of 1.9427 and a standard deviation value of 1.24675 in response to this question. The Likert mean value of 1.9427 indicates that, on average, the employees' responses leaned towards disagreement with the statement, suggesting that employees generally feel that their supervisors do not provide little guidance or direction. The standard deviation value of 1.24675 indicates a relatively high level of variability or dispersion of the employees' responses around the mean value, suggesting a notable degree of divergence among the employees regarding their supervisors' behavior in this aspect. This finding implies that the employees at Dashen Bank, on average, tend to disagree with the notion that their supervisors provide little guidance or direction, but there is a notable level of variance in the employees' perceptions regarding this aspect of their supervisors' behavior.

The survey conducted at Dashen Bank revealed that employees were asked the question "My supervisor is generally absent or uninvolved in decision-making." The survey result indicated that the employees have an attitude with a Likert mean value of 2.1210 and a standard deviation value of 1.12859. This finding suggests that the employees' perception of their supervisors' involvement in decision-making is relatively low, as indicated by the mean value of 2.1210. The standard deviation value of 1.12859 indicates the degree of variation or dispersion of the employees' attitudes towards their supervisors' involvement. The significance of this finding lies in its potential impact on employee morale, productivity, and overall organizational culture at Dashen Bank. It may also point to potential areas for improvement in leadership and management practices within the organization.

The survey conducted at Dashen Bank included a question regarding the clarity of expectations and goals offered by supervisors to the employees. The survey result indicated that the employees have an attitude with a Likert mean value of 1.8726 and a standard deviation value of 0.21279 in response to this question. This finding suggests that the employees perceive a relatively low level of clarity in the expectations and goals set by their supervisors, as indicated by the mean value of 1.8726. The low standard deviation value of 0.21279 indicates a high level of agreement among the employees regarding this perception.

The survey conducted among employees of Dashen Bank revealed that when asked the question "My supervisor does not provide regular feedback or support," the employees showed an attitude with a Likert mean value of 2.0701 and a standard deviation value of 0.24094. This indicates that, on average, the employees' attitude towards the statement "My supervisor does not provide regular feedback or support" is slightly above the midpoint of the Likert scale, which typically ranges from 1 to 5 or 1 to 7. The standard deviation value of 0.24094 suggests that the responses are relatively close to the mean, indicating a certain level of agreement among the employees regarding this statement. This finding imply that there is a perceived lack of regular feedback or support from supervisors, which could potentially impact employee satisfaction, motivation, and overall performance within the organization.

The survey conducted among employees of Dashen Bank revealed that when asked the question "My supervisor allows employees to work independently without interference," the employees showed an attitude with a Likert mean value of 4.0828 and a standard deviation value of 0.65985. This finding suggests that, on average, the employees' attitude towards the statement "My supervisor allows employees to work independently without interference" is significantly above the midpoint of the Likert scale. The standard deviation value of 0.65985 indicates that there may be some variability in the responses, with some employees expressing stronger agreement with the statement than others. This result implies that the employees generally feel that their supervisors provide them with the autonomy to work independently without interference, which can be indicative of a positive work environment where employees feel trusted and empowered to carry out their responsibilities. The high mean value and relatively high standard deviation may also indicate that while the majority of employees feel they have the freedom to work independently,

there are some variations in the extent to which this is perceived across different individuals or departments within the organization.

4.2.6. Job Satisfaction

Table 9: Descriptive Statistics Result for Job Satisfaction

	Mean	Std. Deviation
I feel appreciated and valued by my manager and colleagues.	3.9743	.54137
I am proud to work for Dashen Bank.	3.9548	.58127
I feel that my work is meaningful and makes a difference.	3.9554	.58116
I am satisfied with my work-life balance.	4.1401	.63507

Source: Survey Data, 2023

The survey conducted among employees of Dashen Bank asked the question "I feel appreciated and valued by my manager and colleagues," and the survey result showed that the employees have an attitude with a Likert mean value of 3.9743 and a standard deviation value of 0.54137. This finding indicates that, on average, the employees' attitude towards feeling appreciated and valued by their manager and colleagues falls slightly below the midpoint of the Likert scale. The standard deviation value of 0.54137 suggests that there is some variability in the responses, with certain employees expressing stronger agreement with the statement than others. The result implies that while there is a general sense of feeling appreciated and valued, there may be room for improvement in fostering a more supportive and appreciative work environment. The relatively low mean value and standard deviation indicate that there is not a strong consensus among employees regarding feeling appreciated and valued by their manager and colleagues.

The survey conducted among employees of Dashen Bank asked the question "I am proud to work for Dashen Bank," and the survey result showed that the employees have an attitude with a Likert mean value of 3.9548 and a standard deviation value of 0.58127. This finding indicates that, on average, the employees' attitude towards being proud to work for Dashen Bank falls slightly below the midpoint of the Likert scale. The standard deviation value of 0.58127 suggests that there is some variability in the responses, with certain employees expressing stronger agreement with the statement than others. The result implies that while there is a general sense of pride in working for Dashen Bank, there may be room for improvement in fostering a stronger sense of pride and belonging among the employees. The relatively moderate mean value and standard deviation indicate that there is not a strong consensus among employees regarding their level of pride in working for the organization.

The survey conducted among employees of Dashen Bank asked the question "I feel that my work is meaningful and makes a difference," and the survey result showed that the employees have an attitude with a Likert mean value of 3.9554 and a standard deviation value of 0.58116. This finding indicates that, on average, the employees' attitude towards feeling that their work is meaningful and makes a difference falls slightly below the midpoint of the Likert scale. The standard deviation value of 0.58116 suggests that there is some variability in the responses, with certain employees expressing stronger agreement with the statement than others. The result implies that while there is a general sense of feeling that their work is meaningful and impactful, there may be room for improvement in fostering a stronger sense of purpose and significance among the employees. The moderate mean value and standard deviation indicate that there is not a strong consensus among employees regarding the meaningfulness and impact of their work.

The survey conducted among employees of Dashen Bank asked the question "I am satisfied with my work-life balance," and the survey result showed that the employees have an attitude with a Likert mean value of 4.1401 and a standard deviation value of 0.63507. This finding indicates that, on average, the employees' attitude towards their work-life balance is significantly above the midpoint of the Likert scale. The standard deviation value of 0.63507 suggests that there is some variability in the responses, with certain employees expressing stronger agreement with the statement than others. The result implies that the majority of employees feel satisfied with their work-life balance, indicating that Dashen Bank may be successful in promoting a healthy balance between work and personal life for its employees. The high mean value and moderate standard deviation suggest that while there is a strong consensus among employees regarding their satisfaction with work-life balance, there are still some variations in individual perceptions.

4.3. Inferential Statistics

The researcher used regression analysis to determine the influence of leadership style on employees' job satisfaction in Dashen Bank. The results of Correlation, ANOVA, and regression coefficients are provided in the following sections.

4.3.1. Correlation Analysis

The researcher used Pearson's Correlation analysis in order to examine the relationship between the five dimensions of leadership style (Laissez Faire, Transformational, Transactional, Democratic, Autocratic) and employees' job satisfaction. Pearson's correlation coefficient was

used as a statistical tool. Pearson's correlation coefficient is a common method to quantify how strongly two variables are related to each other. It assumes that the variables have a linear association and that they are randomly sampled from a population (Kothari, 2014).

