

The Effect of Leadership Styles on Employee Commitment in Case of Ethiopian Red Cross Society

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**A project work presented to in partial fulfillment of the requirements for the
Degree of Masters in Business Leadership**



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September, 2021

Declaration

I, Etaferahu Amsalu the under signed, declare that this research project is my original work and has not been presented for a degree in any other University, and that all the sources of material used for the Research Project have been duly acknowledged.

Signature _____ Date _____

Approval

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This is to Certify that the research project prepared by Etaferahu Amsalu, entitled: The relation between Leadership style and Organizational commitment of Ethiopian Red cross society submitted in partial fulfillment of the requirements for the degree of Masters of Arts in Business Leadership) complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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Certificate

It is to certify that Etaferahu Amsalu completed her project titled “The effect of Leadership Style on Employee Commitment in the case of Ethiopian Red Cross Society”. In my opinion, this project work is appropriate to be submitted as a partial fulfillment requirement for the award of Degree in Masters of Business Leadership, the work is an original effort of the candidate.

Advisor _____ Signature _____ Date _____

Acknowledgment

I would like to express my gratitude to my advisor, Dr. Solomon Markos for all of his help, support, and insightful comments during this hurried process. I am grateful for your encouraging remarks.

I'd like to express my gratitude to every one of the leaders and staff members who agreed to fill out the surveys and took the time to do so.

My husband, Tilahun Wondimu, and my daughters, Mahelet Tilahun and Rodas Tilahun, have all been supportive and encouraging.

Above all, I am grateful to my Almighty God for providing me with the health, strength, and courage to continue and complete this project.

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Abstract

The purpose of this study to examines the influence of leadership style on organizational commitment in the case of Ethiopian Red Cross society (ERCS). 50 ERCS Leaders and Employees (12 managers and 38 Employees) participated in the study from the target population of 266. All respondents Employees and Leaders rated their manager's leadership style and their Leadership styles. Based on two different instruments Bass and Avolio's (1997) multi-factor leadership questionnaire (MLQ) and Meyer and Allen's (1997) organizational commitment questionnaire (OCQ) respectively. Various descriptive Correlation and regression statistical outputs were generated by using spss version 16 and carefully analyzed to look for relationships between Leadership styles and Employee commitment. The results of this study revealed that employees understanding for their Leaders are a strong positive and significant relationship between transformational leadership and affective commitment; Transformational leadership was also found to have a significant and positive relationship with normative commitment and continuance commitment. Transactional leadership had moderate but significant positive correlation with Affective, continuance and normative commitment, and Laissez-faire results indicated a weak negative and insignificant correlation to affective commitment and normative commitment. Overall organization Leaders suggested to improve their leadership styles to play important roles in determining levels of organizational commitment (affective commitment, continuance commitment and normative commitment)and also trying to crate favorable environment for employees.

Keywords: Leadership Styles, Employees Commitment, ERCS.

Abbreviations

ERCS	Ethiopian Red crosses society
OCQ	Organizational Commitment Questionnaire
MLQ	Multifactor Leadership Questionnaire
SPSS	Statistical Package for Social Science

CHAPTER ONE

INTRODUCTION

This chapter deals about background of the study; statement of the problem; objectives of the study; significance of the study; scope of the study; limitations of the study; operational definition of key terms, and organization of the study.

1.1 Background of the study

It has become clear that organizational commitment in various research studies have important consequences for employees and organizations (Bennett and Durkin,2000) identified that absenteeism and turnover are negative consequences of a lack of commitment by employees. As suggested by (Drucker 1999), organizations are now developing into structures in which rank is not authority but responsibility and the supervisor's job not to command but rather to persuade employees.

To be effective, managers therefore need to influence their subordinates, peers and superiors in helping and encouraging them to carry out their plans and to take decisions; (Blickle, 2003). It is important that the company knows what aspects play an important role or influence the employees' commitment. (Erasmus, Van Wyk and Scheck, 2000)emphasized the need for leadership styles that promote Organizational commitment in order to implement organizational strategies successfully, to achieve their objectives, gain competitive advantage and enhance human capital. Researchers on managerial performance like Pavett and Lau have pointed out that the ability to influence others is an important component of successful management (Pavett and Lau 1983). Employees committed to achieving organizational goals are more inspired and encouraged,(Pfeiffer 1998).Leadership is one of the hardest problems in the organizational world and one of the least understood concepts. The leadership history includes several paradigm shifts and a vast collection of skills. Leadership is crucial to efficient organizational and social operation as a universal activity. Leadership itself is influential in its process. The characteristics, perceptions of the behavior and attributions and context in which the process of influencing occurs are determined for the leaders and followers. Leadership has a moral purpose of creating

an empowered supporter who can achieve moral results through morality (Hersey & Blanchard, 1984).

Leadership styles, according to (Bass & Avolio (1993), are behaviors or processes that leaders engage in or participate in to enable remarkable things to be accomplished within or by the organization. As a result, in this study, leadership in the organizational context refers to the person who is appointed by the organization to oversee the entire or sub-activities of the organization, as well as who reports to whom in the context of a work relationship. There is also considerable scientific attention given to the relationship between leadership styles and the commitment of employees. Most leadership studies have recognized a variety of leadership styles in organizations (MacDonald, Yukl, 2013). In the Current Education the most frequently used studies of organizational leadership are transformation leadership, transactional leadership and laissez-faire leadership styles. (Rukmani, Ramesh&Jayakrishnan, 2010). Similarly, employees in organization demonstrate three types of commitment (affective, normative, and continuous commitment) (Mohammed, Othman and D'Silva, 2013).

Furthermore, most studies on the relationship between leadership styles (transformational, transactional, and laissez-faire) and Organizational commitment have found that transformational, and transactional leadership styles have a positive relationship with Organizational commitment, whereas laissez-faire leadership style has a negative relationship with Organizational commitment,(Gberevbie, &Othman et al., 2013; Abasilim, Gberevbie, &Othman et al., 2013).