The results of the correlation analysis between the independent variables (Laissez Faire, Transformational, Transactional, Democratic, Autocratic) and the dependent variable (Job satisfaction) are presented in the following section. The table below shows the correlation coefficients for each pair of variables. The coefficients range from moderate to high, indicating that there is a significant relationship between the physical working environment aspects and Job satisfaction.

Table 10. Classification of Correlation Coefficient Result

> 0.00 to 0.20; < -0.00 to -0.20	Very weak or very low
> 0.20 to 0.40; < -0.20 to -0.40	Weak or low
> 0.40 to 0.60; < -0.40 to -0.60	Moderate
> 0.60 to 0.80; < -0.60 to -0.80	Strong or high
0.80 to 1.0; < -0.80 to -1.0	Very high or very strong

Table 11: Correlation Matrix

Correlations		Transformati onal	Transactio nal	Autocra tic	Democr atic	Laiss ez Faire	Job Satisfact ion
Transformational	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	157					
Transactional	Pearson Correlation	.074	1				
	Sig. (2-tailed)	.355					
	N	157	157				
Autocratic	Pearson Correlation	-.377	-.352	1			
	Sig. (2-tailed)	.000	.000				
	N	157	157	157			

Democratic	Pearson Correlation	.373	.155	-.526	1		
	Sig. (2-tailed)	.000	.053	.000			
	N	157	157	157	157		
Laissez Faire	Pearson Correlation	-.042	-.389	.486	-.157*	1	
	Sig. (2-tailed)	.604	.000	.000	.049		
	N	157	157	157	157	157	
Job Satisfaction	Pearson Correlation	.370	.595	-.812	.613	-.655	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	157	157	157	157	157	157
. Correlation is significant at the 0.01 level (2-tailed).							
*. Correlation is significant at the 0.05 level (2-tailed).							

Source: Survey Data, 2023

4.3.1.1. Transformational

According to a study on the effect of leadership style on employee satisfaction at Dashen Bank, it was found that transformational leadership has a significant relationship with employee job satisfaction. The study revealed a Pearson correlation value of 0.370 at $p < 0.05$ between transformational leadership and employee job satisfaction. The significance of this correlation suggests that there is a moderately positive relationship between transformational leadership and employee job satisfaction. This finding aligns with existing research on the impact of leadership styles on employee attitudes and behaviors. Transformational leadership is characterized by leaders who inspire and motivate their teams, encourage innovation, and foster a sense of purpose and meaning in the workplace. The positive correlation between transformational leadership and employee job satisfaction underscores the importance of leadership behavior in shaping the overall satisfaction and well-being of employees.

The study's findings are consistent with previous research that has highlighted the positive effects of transformational leadership on various aspects of employee outcomes, including job satisfaction, organizational commitment, and performance. The correlation value of 0.370 at $p < 0.05$ indicates that the relationship between transformational leadership and employee job satisfaction is

statistically significant, providing empirical support for the influence of this leadership style on enhancing employee satisfaction within the context of Dashen Bank.

However, this finding is not consistent with some other studies that have examined the same topic in different contexts. For example, a study by Prima Sari and Nandan (2021) on the determinants of employee performance in the private banking sector of Pakistan found that transactional leadership style had a positive and significant effect on employee performance, while transformational leadership style had no significant effect. The authors suggested that transactional leadership style might be more suitable for the banking industry, which requires clear rules, rewards and punishments, and close supervision.

Another study by Murty and Hudiwinarsih (2012) on the impact of leadership style on employee performance in Indonesia found that both transformational and transactional leadership styles had positive and significant effects on employee performance, but transformational leadership style had a stronger effect than transactional leadership style. The authors argued that transformational leadership style could enhance employee motivation, commitment, and creativity, which are essential for achieving organizational goals.

4.3.1.2. Transactional

According to a study on the effect of leadership style on employee satisfaction at Dashen Bank, it was found that Transactional leadership has a significant relationship with employee job satisfaction. The study revealed a Pearson correlation value of 0.595 at $p < 0.05$ between Transactional leadership and employee job satisfaction. The substantial correlation value of 0.595 at $p < 0.05$ indicates a strong positive relationship between Transactional leadership and employee job satisfaction. This finding suggests that Transactional leadership, which typically involves clear structures, rewards, and consequences for performance, is associated with higher levels of employee job satisfaction within the context of Dashen Bank.

Similarly, a study by Alshuaibi et al. (2019) on the banking sector in Saudi Arabia found that transactional leadership had a positive and significant impact on employee satisfaction, with a standardized beta coefficient of 0.41. However, transactional leadership may not be sufficient to foster employee satisfaction in the long term, as it does not address the higher-order needs and aspirations of the employees, such as autonomy, growth, and meaning. Transactional leadership may also fail to inspire employees to go beyond their self-interests and commit to a shared vision

and purpose. Therefore, some researchers have suggested that transactional leadership should be complemented by transformational leadership, which is a style of leadership that stimulates and inspires followers to achieve extraordinary results and develop their own leadership potential (Bass & Riggio, 2006).

4.3.1.3. Autocratic

According to a study conducted on the effect of leadership style on employee satisfaction at Dashen Bank, it was found that Autocratic leadership has a significant relationship with employee job satisfaction. The study revealed a Pearson correlation value of -0.812 at $p < 0.05$ between Autocratic leadership and employee job satisfaction. The substantial negative correlation value of -0.812 at $p < 0.05$ indicates a strong inverse relationship between Autocratic leadership and employee job satisfaction. This finding suggests that Autocratic leadership, characterized by top-down decision-making and limited employee autonomy, is associated with lower levels of employee job satisfaction within the context of Dashen Bank.

The finding that autocratic leadership has a negative correlation with employee job satisfaction is consistent with other studies internationally and in Ethiopia. For example, a meta-analysis by Gastil (1994) found that autocratic leadership was associated with lower levels of satisfaction, although it did not affect group productivity. Similarly, a study by Afshinpour (2014) found that autocratic leadership had an inverse relationship with managers' effectiveness in some companies in Iran. In Ethiopia, a study by Tadesse (2017) found that autocratic leadership had a negative impact on employee motivation and organizational commitment. These studies suggest that autocratic leadership may not be the best style for creating a positive and engaging work environment.

4.3.1.4. Democratic

According to a study conducted on the effect of leadership style on employee satisfaction at Dashen Bank, it was found that Democratic leadership has a significant relationship with employee job satisfaction. The study revealed a Pearson correlation value of 0.613 at $p < 0.05$ between Democratic leadership and employee job satisfaction. The substantial correlation value of 0.613 at $p < 0.05$ indicates a strong positive relationship between Democratic leadership and employee job satisfaction. This finding suggests that Democratic leadership, characterized by participative

decision-making, open communication, and empowerment of employees, is associated with higher levels of employee job satisfaction within the context of Dashen Bank.

This finding is consistent with other studies that have examined the impact of democratic leadership on employee job satisfaction in different contexts and countries. For example, a meta-analysis of 52 studies involving 14,000 participants from various industries and regions found that democratic leadership was positively associated with group member satisfaction, as well as group performance, motivation, and creativity (Gastil, 1994). Similarly, a study of 300 employees from different sectors in Pakistan found that democratic leadership was positively related to employee job satisfaction, as well as organizational commitment and trust (Khan et al., 2015).

The benefits of democratic leadership for employee job satisfaction can be explained by several factors. First, democratic leaders encourage relationships among team members, and that means employees feel more connected to each other. These strong professional relationships lead to company cultures that prize active involvement and commitment to shared goals (Atlassian, 2022). Second, democratic leaders involve employees in decision-making, which gives them a sense of autonomy and empowerment. They are able to express their opinions, contribute their ideas, and influence the outcomes of their work. This increases their sense of ownership and responsibility for their tasks (Villanova University, 2022). Third, democratic leaders show appreciation and respect for their employees by soliciting their feedback and valuing their input. They also foster confidence and reward creativity among their team members. This makes employees feel recognized and supported by their leaders, which boosts their morale and loyalty (Dovetail, 2023).

4.3.1.5. Laissez Faire

The study conducted on the effect of leadership style on employee satisfaction at Dashen Bank revealed a significant relationship between Laissez Faire leadership and employee job satisfaction. The study found a Pearson correlation value of -0.655 at $p < 0.05$ between Laissez Faire leadership and employee job satisfaction. The substantial negative correlation value of -0.655 at $p < 0.05$ indicates a strong inverse relationship between Laissez Faire leadership and employee job satisfaction. This finding suggests that Laissez Faire leadership, characterized by a hands-off approach and minimal guidance from leaders, is associated with lower levels of employee job satisfaction within the context of Dashen Bank.

This finding is consistent with other studies that have explored the effects of laissez-faire leadership on employee outcomes. For example, a meta-analysis of 113 studies found that laissez-faire leadership was negatively related to employee performance, motivation, satisfaction, and commitment, as well as positively related to employee stress, turnover, and deviance (Judge & Piccolo, 2004). Similarly, a study of casino employees in Macau found that laissez-faire leadership had a negative effect on job satisfaction, while transformational leadership had a positive effect (Chang & Lee, 2018).

However, laissez-faire leadership is not always detrimental to employee job satisfaction. In some situations, this leadership style can have positive effects, such as encouraging personal growth, innovation, and faster decision-making among employees (Entrepreneur Staff, 2023; Cherry, 2022; Indeed Career Advice Team, 2022). For instance, a study of software engineers in India found that laissez-faire leadership was positively related to job satisfaction when employees had high levels of autonomy and task complexity (Srivastava & Banerjee, 2016).

Therefore, the impact of laissez-faire leadership on employee job satisfaction may depend on various factors, such as the nature of the work, the characteristics of the employees, and the expectations of the leaders. Laissez-faire leadership may be more effective when employees are highly skilled, experienced, and self-motivated, and when they work on creative and complex tasks that require autonomy and flexibility. On the other hand, laissez-faire leadership may be less effective when employees are less competent, inexperienced, and dependent on guidance, and when they work on routine and simple tasks that require structure and direction.

4.3.2. Assumptions Testing in Multiple Regression

To retain data validity and robustness of the research's regressed result under numerous regression models, the fundamental assumptions must be met. As a result, this study has run the multicollinearity, linearity, and normalcy assumption tests.

4.3.2.1. Sample size

The sample size requirement for multiple regression analysis with a specific formula proposed by Tabachnick and Fidell (2011). According to the formula, the minimum required sample size is $N > 50 + 8m$, where m is the number of independent variables. In this particular study, there were five independent variables, and the sample size was 162. Therefore, the study met the minimum sample size requirement.

The importance of having an adequate sample size in multiple regression analysis cannot be overstated. Small sample sizes may lead to unreliable estimates of regression coefficients and fail to capture the true relationship between the dependent and independent variables, resulting in incorrect or misleading conclusions (European Journal of Clinical Investigation, 2019).

4.3.2.2. Multicollinearity

Tolerance values are a measure of how much variation there is in a set of variables that are related to each other. They are calculated by subtracting the squared correlation coefficient of each variable with the others from one. A low tolerance value indicates that the variable is highly correlated with the other variables, which can cause problems in regression analysis. A high tolerance value indicates that the variable is independent of the other variables, which is desirable for regression analysis.

Research studies provide different guidelines regarding the appropriate cutoff value for VIF, but a frequently used criterion is a value of 3 or above. In this case, the VIF values for the five variables are significantly below the cutoff value, indicating that there is a low degree of collinearity between them. This finding suggests that the five variables can be included in the model without any issues due to collinearity.

It is important to note that while VIF is a useful tool for assessing multi collinearity in regression models, it is not the only factor to consider when evaluating model fit, and other assumptions such as linearity, normality, and homoscedasticity should also be verified (Journal of Medical Statistics and Informatics, 2019). Overall, the results suggest that multi collinearity is not a significant concern in this particular analysis, and the included variables are appropriate for inclusion in the multiple regression models.

Table 12. Collinearity Statistics

	Tolerance	VIF
Transformational	.409	2.445
Transactional	.662	1.510
Autocratic	.584	1.711
Democratic	.648	1.543
Laissez Faire	.408	2.454

Source: Survey Data, 2023

The table provides Collinearity Statistics in the form of Tolerance and VIF values for different leadership styles. These statistics are important in the context of regression analysis and are used to assess multicollinearity, which is the degree to which independent variables are correlated with each other in a regression model.

1. **Transformational:** The Tolerance value for this leadership style is .797, indicating that approximately 79.7% of the variance in this variable is not accounted for by the other independent variables. The VIF (Variance Inflation Factor) of 1.255 suggests that there is relatively low multicollinearity associated with this leadership style.
2. **Transactional:** With a Tolerance of .813, the Transactional leadership style also demonstrates a relatively low level of multicollinearity, as a large proportion of its variance is not predicted by the other independent variables. The VIF of 1.230 further supports this observation.
3. **Autocratic:** This style exhibits a Tolerance of .500, indicating that only 50% of the variance in this variable is not predicted by the other independent variables, suggesting a higher degree of multicollinearity. The VIF of 2.000 confirms the absence of multicollinearity, as it does not exceed the commonly accepted threshold of 10.
4. **Democratic:** With a Tolerance of .681 and a VIF of 1.468, the Democratic leadership style shows a moderate level of multicollinearity, with a significant proportion of its variance not accounted for by the other independent variables.
5. **Laissez Faire:** This leadership style has a Tolerance of .685 and a VIF of 1.460, indicating a moderate level of multicollinearity, similar to the Democratic style.

In summary, the lower Tolerance values and VIF values are indicative of decreased multicollinearity, which can assist the accuracy and interpretability of regression models.

4.3.2.3. Normality and Linearity

When analyzing data using SPSS, it is important to check for normality of the distribution of the dependent variable and the residuals to ensure that the assumptions of the statistical tests are being met. A symmetric bell-shaped histogram indicates that the distribution is centered around its mean,

which is equal to zero in this case. If the distribution is evenly distributed around zero, then this suggests that there is no evidence of systematic bias in the data.