The research question in this study is on the relationship between the leadership styles used in the selected organization and their impact on Organizational commitment. As a result, the goal of this study is to determine the effect of Leadership style in ERCS Organizational commitment.

1.2 ERCS Background

On July 8, 1935, the Ethiopian Red Cross Society was created by government decree, and on September 25, 1935, it became the 48th member of the International Federation of Red Cross and Red Crescent Societies. The NS is a legal entity that was founded and recognized by law by the adoption of a National Charter on October 31, 1947. The Charter has been revised several

times by parliament, the most recent being in 1999. In 1935, the ERCS began providing aid to wounded soldiers, sick combatants, and civilian victims of the Italian war of aggression. Since its inception, it has provided a variety of services to communities that are vulnerable to and affected by natural and man-made disasters, including ambulance service, community-based first aid, emergency response, family reunification, essential drug program, water and sanitation, HIV/AIDS, and related services.

It also implements disaster risk reduction programs such as food security, climate change adaptation, livelihood diversification, and institutional capacity building interventions in order to build resilience in households and communities.

ERCS is guided by the Red Cross/Red Crescent Seven Fundamental Principles. Humanity, Impartiality, Neutrality, Independence, Voluntary, Unity, and Universality

1.3. Statement of the problem

Leadership styles, among other things, play a big role in an organization's ability to achieve a competitive advantage and competent human assets. Leadership styles inspire employee dedication, (Brockner and colleagues 1992). Organizational commitment, according to (Awan and Mahmoud (2009), reflects the quality of the organizational leadership. Committed personnel, according to (Pfeiffer 1998), are more driven and dedicated to meeting and exceeding organizational goals. The knowledge, experience, skills, expertise, ability to jointly innovate, and decision-making procedures of personnel are critical to the institution's sustainability. According to (Bennett and Durkin 2000), absenteeism, unhappiness, and turnover are all negative consequences of a lack of Organizational commitment.

Employees should acquire similar attitudes or assumptions about organizational and supervisor support, according to (James and Collins 2008). Because of the mutual relationship norm, this support makes the employee feel as if he or she is displaying valuable organizational attitudes (commitment). Organizational commitment, according to (Awan & Mahmoud 2009), reflects the quality of the organization's leadership. As a result, it is reasonable to believe that leadership behavior has a major impact on Employees commitment development.

However, data obtained from the institution's human resource department and informal discussions with ERCS employees show that there are issues with leadership, specifically the tools, behaviors, and capabilities that a leader needs in order to be successful at motivating and directing employees, career development opportunities, and creating good working conditions. As a result of the lack of strong leadership, followed by poor Organizational commitment, which leads to dissatisfaction at work, less commitment, and also turnover among these competent individuals, which causes disruptions in normal operations, higher costs of replacement and recruitment.

The aforementioned issue shows that better leadership and management are required to achieve Organizational commitment. Furthermore, no previous research has been done in this area. As a result, this study was done to determine the relationship between the institutional leader's leadership style (transformation, transaction, and laissez-faire) and ERCS Organizational commitment (affective, normative, and continuation). Because there has been no research on the relationship between leadership style and Organizational commitment in ERCS, this assessment will help to raise awareness by providing information on the relationship between leadership styles and Organizational commitment in order to encourage Organizational commitment to the organization.

In the course of the investigation, the following questions would be addressed:

- 1 To assess the level of Leadership Styles in Ethiopian Red Cross Society.
- 2 To identify the existing extent of Employee Commitment in Ethiopian Red Cross Society.
- 3 To examine the relationship between Leadership Styles and Employee Commitment in Ethiopian Red Cross Society.
- 4 To assess the effect of Leadership Styles on Employee Commitment in Ethiopian Red Cross Society.

1.4. Objectives of the Study

The aim of this study is to examine the effect of leadership styles on Organizational commitment of ERCS.

The specific objectives of this study are:

- To assess the level of Leadership Styles and the extent of Employee commitment in Ethiopian Red Cross Society.
- To identify the exiting extent of Employee Commitment in Ethiopian Red Cross Society.
- To examine the effect of Leadership Styles on Employee Commitment in Ethiopian Red Cross Society.

1.5. Significance of the Study

The significance of this study befalls; initially it studies the effect of leadership styles and employee commitment of ERCS because this type of study has not been previously made on these organizations. Therefore, the result of the study is important to create alertness to leaders of this aforementioned organization about the most determinant variables that can influence the commitment level of their employees.

And the findings of this study add to the wealth of knowledge in other leadership and employee commitment studies. It can be helpful for individuals who want to conduct further studies in related topics and other organizations those faces similar problems.

It is supposed that this study would have added value to the literatures on Leaders' leadership styles, especially in the Ethiopian context. Due to there were inadequate literatures done on similar institutions.

1.6 .Scope of the Study

The main concentration of this study is investigation of the effect of leadership styles on employee commitment in the case of ERCS. The data for this study is delineated to the employees and their leaders of the ERCS in Addis Ababa city only excluded Addis Ababa Branches. This study also has its part of demarcation in the sampling frame which only considered a specific part of ERCS Addis Ababa and therefore the results can't be generalized to the whole ERCS Ababa branches and ERCS branches out of Addis Ababa or to other types of organizations in Ethiopia.

1.7. Limitation of the Study

Even though the research was conducted by the structured questionnaire but ability of employees was unable to understand the contextual meaning of the questions as well as the willingness of certain respondents to provide factual information. And the study did not include other related cases other than the relationship between Leadership style (transformational, transactional, and laissez-faire) and employee commitment (affective, normative and continuous).

1.8. Organization of the Study

This paper is divided into five sections. The first chapter of the study covers the background of the study, the problem statement, the objectives of the study, the research question of the study, the significance of the study, the scope of the investigation, the limitations of the study, and the organization of the study. The second chapter discusses various theoretical, empirical, and conceptual frameworks

Research design, population and sampling, , sample design, sample size, sampling method, Data collection tools, validity and reliability test of the instrument, data analysis techniques, and dependent and independent variables of the study are all covered in Chapter 3. The fourth chapter contains data analysis and discussion of the information acquired. The overall conclusion and recommendations obtained from the research findings, as well as future research directions on the relationship between leadership style and Organizational commitment, are presented in Chapter 5.