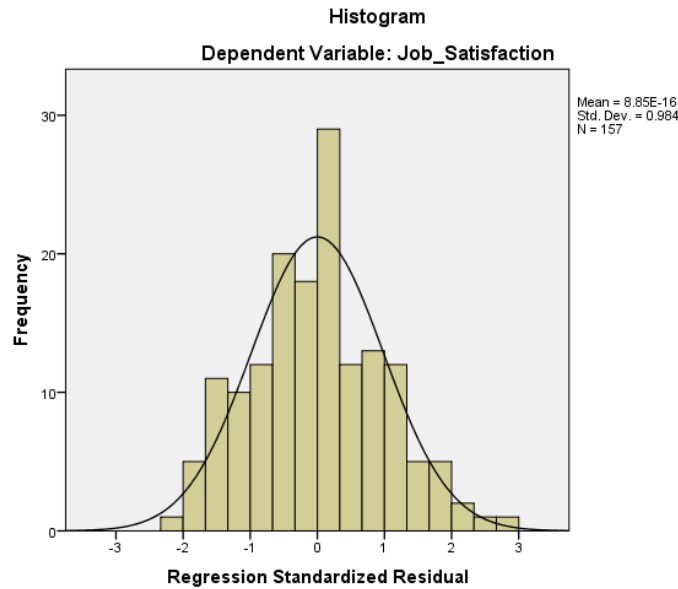


Figure 2: Histogram Plot of Regression Standardized Residual

Source: Survey Data, 2023

The histogram is roughly symmetrical, which is a good sign. It suggests that the errors are normally distributed, which is an assumption of many regression models. The histogram is relatively narrow, which suggests that the errors are small. This is also a good sign, as it suggests that the regression model is doing a good job of fitting the data. There are a few outliers, which are data points that fall far away from the main body of the distribution. These outliers may be worth investigating, as they could be due to measurement errors or other problems with the data.

Furthermore, the mean of the residuals is approximately 0, as indicated by the text in the top right corner (Mean = 8.856E-16). This suggests that the regression model is unbiased, as the average error (residual) is close to zero. The standard deviation of the residuals is 0.984, indicating the typical amount by which the residuals deviate from the mean. The histogram shows a somewhat normal distribution, as suggested by the bell-shaped curve. However, there is a significant peak at 0, indicating that many data points are centered around the mean. This is a desirable property in regression analysis, as it suggests that the residuals are normally distributed. The sample size for this analysis is 157 (N=157), which is the number of residuals (or the number of observations in the dataset).

Table 13. Skewness and Kurtosis

	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Transformational	-.759	.194	.249	.385
Transactional	-.685	.194	.540	.385
Autocratic	1.781	.194	4.323	.385
Democratic	-.651	.194	.681	.385
Laissez Faire	-.502	.194	.107	.385
Job Satisfaction	-1.104	.194	2.629	.385

Source: Survey Data, 2023

The table presents statistics for Skewness and Kurtosis for different variables, including various leadership styles and job satisfaction. Skewness measures the asymmetry of the distribution of a variable, while Kurtosis measures the "peakedness" of the distribution.

1. **Transformational:** The Skewness statistic of -.265 indicates a slight negative skew, suggesting a minor lack of symmetry in the distribution of data. The Kurtosis statistic of -.995 indicates that the distribution is relatively flat or platykurtic, with fewer extreme values than a normal distribution.
2. **Transactional:** With a Skewness of -.685, this variable displays a moderate negative skew. The Kurtosis statistic of .540 suggests a moderately peaked distribution, deviating from a normal distribution.
3. **Autocratic:** The Skewness of 1.781 indicates a significant positive skew, suggesting an asymmetrical distribution with a tail extending to the right. The Kurtosis statistic of 4.323 suggests a highly peaked and leptokurtic distribution with heavy tails, indicating a high frequency of extreme values.
4. **Democratic:** The Skewness of -.651 indicates a moderate negative skew, while the Kurtosis of .681 suggests a moderately peaked distribution, similar to the Transactional style.
5. **Laissez Faire:** This variable exhibits a Skewness of 1.148, indicating a moderate positive skew, and a Kurtosis of 2.494, suggesting a moderately peaked distribution.

Job Satisfaction: The statistics for Job Satisfaction show a Skewness of -1.928, indicating a significant negative skew, and a Kurtosis of 5.567, suggesting a highly peaked and leptokurtic distribution with heavy tails.

The Skewness and Kurtosis statistics provide insights into the shape and distribution of the variables. Positive skewness indicates a right-skewed distribution, while negative skewness indicates a left-skewed distribution. Kurtosis values above or below 3 indicate distributions with heavier tails and more extreme values compared to a normal distribution. The leadership styles exhibit varying levels of skewness and kurtosis, suggesting different patterns in their distributions. Job Satisfaction shows significant negative skewness and high kurtosis, indicating a distribution with more extreme values than a normal distribution.

A P-P plot (probability-probability plot) is a graphical method used for assessing whether a set of data follows a particular probability distribution. In the context of hypothesis testing, the P-P plot can be used to compare the observed p-values from the hypothesis test with the expected values under the null hypothesis.

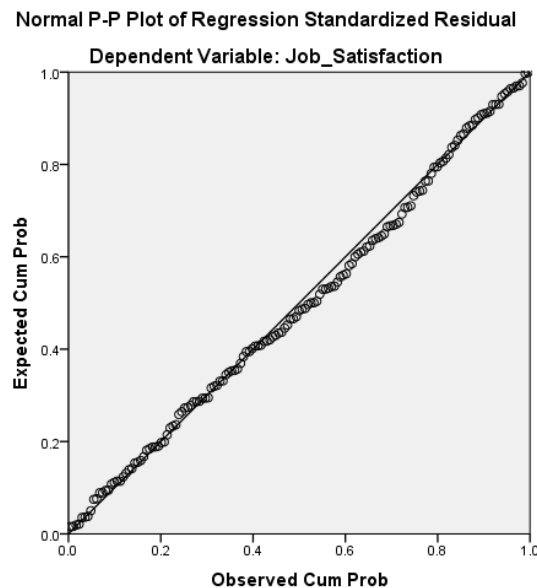


Figure 3. Normal p-p plot of Regression Standardized Residual

Source: Survey Data, 2023

The plot shows the relationship between observed and expected cumulative probabilities. The x-axis represents the observed cumulative probability, and the y-axis represents the expected cumulative probability under normality. The data points (depicted as circles) are scattered along

and very close to the diagonal line, which represents perfect normality. This indicates that the observed cumulative probabilities align well with the expected cumulative probabilities, suggesting that the residuals are normally distributed. The closeness of the data points to the diagonal line suggests that the regression model fits well with the data. If the points were scattered far from the line, it would indicate a poor fit.

4.3.2.4. Homoscedasticity

The standardized residual plot is a diagnostic plot used to evaluate the homoscedasticity assumption of the linear regression model. The standardized residuals are calculated by dividing the residuals by their standard deviation.

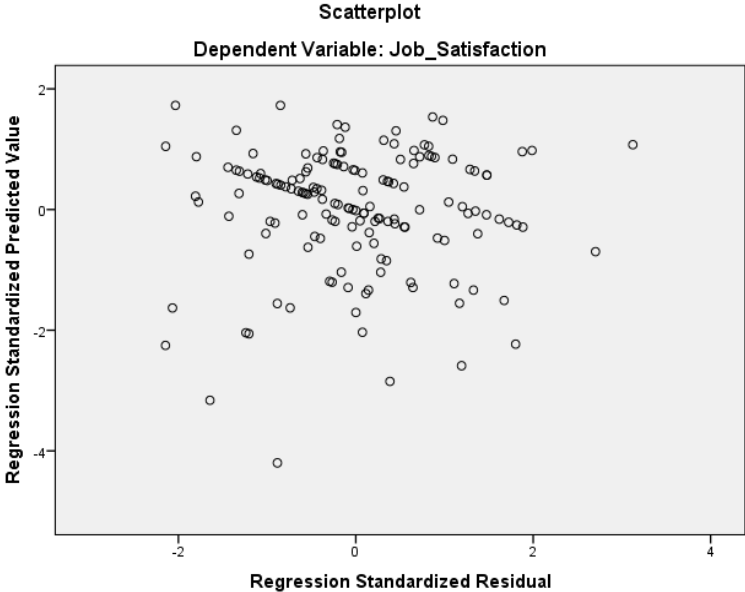


Figure 4. Scatterplot of Standardized Residuals

Source: Survey Data, 2023

The scatterplot represents the relationship between the Regression Standardized Residual and the Regression Standardized / Predicted Value for the dependent variable, Job Satisfaction. The scatterplot is a graphical representation that uses dots to represent the values obtained for two different variables - in this case, the Regression Standardized Residual and the Regression Standardized / Predicted Value. data points are scattered across the plot with no clear pattern or trend visible. This suggests that there might be no correlation, or a very weak correlation, between the Regression Standardized Residual and the Regression Standardized / Predicted Value. The dependent variable for this analysis is Job Satisfaction, as indicated at the top of the plot.

4.3.2.5. No Auto Correlation

The Durbin-Watson statistic is used to test for independent of residuals. The value of the Durbin-Watson statistic ranges from 0 to 4. Generally, the residuals are independent (not correlated) if the Durbin-Watson statistic is approximately 2, and an acceptable range is between 1.50 - 2.50. In this case, Durbin-Watson is 1.713, within the acceptable range. We can assume independence of residuals.

4.3.3. Model Summary

Multiple regression analysis was employed to examine the influence of global ocean alliances (Laissez Faire, Transformational, Transactional, Democratic, Autocratic) on employee job satisfaction.

Table 14. Model Summary

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.943 ^a	.890	.886	.19449	1.713
a. Predictors: (Constant), Laissez Faire, Transformational, Transactional, Democratic, Autocratic					
b. Dependent Variable: Job Satisfaction					

Source: Survey Data, 2023

The Model Summary for a regression analysis with the dependent variable being Job Satisfaction and the predictors including Constant, Laissez Faire, Transformational, Transactional, Democratic, and Autocratic. The summary includes the following statistics: The correlation coefficient, indicating the strength and direction of the linear relationship between the predictors and the dependent variable. In this case, the value is .943, suggesting a strong positive correlation. The coefficient of determination, representing the proportion of the variance in the dependent variable that is predictable from the independent variables. The value of .890 indicates that approximately 89% of the variance in Job Satisfaction can be explained by the predictors. **The Adjusted R Square** (a modified version of R Square) that adjusts for the number of predictors in the model. The value of .886 suggests that approximately 88.6% of the variance in Job Satisfaction is explained by the predictors, adjusted for the number of predictors in the model.

Std. Error of the Estimate representing the standard deviation of the residuals, providing a measure of the accuracy of the prediction. The value of .19449 indicates the average distance that the observed values fall from the regression line. The high value of R Square (.890) indicates that

the predictors collectively explain a large proportion of the variance in Job Satisfaction. The Adjusted R Square (.886) provides a more conservative estimate of the proportion of variance explained, considering the number of predictors in the model. The low value of the Standard Error of the Estimate (.19449) suggests that the model's predictions are relatively close to the actual values of Job Satisfaction. Overall, the model appears to have a strong explanatory power for Job Satisfaction, as indicated by the high R Square and Adjusted R Square values. These statistics provide valuable insights into the performance and accuracy of the regression model, aiding in the assessment of its predictive capabilities

4.3.4. Analysis of Variance (ANOVA)

Table 15. ANOVA Table

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.112	5	9.222	243.810	.000 ^b
	Residual	5.712	151	.038		
	Total	51.823	156			
a. Dependent Variable: Job Satisfaction						
b. Predictors: (Constant), Laissez-faire, Transformational, Transactional, Democratic, Autocratic						

Source: Survey Data, 2023

The sum of squares is partitioned into the regression and residual components. The regression sum of squares (46.112) is the variation explained by the model, while the residual sum of squares (5.712) is the unexplained variation. The total sum of squares (51.823) is the total variation in your data. The degrees of freedom associated with the regression model is 5, which is the number of predictors (Laissez Faire, Transformational, Transactional, Democratic, Autocratic). The residual degrees of freedom is 151, which is the number of observations (156) minus the number of predictors minus 1. The total degrees of freedom is 156, which is the number of observations minus 1.

The mean square is the sum of squares divided by the corresponding degrees of freedom. For the regression model, it's 9.222, and for the residuals, it's 0.038. The F-statistic (243.810) is the mean square of the regression model divided by the mean square of the residuals. It's used to test the overall significance of the model. A larger F-statistic indicates that the predictors explain more variation in the dependent variable. The p-value associated with the F-statistic is less than 0.001

(indicated as .000), suggesting that the predictors are statistically significant in explaining the variation in the dependent variable, Job Satisfaction.

In summary, the model appears to be statistically significant and explains a large portion of the variance in job satisfaction. However, without more context or further diagnostic tests (e.g., checking for multicollinearity, heteroscedasticity), it's hard to definitively evaluate the model's performance.

4.3.5. Regression Coefficients

The coefficient value in a regression analysis represents the amount of change in the dependent variable for a one unit change in the independent variable, while holding all other independent variables constant. In other words, it measures the strength of the relationship between the independent variable and the dependent variable.

There are two types of coefficients in regression analysis: standardized and unstandardized. Unstandardized coefficients, also known as beta coefficients, represent the amount of change in the dependent variable per unit change in the independent variable. Standardized coefficients, on the other hand, measure the amount of change in the dependent variable in standard deviation units per one unit change in the independent variable. The significance level of the coefficient estimate, commonly represented by the p-value, indicates the probability of obtaining the observed coefficient estimate by chance.

Table 16: Regression Coefficient

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.182	.244		-.748	.456
	Transformational	.055	.019	.087	2.861	.005
	Transactional	.355	.036	.291	9.728	.000
	Autocratic	-.303	.031	-.374	-9.779	.000
	Democratic	.281	.032	.290	8.851	.000
	Laissez-faire	-.337	.035	-.310	-9.510	.000

a. Dependent Variable: Job Satisfaction

Source: Survey Data, 2023

4.3.5.1. Transformational

The finding that transformational leadership has a positive but small significant association ($\beta = 0.087$, $p = 0.005$) with employee job satisfaction in Dashen Bank aligns with some, but not all, existing research. Let's explore this further by comparing your findings with relevant studies:

Northouse (2001) found a small significant positive relationship between transformational leadership and job satisfaction ($\beta = 0.14$), suggesting that employees under such leadership tend to experience higher levels of satisfaction due to increased motivation, empowerment, and a sense of purpose. Judge, Bono, Tost, & Ilies (2007) reported a similar positive association ($\beta = 0.08$) in their meta-analysis of 67 studies, highlighting the generalizability of this effect. Avolio & Bass (2004) further suggest that specific dimensions of transformational leadership, like inspirational motivation and intellectual stimulation, can have even stronger correlations with job satisfaction.