CHAPTER TWO

LITRATURE REVIEW

Different but essential concepts frequently mentioned in this chapter which need to be defined in order to give better understanding to the subject matter. The main concepts are Leadership style and Employee Commitment.

2.1 Theoretical concepts

A leader is someone who is in charge of influencing one or more followers and directing them to attain a common organizational goal. While doing so, the leader must be aware of each of his strengths and weaknesses, as well as the areas that need to be improved (Bruce et al., 2006). To be more effective, a leader should be able to modify his leadership style dependent on the scenario, focus on assisting followers, and earn their trust and respect, (Aric Hall 2007). Since organizations are constantly fighting to be more competitive, leadership has always been a critical problem. Leadership is a critical management role that aids in maximizing efficiency and achieving organizational objectives. The literature on leadership distinguishes between two types of leadership: transformative and transactional. The transactional leader employs physical rewards (such as money and position) to drive personnel, whereas the transformational leader uses intangible rewards (such as personal growth, self-esteem, and professional ideals). The notions of transformational and transactional leadership were first proposed by (Burns 1978) in his treatment of political leadership, but the phrase is now used in organizational psychology as well. By outlining the psychological principles that underpin transformational and transactional leadership, Bass, 1985 built on Burns' 1978 study. Because commitment is a broader idea than motivation, it differs from motivation. Employees may be unsatisfied with a particular work characteristic but remain committed to the organization as a whole. According to (Amstrong 1999), it is critical that organizational principles, roles, and goals are clearly defined and communicated in order to raise commitment.

Employees who are highly motivated demonstrate organizational commitment and citizenship behavior (Grant, 2007; Koehler and Rainey, 2008). When a job is well-designed in terms of task relationships and staff reorganization, it generates happiness, motivation, and, ultimately, organizational commitment (Hackman and Oldham 1980, Grant 2007). Transformational

leadership, according to (Purvanova, Bono, and Dzieweczynski 2006), was important in development job dedication.

When a work is challenging and important, and it is well-designed, it encourages employees to behave positively towards it. According to (Akinboye 2005), positive leadership conduct aids in the creation of motivation and staff commitment. Employee turnover is reduced as a result of job satisfaction and dedication. (Lee, 1999) People are more motivated to work when time is correctly managed in the organization, as well-designed procedures generate role clarity and, ultimately, commitment (Webb, 2006).

2.2 Leadership and Leadership Style Concepts

One of the most crucial parts of management is leadership (Wehrich, et al, 2008). This is because leadership is a critical aspect that has a significant impact on the overall health of companies and nations. Through the effective leadership of Jack Welch and Lee Iacocca, firms such as General Electric and Chrysler were turned around from the brink of bankruptcy to become two of the world's most lucrative organizations, (Robbins & Coulter, 2007). On the wings of excellent leadership, great nations such as the United States of America, the United Kingdom, France, and India have become some of the most prominent nations in the world today (Wehrich et al, 2008). This is due to the fact that leaders in companies and countries are responsible for bringing ideas to execution. The practice of influencing groups to achieve goals is defined as leadership in this paper, and a leader is someone who has the ability to influence others (Robbin and Coulter, 2007). (Wehrich et al, 2008) The goal of a leader is to persuade others to achieve specific objectives. But what is the most effective method for persuading individuals to act? What methods should leaders (in this case, managers) use to influence their subordinates? What kind of leadership makes a meaningful difference in the performance of an organization? How does a great leader behave? Not just managers but also academics in the field of OB are interested in these concerns. As a result, substantial research has been conducted to examine leadership, particularly effective leadership, in order to differentiate between different leadership styles and offer organizational practice with supporting theory, on how to lead an organization Burns (1978); Bass (1985); Dirks and Ferrin (2002). Many scholars, for example, have attempted to define universal leadership traits, behaviors, or styles that define

a good leader. This however, may prove to be a difficult task, as leaders who are regarded as brilliant by some may be regarded as ineffective by others (Nathan, Leslie, Toshio & Daniel, 2011). Despite this, research on the subject is always looking for trait or style patterns that are linked to effective leadership. Contemporary study primarily focuses on the prominent notions of transformational and transactional leadership (Bass, 1999), two leadership styles that have gotten a lot of attention in recent decades. There are various definitions of leadership, but none are universal; essentially, it is a relationship in which one person controls the conduct or actions of others. Leadership and management are often used interchangeably in ordinary conversation. Management is concerned with the development, planning, and control of organizational resources, whereas leadership is concerned with aligning people to the vision's intended goals. To lead, one must be competent to manage, and the two are so intertwined (Gwavuya, 2011). Leaders utilize their power to persuade others to work toward a common objective and to improve the organization's performance.

The influence element does not imply that the leader has control or direction over the followers, but rather that the followers' behavior and actions are influenced by the leaders' own activities. Followers will generally imitate the leader's actions and behaviors, resulting in the achievement of the intended outcomes (Mat, 2008).

2.3. Leadership Theories

Diverse leadership views that leaders are different from non-leaders. Most research nowadays has changed to a situation theory from traditional trait and personalization based theories. The platform for further debate will provide an insight into leadership theories.

Great Man Theory

Great man theories assume that leadership is inherent in birth and not in making great leaders. These theories often represent leaders as heroic, fabled and predesigned if necessary. The word "great man" was used because leadership was primarily considered male leadership.

Trait Theory

The traitor assumes that people possess certain qualities or traits, similar in some ways to Great man theory, make them more leadership-friendly. Trait theories often identify specific

personalities or behavioral characteristics that leaders share. But many people have started asking this theory, and how can we explain people who do possess these qualities but are not leaders if special features are key features of leadership? Inconsistencies in the connection between leadership and effectiveness led scholars eventually to change paradigms in search of new explanations for effective leadership.

Contingency Theories

Contingency leadership theories focus on certain environmental variables, which can determine which leadership style is best suited to a particular work environment. This theory states that no single style of leadership in all situations is appropriate. A number of variables depend on success, including leadership, followers' qualities and situation characteristics (Charry, 2012). A contingency factor is therefore any condition for designing an organization or one of its parts in all the relevant environments (Naylor, 1999). Effective leadership depends on the degree of fitness between the qualities and leadership of a leader and that is required by a specific situation (Lamb, 2013)

Situational Theory

Leaders should choose the optimal course of action depending on the situational conditions or circumstances, according to situational theory. Certain leadership styles may be better suited to different sorts of decision-making. An authoritarian style of leadership, for example, would be most appropriate in a circumstance where the leader is considered to be the most knowledgeable and experienced member of the group. A democratic style may be more effective in other situations where group members are experienced professionals and expect to be observed as such.

Behavioral Theory

Leadership theories are founded on the idea that unresolved leaders are created rather than born. The behaviors of leaders are the center of this leadership paradigm, not their intellectual qualities or interior moods. People can learn to be leaders through training and observation, according to behavioral theory. A thorough comparison of authoritarian and democratic leadership styles has sparked interest in leader behavior, according to (Naylor 1999). It has been observed that under

these leadership styles, groups behave in a different manner such as autocratic leaders work autocratically however, the group members tend to express disappointment with their leadership and hostility. Democrat leaders do almost as well. However, the members of the group feel more positive and have no hostility. Most importantly, even when the leader is not present, the efforts of group members continue.

Participative Theory

Participative theories of leadership recommend that the ideal style of leadership takes into account the involvement of others. Participating leaders encourage group members and help them make their contributions to the process of decision-making relevant and committed. A manager, who does not make all decisions, uses participatory leadership to involve other people in order to increase their commitment and cooperation, leading to better quality decisions and more successful organization (Lamb, 2013).

2.4. Full Range Leadership Model (FRLM)

(Bass and Avolio's 1994; 1997) Full Range Leadership (FRL) approach covers many leading behaviors. This model describes leaders as using a broad range of leading behaviors. The kind of behaviors begins with transformational leading behaviors, to transactional behavior lead to the lowest leading laissez-faire behavior (Bass & Avolio, 1994). These styles of leadership have been described to influence individual and organizational outcomes (Bass, 1990a; Yukl & van Fleet, 1992). Organizations are likely to have cultures with both leadership styles. Recent research has shown that the leadership in transformation can employ both styles at different times or simultaneously in different quantities. Beyond what an Exchange Relationship with a purely transactional leader would expect to generate additional effort and performance from followers. The author argued that organizations maintaining an effective base for their transactional qualities should move towards a greater transformation of their cultures, (Bass & Avolio, 1993; Bass et al., 2003).

2.4.1 Transformational Leadership

One person who promotes and inspires followers to achieve extraordinary results is a transformational leader (Robbins and Coulter, 2007). It pays close attention to the needs and development of individual supporters; it changes the followers' awareness of problems by

helping them see old issues in a new way; and it can excite, stimulate, and inspire people to make additional efforts to achieve group objectives. The theory of transformational leadership is about leadership that creates positive change in followers by taking care of one another and acting in the interests of the entire group (Warri low, 2012). James Macgregor Burns introduced the concept of transformational leadership in 1978, but its utilization has expanded into organizational psychology and management with other changes by (Bass and JB Avalido Jung & Sosik, 2002).

Idealized Influence

It is a leadership quality that motivates people to look up to their leader as a role model. Charisma is a phrase that has taken the place of idealistic influence. Idealized influence instills values in individuals that inspire, make sense, and give them a feeling of purpose. Idealized influence has a motivating effect. It shapes people's perspectives on what matters in life. Charismatic leadership is linked to idealized influence (Yukl, 1999; Shamir et al., 1993).

Inspirational Motivation

A crucial part of the transformational leadership style of inspirational motivation is developing followers' consciousness, connecting them with the organization's goal and vision, and motivating others to understand and initiate to the vision. "Inspirational motivation focuses on the idea of organizational existence rather than the leader's personality" (Bass & Avolio, 2004). Rather than suffocating people, a leader with this approach encourages them to participate in the organization's goals, bringing out the best in them. Employees who wish positively and actively contribute to the organization are frustrated by the prohibition of "experimentation" and the stifling of innovation.

Leaders that adopt this method empower their staff by giving them more autonomy and equipping them with the tools they need to make decisions without supervision. Leaders that utilize this conduct set high standards for their followers, in addition to clearly conveying their vision and encourage them to grow beyond their regular conditions for personal and organizational progress (House and Shamir, 1993). Successful executives are constantly engaged with their employees, motivating, rewarding, and correcting them, as well as replacing them if they fail, so opening doors for others.

In short, inspirational motivators build a vision, establish communication, and manage difficult employees by encouraging, collaborating with, and delegating authority.

Intellectual Stimulation

Leaders who "intellectually excite followers, generate creativity, and embrace challenges as part of their job" are those who "intellectually stimulate followers, inspire innovation, and accept challenges as part of their profession." They retain emotional equilibrium while dealing with complex issues rationally. They instill similar abilities in their employees as well. They teach followers problem-solving skills for making complex decisions, demonstrating mutual agreement between leaders and personnel. "The mentoring, coaching, and morale-building strengths of customized consideration are projected in large part by the intellectual stimulation leadership approach. "This leadership approaches, including caring leadership behaviors that coach and challenge, develop organizational skills as well as character (House and Shamir, 1993).

Personal and individual attention

Leadership

The extent to which the leader is concerned about the needs of each individual follower's and acts as a mentor or coach. And he demonstrates respect for the individual's contribution to the team. This satisfies and strengthens each team member's need for self-fulfillment and self-worth, inspiring followers to strive for even greater success and growth.