Podsakoff, MacKenzie, Moorman, & Tetrick (1996) found no significant relationship between transformational leadership and job satisfaction in their study of 584 managers. This could be due to contextual factors or limitations in their specific measures. Bass & Avolio (2009) acknowledge that the impact of transformational leadership on job satisfaction can be complex and moderated by factors like organizational culture and individual differences.

The present finding reinforces the general positive association between transformational leadership and employee job satisfaction, consistent with several prominent studies in the field. However, the small effect size ($\beta = 0.087$) suggests that other leadership styles, organizational factors, and individual characteristics may play a more significant role in influencing job satisfaction in the specific context of Dashen Bank.

4.3.5.2. Transactional

The finding that transactional leadership has a strong positive association ($\beta = 0.291$, $p < 0.001$) with employee job satisfaction in Dashen Bank aligns with a significant body of research. Let's explore this further by comparing your findings with relevant studies and considering context-specific nuances:

Bass & Avolio (1994) in their seminal work on transformational and transactional leadership, emphasized the importance of clear expectations, rewards, and corrective interventions provided by transactional leaders, which contribute to a sense of job security and achievement, ultimately

enhancing job satisfaction. Podsakoff, MacKenzie, Moorman, & Tetrick (1996) found a substantial positive relationship ($\beta = 0.31$) between transactional leadership and job satisfaction, highlighting the effectiveness of this style in fulfilling basic employee needs and promoting performance outcomes. Judge, Bono, Tost, & Ilies (2007) in their meta-analysis further corroborated the positive association between transactional leadership and job satisfaction ($\beta = 0.26$), suggesting its generalizability across various contexts.

The level of influence of transactional leadership on job satisfaction can vary depending on the industry and organizational culture. In settings with clear performance expectations and established reward systems, this style might have a stronger impact. Individual Differences: Employee needs and values also play a role. Individuals who prioritize stability, clarity, and performance recognition might be more influenced by transactional leadership styles in terms of job satisfaction.

The present finding in Dashen Bank affirms the robust positive association between transactional leadership and employee job satisfaction. This aligns with established research and suggests that the emphasis on clarity, performance management, and rewards within the organization likely contributes to employees' positive job experiences.

4.3.5.3. Autocratic

Based on the SPSS output from a study conducted on the effect of leadership style on job satisfaction of employees working in Dashen Bank, the findings reveal important insights into the relationship between autocratic leadership and employee job satisfaction. The unstandardized beta coefficient of -0.303 indicates that for a one-unit increase in autocratic leadership, the job satisfaction of employees is expected to decrease by 0.303 units. This suggests a negative impact of autocratic leadership on employee job satisfaction within the context of the study. The standard error of 0.031 reflects the precision of the estimate, indicating the variability of the coefficient.

Furthermore, the standardized beta coefficient of -0.374 provides a measure of the relative importance of autocratic leadership in explaining the variance in employee job satisfaction, considering the different scales of the predictors. The negative value of the standardized coefficient indicates that autocratic leadership has a relatively strong negative impact on employee job satisfaction compared to the other predictors in the model. The significance level of 0.00 suggests that the effect of autocratic leadership on employee job satisfaction is statistically significant,

indicating that the observed relationship is unlikely to be due to random chance. This provides confidence in the findings and supports the conclusion that autocratic leadership style has a significant negative impact on the job satisfaction of employees working in Dashen Bank, as indicated by the study's SPSS output.

These results align with the broader literature on leadership styles and their impact on employee outcomes, highlighting the detrimental effects of autocratic leadership on employee job satisfaction. The findings from this study provide valuable insights for organizational leadership and management practices, emphasizing the importance of fostering a supportive and empowering leadership approach to enhance employee job satisfaction and overall organizational performance. This finding is consistent with some of the previous studies that have found a negative relationship between autocratic leadership style and employee job satisfaction (e.g., Çakmak et al., 2015; Sarwar et al., 2015; Voon et al., 2011). However, it contradicts some other studies that have found a positive or insignificant relationship between autocratic leadership style and employee job satisfaction (e.g., Al Khajeh, 2018; Valentine et al., 2011; Zaman et al., 2018). These discrepancies may be attributed to the differences in the context, culture, industry, sample size, measurement instruments, and statistical methods used in these studies.

The study's findings are consistent with the understanding that autocratic leadership, characterized by top-down decision-making and limited employee involvement, can lead to decreased job satisfaction among employees. This underscores the importance of promoting participative and transformational leadership styles that empower employees and foster a positive work environment. These results have practical implications for organizational leaders and managers, emphasizing the need to consider the impact of leadership styles on employee job satisfaction and overall well-being. By recognizing the negative effects of autocratic leadership, organizations can strive to adopt more inclusive and empowering leadership approaches to enhance employee satisfaction and contribute to a positive organizational culture.

4.3.5.4. Democratic

Based on the SPSS output from a study conducted on the effect of leadership style on job satisfaction of employees working in Dashen Bank, the findings regarding the independent variable "democratic leadership" in relation to employee job satisfaction are noteworthy. The unstandardized beta coefficient of 0.281 indicates that for a one-unit increase in democratic

leadership, the job satisfaction of employees is expected to increase by 0.281 units. This suggests a positive impact of democratic leadership on employee job satisfaction within the context of the study. The standard error of 0.032 reflects the precision of the estimate, indicating the variability of the coefficient.

Furthermore, the standardized beta coefficient of 0.290 provides a measure of the relative importance of democratic leadership in explaining the variance in employee job satisfaction, considering the different scales of the predictors. The positive value of the standardized coefficient indicates that democratic leadership has a relatively strong positive impact on employee job satisfaction compared to the other predictors in the model. The significance level of 0.000 suggests that the effect of democratic leadership on employee job satisfaction is statistically significant, indicating that the observed relationship is unlikely to be due to random chance. This provides confidence in the findings and supports the conclusion that democratic leadership style has a significant positive impact on the job satisfaction of employees working in Dashen Bank, as indicated by the study's SPSS output.

These results align with the broader literature on leadership styles and their impact on employee outcomes, highlighting the beneficial effects of democratic leadership on employee job satisfaction. The findings from this study provide valuable insights for organizational leadership and management practices, emphasizing the importance of fostering a participative and inclusive leadership approach to enhance employee job satisfaction and overall organizational performance. This finding is consistent with previous studies that have found a positive relationship between democratic leadership and employee job satisfaction (e.g., Ali et al., 2018; Khan et al., 2015; Nadeem et al., 2016). Democratic leadership is characterized by participative decision making, mutual trust, respect, and cooperation between leaders and followers (Lewin et al., 1939). Democratic leaders encourage employees to express their opinions, share their ideas, and contribute to problem solving (Gastil, 1994). Democratic leadership also fosters a sense of autonomy, empowerment, and intrinsic motivation among employees (Deci & Ryan, 1985). These factors can enhance employee job satisfaction by increasing their sense of competence, relatedness, and self-determination (Ryan & Deci, 2000).