2.4.2 Transactional Leadership Style

To begin, (Burns 1978) defines transactional leadership as a traditional method of managing that involves setting objectives, applying rewards and punishments, and appealing to subordinates' self-interest. This transactional style of leadership has been shown to improve performance measures (Judge & Piccolo, 2004) and is seen as a requirement for effective leadership (Bass, 1991). The leader builds a type of trade relationship with his or her subordinates that focus on achieving goals in a timely manner. This believes the employee will act in his or her own best interests, which is consistent with (Vroom's 1964) expectation theory.

According to (Bass 1985), transactional leadership is defined and measured by three dimensions: Management by exception active and management by exception passive for low performance and Contingent reward for good performance. The contingent rewards dimension refers to the extent to which a leader uses rewards to encourage satisfactory performance. When dealing with poor performance, transactional managers often use management by exception, a strategy that has both an active and passive component. The active type of management refers to actively monitoring performance and attending to the employee's failures and mistakes, whereas the passive form of management only intervenes when problems become severe. It is deemed ineffective to focus solely on passive management by exception (Bass, 1991).

Transactional leaders are defined by the three behaviors below outlined.

1. Contingent Reward: is a term that refers to a reward in exchange of something done. The goal of contingent reward leadership is to get results. This behavior emerged because humans value concrete, tangible, monetary benefits in exchange for their work. “While transactional leadership provokes compliance by appealing to individual demands and requirements, transformational leadership recognizes individual abilities and instills enthusiasm through emotional appeals, values, and belief systems.” (Avolio & Bass, 2004). Managers that use contingent are expected to provide direction to their personnel in order for the job to be completed.

In a nutshell, performance-based material rewards, direction-setting, reciprocity, and team confidence-building are all crucial signs of contingent reward.

2. Management by exception (active): is not the same as leadership relinquishment, which is defined by a laissez-faire approach. Leaders who practice management by exception (active) have a natural faith in their employees to complete the job to their satisfaction and avoid upsetting the status quo. “This sort of leadership does not motivate employees to go above and beyond expected results; but, once the objective is met, the system has worked, everyone is happy, and business as usual can resume,” says the author (Bass & Avolio, 2004). In the case of management by exception leaders, there is no a spirit of adventure or risk-taking, new perspectives, or white water strategies.

3. Exceptional Management (Passive) “It's a transactional leadership style in which leaders avoid specifying agreement and fail to set goals and standards for employees to meet. A leader sometimes waits for things to go wrong before acting” (Bass & Avolio, 2004).

2.4.3. Laissez-faire Leadership

The laissez-faire approach to leadership has been regarded as a third leadership style (Bass, 1985). This type of leadership should be regarded differently from the other two (Avolio, 1999). The absence or avoidance of leadership is what laissez-faire leadership is all about. This leader doesn't make decisions or take on duties, and he doesn't offer assistance or feedback to his followers. We assess Laissez-faire as a non-leadership style because of its negative features, and hence reject it right away.

2.5. Introduction to Organizational Commitment

The commitment has been defined and quantified in various ways for years. Indeed, the lack of agreement on how to define this term has aided in its portrayal as a multifaceted construct (Meyer, Allen, 1991). There must be a core marking it, even if there are other dimensions or forms of devotion. To figure out what the basic core is, look for commonalities among existing concepts. The psychological link or bond that binds an individual to an organization is referred to as organizational commitment. This psychological link manifests in a variety of ways.

2.6. Components of Organizational commitment

Organizational commitment is expressed in at least three general area, according (Meyer and Allen, 1991): active connection with the organization, the predicted consequences of quitting the organization, and the need to stay in the organization. Affective, continuous, and normative commitment are the three ways. The belief that commitment is a psychological condition characterized by employees' relationships with the organization and indicates a decision to continue working in it is shared by all three methods. These psychological states also have varying effects for workplace conduct.

Affective commitment

Refer to the employee's emotional attachment to the organization, its identification with the organization and involvement in its operation, namely, the agreement of objectives of the

organization and of the individual aims. Employees who are deeply committed to the organization stay because they want to. The causes of affective commitment, according to (Monday 1982), can be divided into four groups.

1. Personal qualities,
2. Organizational structure characteristic
3. Factors connected to the type of work performed, and
4. Work experience several studies have been undertaken with the goal of connecting demographic variables (age, socioeconomic position, gender, and education level) to commitment, although the degree of link is inconsistent. There are too many elements that influence the degree of dependency, such as job status, salary, and working values. Few studies have looked at the link between organizational qualities and Organizational commitment.

However, the findings show a link between affective commitment and the decentralization of decision-making and formalization of the organization's policies and processes. In addition, a substantial number of studies have been undertaken on the relationship between employee job experience and their affective commitment. Equal distribution of rewards, clarity of roles and absence of conflict, supervisor caution, justice of rewarding versus performance and challenges of the work itself, opportunity for advancement, and participation in decision-making are all work experience variables that are linked to affective commitment.

Continuance commitment

This refers to being aware of the expenses of leaving the organization. The fear of losing time and effort spent on non-transferable skills, loss of appealing rewards, waiver of privilege that comes with long years of service, and the disintegration of family and personal relationships are all potential costs of leaving the company. In the lack of alternative work options, continual commitment will grow in addition to costs associated with leaving the organizations. Employees can stay in the company due to the continual commitment.

Normative commitment

Employees who have a high level of normative commitment feel obligated to stay with the company. According to (Wiener 1982), this sense of obligation to stay in the organization can arise from the internalization of normative pressures on the individual to approach the organization itself or from organizational orientation, where influential individuals in the employee environment can apply strong pressure on the employee to feel a moral responsibility towards the organization.

However, normative commitment might emerge when an organization allows employees to be compensated in advance (for example, by paying faculty tuition fees) or reimburses considerable costs connected with providing employment (e.g. Compensation to control employees emotion" or costs associated with job training). When employees are made aware of these investments, they feel obligated to stay with the company until the debt is paid off.

2.7. Leadership Styles and Organizational commitment

The relationship between leadership styles and organizational commitment has been studied in a number of previous researches. Organizational commitment increases for employees whose management or leadership allows them to participate in decision-making (Steyrer, Schiffinger& Lang, 2008), whose leaders care about their employees' well-being (Porter, Steers, Mowday&Boulian, 1974), and whose leaders are fair and supportive (Lo et al., 2010). Researchers argue that supervision is one of the most important variables in determining Organizational commitment to their company (e.g., Usman& Nave nd leadership style. Several researchers have discovered a relation between the two factors. (Loed, 2011; Kim &Brymer, 2011). Previous research has found a relation between commitment a et al. 2010), for example, determined that supervisory leadership styles are important elements of the social context because they impact subordinates' organizational commitment in a variety of ways.(Ponnu and Tennakoon 2009) discovered that when leaders are morally upright, it has a good impact on employee organizational commitment and increases employees' faith in their leadership.

Although undertaken in various circumstances, such findings are similar to those of (Walumbwa, Orwa, Wang, and Lawler 2005b); (Walumbwa, Lawler, Avolio, Wang, and Shi 2005a); and (Steyrer, Schiffinger, and Lang (2005a) (2008). Furthermore, the participants believed that both

leadership styles are a result of the increase effect, or the degree to which transformational and transactional leadership are related.

In university libraries, (RafiqAwan and Mahmood 2010) investigated the relationship between leadership style, organizational culture, and staff commitment.

According to this finding leadership style, especially laissez-faire did not have any influence on the commitment of university libraries employee. The majority of library professionals, on the other hand, tended to be strongly dedicated to their organizations because they valued a results-oriented culture. Furthermore, (Lok and Crawford 1999) identified a negative association between Organizational commitment and performance and the leadership style element, a bureaucratic atmosphere, but (Hunt and Liesbscher 1973) discovered a positive relationship between these two variables (Lo et al. 2009) evaluated leadership styles and employees' commitment to their manufacturing industry in Malaysia.

The study was carried out to determine effective personnel management to boost an organization's productivity and accomplishments. The study discovered that a variety of variables of transactional and transformational leadership had a favorable relationship with organizational commitment, while the Transactional Leadership style appears to have a stronger impact.

The relationship between employees' organizational commitment characteristics and leadership styles was investigated by(Buinien and Kudien 2008). A transformative leadership style was found to have a favorable link with affective and normative Organizational commitments in the study. A laissez-faire leadership style, on the other hand, was found to be inversely connected with employees' affective commitment. Davenport (2010) conducted research to see if there was a link between leadership style and organizational commitment, as modified by followers' locus of control. Leadership style and locus of control were found to be important determinants of organizational commitment in the study.

The favorable impact of transformational leadership on organizational performance was constantly underlined in research findings. For example, transformational leadership has been shown to reduce employee turnover, increase organizational citizenship behavior (Dvir, Eden, Avolio, & Shamir, 2002 as quoted in Mannheim &Halamish, 2008), and boost organizational

commitment (Buinien & kudien, 2008). Similarly, (Bycio, Hackett, and Allen 1995) [as reported in Ponnu&Tennakoon, 2009] looked at how affective, continuance, and normative commitment levels were affected by transformational and transactional leadership. Transformational leadership, rather than transactional leadership, was found to be a superior predictor of affective, continuation, and normative commitment.

(Avolio, Luthans, and May 2004) identified a link between transformative leadership and organizational commitment, which is consistent with earlier research. In contrast to earlier study, they discovered that transformational leadership at the indirect senior level had a stronger positive link with employees' organizational commitment and ratings of transformational leadership from the followers' immediate supervisor.

(Simon 1994) researched the impact of transformational leadership on organizational commitment and discovered that transformational leadership has a positive relationship with normative and affective commitment, as described in (Buinien&kudien 2008). Transformational leadership, on the other hand, was found to have a negative association with continuance commitment. Organizations, according to (Bass and Avolio ,1993), have a corporate culture that is represented by leaders that adopt transactional or transformational leadership styles. Transactional culture fosters short-term engagement, while transformational culture fosters long-term commitment, according to their research. According to (Mannheim and Halamish ,2008), when transformational leadership is implemented, individuals of organizations no longer pursue self-interest, but instead seek what is best for the organization as a whole. (Brown and Dodd 2003) found a substantial association between transformational leadership qualities and affective commitment, a weaker but still strong positive correlation with normative commitment, and no relationship with continuation commitment [as quoted in Buinien&kudien, 2008].

Transactional leadership aspects were found to have a negative link with affective and normative commitments, as well as a statistically significant correlation with continuation commitment (Brown & Dodd, 1999). Organizational commitment can be influenced by management approaches.

Managers and organizations must reward and support their employees for the work that they perform, according to (Wiesenberger et al. 1990) [as cited in Avolio et al., 2004]. This perceived

support allows for higher trust in the organization. They emphasized the fact that employees who felt cared for by their company and management had not just higher levels of commitment, but were also more aware of and conscientious of their obligations, were more involved in the organization, and were more innovative.

To recap, there is a wealth of literature that describes leadership styles and Organizational commitment from a variety of perspectives, as we have seen in this chapter. Many publications also repeat the same themes and findings, which the author included to demonstrate that the findings are consistent across a variety of fields. Many studies have found a substantial relationship between leadership styles and Organizational commitment (Avolio et al., 2004; Crawford, 1999; Awan & Mahmood, 2009).

These studies were mostly conducted in business organizations; however there have been few studies on the relationship between leadership style and Organizational commitment in some Ethiopian organizations. As a result, the goal of this study is to look into the relationship between ERCS

2.8 Empirical Study Review

The researcher thoroughly examined the study conducted by different researchers at different areas of the study as part of the review of empirical researcher findings.

Temesgen (2011)

An investigation on the relationship between leadership styles and Employee commitment, the researcher's research focus was on private higher education institutions in Addis Ababa.

The goal of this study was to look at the relationship between employee commitments (affective, continuance, and normative commitment) and leadership styles (transactional, transformational, and laissez-faire). The research participants included 95 academic staff members and 20 leaders.