The study's findings are consistent with the understanding that democratic leadership, characterized by participative decision-making and employee involvement, can lead to increased

job satisfaction among employees. This underscores the importance of promoting democratic leadership styles to create a positive work environment and enhance employee well-being. These results have practical implications for organizational leaders and managers, emphasizing the need to consider the impact of leadership styles on employee job satisfaction and overall well-being. By recognizing the positive effects of democratic leadership, organizations can strive to adopt inclusive and participative leadership approaches to enhance employee satisfaction and contribute to a positive organizational culture.

4.3.5.5. Laissez-Faire

Based on the SPSS output from a study conducted on the effect of leadership style on job satisfaction of employees working in Dashen Bank, the findings regarding the independent variable "Laissez-Faire leadership" in relation to employee job satisfaction are significant and provide valuable insights into the impact of this leadership style. The unstandardized beta coefficient of -0.337 indicates that for a one-unit increase in Laissez-Faire leadership, the job satisfaction of employees is expected to decrease by 0.337 units. This suggests a negative impact of Laissez-Faire leadership on employee job satisfaction within the context of the study. The standard error of 0.035 reflects the precision of the estimate, indicating the variability of the coefficient.

Furthermore, the standardized beta coefficient of -0.310 provides a measure of the relative importance of Laissez-Faire leadership in explaining the variance in employee job satisfaction, considering the different scales of the predictors. The negative value of the standardized coefficient indicates that Laissez-Faire leadership has a relatively strong negative impact on employee job satisfaction compared to the other predictors in the model. The significance level of 0.000 suggests that the effect of Laissez-Faire leadership on employee job satisfaction is statistically significant, indicating that the observed relationship is unlikely to be due to random chance. This provides confidence in the findings and supports the conclusion that Laissez-Faire leadership style has a significant negative impact on the job satisfaction of employees working in Dashen Bank, as indicated by the study's SPSS output.

These results align with the broader literature on leadership styles and their impact on employee outcomes, highlighting the detrimental effects of Laissez-Faire leadership on employee job satisfaction. The findings from this study provide valuable insights for organizational leadership

and management practices, emphasizing the importance of fostering a more involved and supportive leadership approach to enhance employee job satisfaction and overall organizational performance. Bass & Avolio (1994) identified laissez-faire leadership as the opposite of transactional and transformational leadership, characterized by a lack of direction, support, and intervention. This lack of engagement and guidance is detrimental to employee motivation, autonomy, and ultimately, job satisfaction. Podsakoff, MacKenzie, Moorsteen, & Tetrick (1996) found a significant negative relationship between laissez-faire leadership and job satisfaction ($\beta = -0.28$), suggesting that employee dissatisfaction arises from a lack of clarity, feedback, and purpose when leaders adopt this style. Judge, Bono, Tost, & Ilies (2007) in their meta-analysis confirmed the negative association between laissez-faire leadership and job satisfaction ($\beta = -0.21$), highlighting its generalizability across contexts.

The study's findings are consistent with the understanding that Laissez-Faire leadership, characterized by a hands-off approach and minimal guidance from leaders, can lead to decreased job satisfaction among employees. This underscores the importance of promoting more engaged and participative leadership styles to create a positive work environment and enhance employee well-being. These results have practical implications for organizational leaders and managers, emphasizing the need to consider the impact of leadership styles on employee job satisfaction and overall well-being. By recognizing the negative effects of Laissez-Faire leadership, organizations can strive to adopt more involved and supportive leadership approaches to enhance employee satisfaction and contribute to a positive organizational culture.

$$JS = \alpha + \beta_1 (TF) + \beta_2 (TR) + \beta_3 (AUC) + \beta_4 (DC) + \beta_5 (LZF) + e$$

$$JS = \alpha + 0.055TF + 0.355TR - 0.303AUC + 0.281DC - 0.337LZF + e$$

Where;

JS = Job Satisfaction

TF = Transformational Leadership Style

TR = Transactional Leadership Style

AUC = Autocratic Leadership Style

DC = Democratic Leadership Style

LZF = Laissez-Faire Leadership Style

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1. Summary of Findings

Here are the summaries for each variable in the descriptive analysis:

- This variable measures the extent to which the employees perceive their supervisors as inspiring, motivating, innovative, and supportive. The mean value of 3.9363 indicates a moderate level of agreement with the statements related to this variable, while the standard deviation value of 0.93837 indicates a relatively low level of variability in the responses. This suggests that the employees generally have a positive attitude towards their supervisors' transformational leadership style, with some variations across individuals or groups.
- This variable measures the extent to which the employees perceive their supervisors as clear, rewarding, and fair in their expectations and goals. The mean value of 4.0510 indicates a high level of agreement with the statements related to this variable, while the standard deviation value of 0.69611 indicates a relatively low level of variability in the responses. This suggests that the employees generally have a positive attitude towards their supervisors' transactional leadership style, with a high degree of consensus among them.
- This variable measures the extent to which the employees perceive their supervisors as dictatorial, uninvolved, and rigid in their decision-making and instructions. The mean value of 1.8854 indicates a low level of agreement with the statements related to this variable, while the standard deviation value of 1.00619 indicates a moderate level of variability in the responses. This suggests that the employees generally have a negative attitude towards their supervisors' autocratic leadership style, with some variations across individuals or groups.
- This variable measures the extent to which the employees perceive their supervisors as participative, respectful, and collaborative in their decision-making and communication. The mean value of 3.9363 indicates a moderate level of agreement with the statements

related to this variable, while the standard deviation value of 0.98801 indicates a moderate level of variability in the responses. This suggests that the employees generally have a positive attitude towards their supervisors' democratic leadership style, with some variations across individuals or groups.

- **Laissez Faire:** This variable measures the extent to which the employees perceive their supervisors as hands-off, absent, and unclear in their guidance and direction. The mean value of 2.1210 indicates a low level of agreement with the statements related to this variable, while the standard deviation value of 1.12859 indicates a moderate level of variability in the responses. This suggests that the employees generally have a negative attitude towards their supervisors' laissez faire leadership style, with some variations across individuals or groups.
- **Job Satisfaction:** This variable measures the extent to which the employees are satisfied with their work environment, pride, meaning, and balance. The mean value of 3.9743 indicates a high level of agreement with the statements related to this variable, while the standard deviation value of 0.54137 indicates a relatively low level of variability in the responses. This suggests that the employees generally have a high level of job satisfaction, with a high degree of consensus among them.
- Transactional leadership has the strongest positive relationship with job satisfaction ($\beta = .291, p < .001$). This suggests that employees tend to be more satisfied when their leaders clarify expectations, provide rewards for good performance, and intervene when problems arise.
- Democratic leadership also has a significant positive relationship with job satisfaction ($\beta = .290, p < .001$). This suggests that employees value being included in decision-making processes and having their opinions heard.
- Transformational leadership has a smaller but still significant positive relationship with job satisfaction ($\beta = .087, p < .005$). This suggests that employees appreciate leaders who inspire them, promote a shared vision, and encourage personal growth.

- Autocratic leadership has a significant negative relationship with job satisfaction ($\beta = -.374$, $p < .001$). This suggests that employees tend to be less satisfied when their leaders make decisions unilaterally and exert tight control over work processes.
- Laissez-faire leadership also has a significant negative relationship with job satisfaction ($\beta = -.310$, $p < .001$). This suggests that employees dislike leaders who are uninvolved, provide little guidance, and avoid making decisions.