Separate questionnaires were used by the researchers, including the multifactor leadership questionnaire (MLQ), which has 27 components. This question was designed by Bass et al., (2003);(Avolio et al., 2004), and the organizational commitment questionnaire (OCQ) has 12 components (1990). A 5-point Likert-scale was used for one of the items. According to the findings, transformational leadership style has significant and positive relationships with

affective and continuity employee commitments, whereas transactional leadership style has only a significant and positive link with normative commitment. Employees' affective commitment is found to be significantly and negatively associated with a laissez-faire leadership style.

Bučiūnienė and Škudienė (2008)

A study of the impact of leadership styles on organizational commitment among employees in Lithuanian manufacturing firms. A total of 224 middle-level managers from five manufacturing enterprises in Lithuania took part in the survey. A total of 191 questionnaires were found to be usable.

The introduction, questions designed to identify leadership style (adapted from Bass and Avolio (1993) MLQ 5X short form), questions designed to measure employees' commitment to an organization (adapted from Meyer and Allen (1997) questionnaire), and questions designed to measure satisfaction with an immediate supervisor made up the survey questionnaire.

The researchers discovered that transformational leadership has the strongest and most significant, positive correlation with affective commitment, a slightly weaker and more significant, with continuance commitment, and a slightly weaker and more significant, positive correlation with normative commitment. Transactional leadership has a strong and significant, positive correlation with affective commitment, a slightly weak and significant, positive relation with continuance commitment, and a slightly weak and significant, positive relation with normative commitment. Laissez-faire leadership had negative relationship with affective commitment, no relationship with continuance commitment, a weak and negative relationship with normative commitment.

Betsabeh (2013)

A survey in a Malaysian Contact Center was used to investigate the relationship between leadership style and organizational commitment. In a contact center context, the researchers discovered a link between distinct leadership styles, specifically transformational and transactional, and the three components of organizational commitment (affective, continuation, and normative). A cross-sectional study of 300 employees in a contact center in Kuala Lumpur, Malaysia, was undertaken.

The questions for the MLQ and OCQ questionnaires came from Bass and Avolio (1997) and Allen and Meyer (1997), respectively, and were based on a literature review. A 5-point Likert scale was used to assess all of the items. By studying the relationship between leadership style and organizational commitment, the findings add to the body of knowledge on the study of contact centers. The finding result of transformational leadership style was considerable and favorable related with organizational commitment dimension .Affective commitment, continuation commitment, and normative commitment all have a substantial and favorable relationship with transactional leadership style. As a result, transactional leadership has the greatest impact on affective commitment.

Bagram's (2004)

Three-component model of organizational commitment, a South African modification of Meyer and Allen's (1997), had 12 components when it was established. The correlation study revealed a favorable association between transformational leadership behaviors and affective, continuation, and normative commitment, despite the fact that the relationship is not substantial.

A weak but substantial positive link exists between transactional leadership behaviors and continuing commitment, according to the correlation analysis. Transactional leadership behaviors and affective commitment, as well as transactional leadership behaviors and normative commitment, were found to have no statistically significant link. There was a weak but substantial negative link between laissez-faire leadership practices and affective commitment, according to the correlation data.

There was no statistically significant relationship between laissez-faire leadership behaviors and continuation commitment or normative commitment. This study's findings imply that transformational and transactional leadership behaviors play a significant impact in shaping levels of affective, continuance, and normative commitment. These data also show a negative link between laissez-faire leadership behavior and affective commitment.

As a result, this study offers a new dimension to the body of knowledge, assisting scholars in their efforts to better understand the relationship between leadership style and organizational commitment.

Hasbullah (2008)

Organizational commitment in Peninsular Malaysia's cooperative societies a total of 360 people were included in the study.(Ansari, 1990; Bhal & Ansari, 2000; Sinha, 1994) developed independent questions. Research of the link between leadership behavior and adopted as a metric for assessing cooperative leaders' leadership abilities. The scale was made up of Nurturant-task (10 items), participatory (10 items), and autocratic (10 items) are the three dimensions of conduct. A total of ten items Meyer and his colleagues looked at the dependent factors of employee commitment. Allen's is a (1997).There were six items in each of the three component models of employee commitment: affective (6 things), continuation (6 items), and normative (6 items). According to the findings of the study, autocratic and Nurturant Task + Participative (NTP) factors play a significant effect in determining employee commitment levels. Leaders should consider tailoring both leadership styles to their subordinate's situation. NTP was also proven to be effective in encouraging new staff to commit.

Because no other research has been done in co-operatives, this discovery may help to better understand and increase employee commitment in Malaysian co-operative societies. The findings of a regression analysis revealed conflicting outcomes in terms of leadership style.

NTP has a negative relationship with affective commitment, but autocratic leaders have no such relationship. A major connection NTP and authoritarian leaders, on the other hand, both demonstrated considerable favorable results. Employees' normative and long-term dedication yields positive results. Tenure was discovered to be very high. If the leaders adopted a high degree of NTP behavior, both new and veteran personnel would benefit. Employees with more experience had a more consistent high level of dedication, regardless of the actions of their bosses. New employee commitment, on the other hand, is entirely dependent on the leader's NTP behavior.

Keskes (2013)

The study's goal was to look into the connection between leadership styles and employee organizational commitment. The process through which the leader motivates his subordinates differs in both transformational and transactional leadership styles.

The strength of an individual's identification with and involvement in the organization is measured by organizational commitment, which is divided into three forms (affective, normative, and continuation). Relationships between leadership styles and organizational commitment were discovered in the study, demonstrating how leadership dimensions might influence employee organizational commitment. Although there is substantial evidence that transformational leadership is connected with organizational commitment in a number of organizational settings and cultures, there is still more research.

Michael & Portia (2011)

Ghana Oil Palm Development Company Limited conducted a study on the relationship between leadership style and staff commitment. Using the Full Range Leadership Development Theory and the three-component model of employee commitment, the study's major goal was to evaluate the relationship between leadership and skilled individuals' commitment in the organization. Out of a total population of 250 employees, they took a total sample of 15 leaders (managers) and 45 subordinates.