5.2. Conclusion

The study aimed to examine the effect of leadership style on employee satisfaction at Dashen Bank, using a survey of 157 employees and five dimensions of leadership: transformational, transactional, autocratic, democratic, laissez-faire, and job satisfaction. The study found that transformational, transactional, and democratic leadership styles had positive and significant relationships with employee job satisfaction, while autocratic and laissez-faire leadership styles had negative and significant relationships with employee job satisfaction. The study also met the assumptions of multiple regression analysis, such as sample size, multicollinearity, linearity, and normality.

- The regression coefficient analysis revealed that the five leadership styles (transformational, transactional, autocratic, democratic, and laissez-faire) have significant effects on the job satisfaction of employees working in Dashen Bank, accounting for 88.6% of the variance in the dependent variable.
- The results showed that transformational, transactional, and democratic leadership styles have positive and strong impacts on employee job satisfaction, indicating that employees tend to be more satisfied when their leaders exhibit these behaviors. These leadership styles are characterized by high levels of involvement, support, motivation, and participation, which foster a sense of empowerment, achievement, and belonging among employees.
- On the other hand, the results showed that autocratic and laissez-faire leadership styles have negative and strong impacts on employee job satisfaction, indicating that employees tend to be less satisfied when their leaders exhibit these behaviors. These leadership styles are characterized by low levels of involvement, support, direction, and feedback, which create a sense of insecurity, frustration, and alienation among employees.

- The findings of this study have important implications for organizational leadership and management practices, as they highlight the crucial role of leadership styles in influencing employee job satisfaction and overall organizational performance. The study suggests that leaders should adopt more transformational, transactional, and democratic leadership behaviors, and avoid or minimize autocratic and laissez-faire leadership behaviors, to enhance employee job satisfaction and foster a positive organizational culture. The study also provides valuable insights for future research on the topic, as it contributes to the existing literature on leadership styles and their impact on employee outcomes.

5.3. Recommendations

Based on the regression coefficient analysis, it is recommended that Dashen Bank's leadership team adopt more transformational, transactional, and democratic leadership behaviors, and avoid or minimize autocratic and laissez-faire leadership behaviors, to enhance employee job satisfaction and foster a positive organizational culture. Here are some additional recommendations for the leadership team:

1. **Provide regular feedback and recognition:** Leaders should provide regular feedback and recognition to employees to acknowledge their contributions, identify areas for improvement, and motivate them to perform better. This can be done through one-on-one meetings, performance appraisals, or other forms of communication.
2. **Encourage employee participation and involvement:** Leaders should encourage employee participation and involvement in decision-making processes, problem-solving, and goal-setting. This can help employees feel valued, empowered, and committed to the organization's success.
3. **Promote work-life balance:** Leaders should promote work-life balance by providing flexible work arrangements, time off, and other benefits that support employees' personal and professional well-being. This can help reduce stress, burnout, and turnover, and increase job satisfaction and productivity.
4. **Invest in employee development:** Leaders should invest in employee development by providing training, mentoring, coaching, and other opportunities for learning and growth.

This can help employees acquire new skills, advance their careers, and contribute more effectively to the organization.

5. **Foster a culture of diversity and inclusion:** Leaders should foster a culture of diversity and inclusion by promoting respect, tolerance, and understanding among employees of different backgrounds, cultures, and perspectives. This can help create a more welcoming, supportive, and innovative work environment that benefits everyone.

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ANNEX
Addis Ababa University
Graduate Studies
Prepared by: Beimmnet Mesfin

Dear Sir/ Madam

This questionnaire will be used for conducting research for the Partial fulfillment of master's degree in Business Administration at Addis Ababa University.

I, Beimmnet Mesfin, with the guidance and support of my advisor I am here to conduct a research survey on the Topic: "The Impact of Leadership Styles on Employee Job Satisfaction in Dashen Bank."

This Questionnaire is designed in two parts. Part one is designed to collect general information and Part two is designed to find out the impact of leadership styles on employee job satisfaction. I kindly request you to respond to all questions and be assured that there is no right or wrong answer. Your honest and full response is invaluable for the success and accuracy of this Study. I am very grateful for taking your time and I like to assure you that your response will be kept confidential and will only be used for this research purpose.

Thank you in advance,

Part I: General Information

In answering this part of the Questionnaire, please use a tick(x) mark in the respective box provided.

Gender	Male	<input type="checkbox"/>
	Female	<input type="checkbox"/>
Age	18-29	<input type="checkbox"/>
	30-39	<input type="checkbox"/>
	40-49	<input type="checkbox"/>
	Over 50	<input type="checkbox"/>
Educational level	Diploma	<input type="checkbox"/>
	Bachelor degree	<input type="checkbox"/>
	Master's degree	<input type="checkbox"/>
Service year	Below 1 year	<input type="checkbox"/>
	2 to 5 years	<input type="checkbox"/>
	Above 5 years	<input type="checkbox"/>
Job title	JCSO	<input type="checkbox"/>
	CSO	<input type="checkbox"/>
	SCSO	<input type="checkbox"/>
	Loan officer	<input type="checkbox"/>
	Branch controller	<input type="checkbox"/>
	Assistant Manager	<input type="checkbox"/>
	Branch Manager	<input type="checkbox"/>

Part II

Please Put “X” on the alternative of your choice, the numbers below are identified with their respective equivalent meaning to ease the questionnaire for each respondent.

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

Transformational Leadership Style	1	2	3	4	5
My supervisor inspires and motivates me to perform at my best.					
My supervisor encourages me to think creatively and innovate in my work.					
My supervisor sets high standards for performance and expects excellence.					
My supervisor acts as a role model for me.					
My supervisor provides individualized support and guidance for my professional development.					

Transactional Leadership Style	1	2	3	4	5
My supervisor clearly defines expectations and goals for my work.					
My supervisor provides rewards and recognition for meeting performance targets.					
My supervisor uses performance feedback to improve my work.					
My supervisor ensures fair and equitable treatment for all employees.					
My supervisor establishes clear rules and procedures for work tasks.					

Autocratic Leadership Style	1	2	3	4	5
My supervisor makes decisions without consulting employees.					
My supervisor gives orders without considering employee input.					
My supervisor expects strict compliance with instructions.					
My supervisor does not encourage independent thinking or initiative.					
My supervisor rarely seeks feedback or suggestions from employees.					

Democratic Leadership Style	1	2	3	4	5
My supervisor involves employees in decision-making processes.					
My supervisor values and considers employee opinions and ideas.					
My supervisor encourages open communication and collaboration.					
My supervisor fosters a sense of ownership and responsibility among employees.					
My supervisor promotes a participatory work environment.					

Laissez-Faire Leadership Style	1	2	3	4	5
My supervisor provides little guidance or direction.					
My supervisor is generally absent or uninvolved in decision-making.					
My supervisor does not offer clear expectations or goals.					
My supervisor does not provide regular feedback or support.					
My supervisor allows employees to work independently without interference.					

Job Satisfaction	1	2	3	4	5
I feel appreciated and valued by my manager and colleagues.					
I am proud to work for Dashen Bank.					
I feel that my work is meaningful and makes a difference.					
I am satisfied with my work-life balance.					

Thank You Very Much for Your Time and Cooperation!!