Rather than in numeric values, they presented their findings in the form of graphs. They discovered that transformational leadership style and affective commitment have a positive association, while continuation and normative commitment have a negative link. They also discovered that transactional leadership style and normative commitment have a favorable association, whereas affective and continuous commitments have a negative relationship with transactional leadership. Finally, their findings revealed a favorable correlation between laissez-faire leadership style and continuation commitment, but a negative correlation with Affective and normative commitment.

2.9 Summary of the Empirical Finding and Gap

The above empirical findings of past studies undertaken by researchers on the relationship between leadership style and employee commitment can be summarized as follows: most researchers focused on major business organizations, whereas Temesgen (2011) studied private higher educational institution.

All of the researchers except Hasbullash (2008) used the MLQ from Bass and Avolio (1997). Allen and Meyer provided the OCQ instrument (1997). All of the items were scored on a

5-point scale. Likert-scale. Betsabeh (2013) and Keskes (2013), on the other hand, adopted two different leadership approaches, transactional and transformational. Hasbullash's (2008) independent variable was also Independent variable Transformational and Transactional Leadership only was studied by Keskes (2013) and Betsabeh (2013) Laissez –faire Leadership excluded by them.

Few scholars have looked at leadership style in light of Full-Range Leadership Theory, according to the gap found by the researcher Temesgen (2011) MLQ did not include all 36 questions in his Full-Range Leadership Theory, but he also only asked 27 questions. He discussed all of the components that go into each leadership style. There are three MLQ questions in the contingent reward component, but only two questions. MBEa (management by exception active) four-questions.

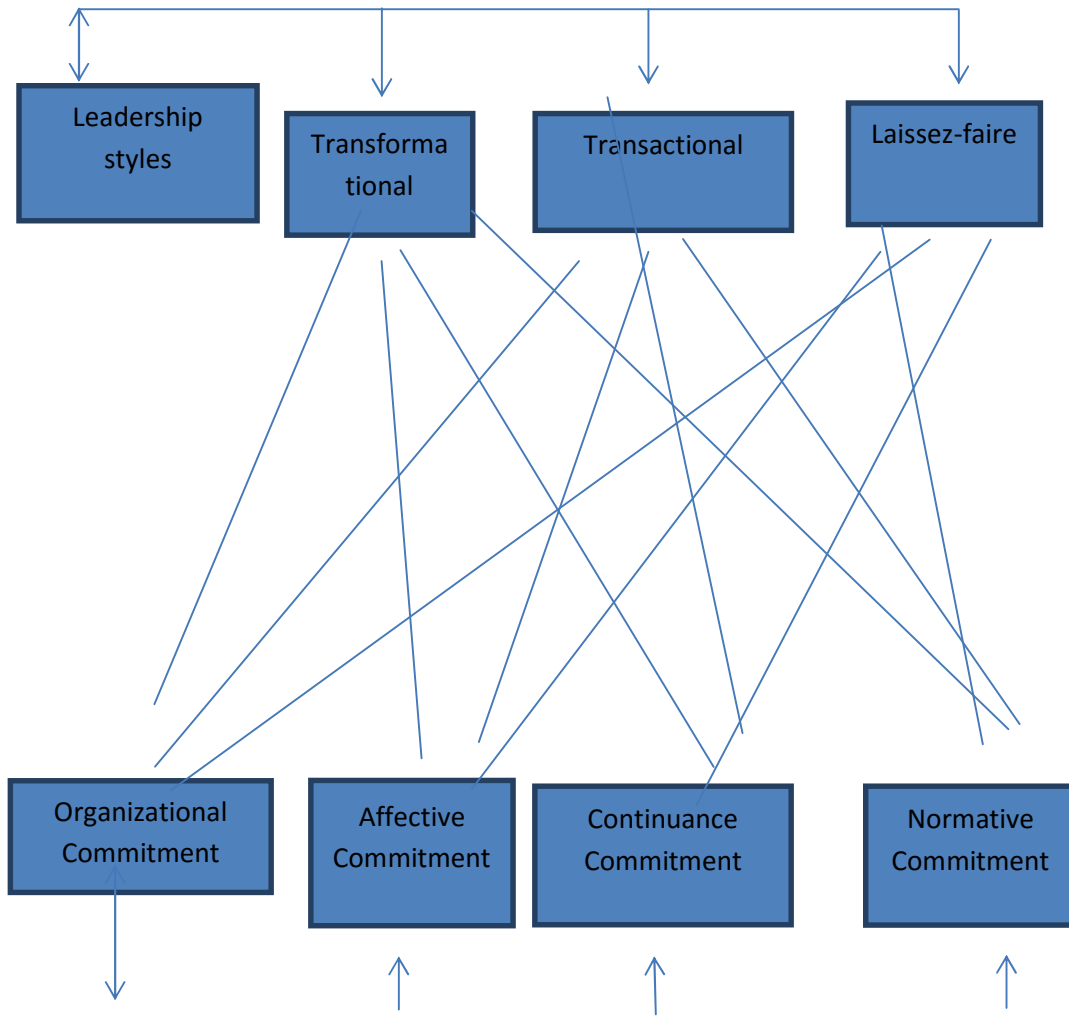
According to the researcher's understanding, there appears to be no study on the effect of Leadership style and Employee commitment on the selected organization ERCS. As a result of this gap, the researcher decided to conduct research and analyze the effect Leadership style on employee commitment at the Ethiopian Red Cross Society utilizing the complete range of leadership theory.

2.10 Conceptual Framework

The goal of the study was to see if there was an effect of leadership style on employees' organizational commitment to Ethiopian Red Cross Society. Figure 1.1 represents the proposed conceptual framework.

Figure 1.1

Leadership Style and Employee Commitment Conceptual Framework



CHAPTER THREE

RESEARCH METHODOLOGY

In this chapter Research design, population and sample, research target, population sizes, sample size determination, sample size, sampling method, research instrument, validity and reliability test of t, data analysis techniques, and dependent and independent variables of the study are all covered .

3.1 Research Design

Explanatory research was employed to undertake this research because the nature of this study lends towards correlation research with the aim to examine in-depth the relationship between leadership style and Organizational commitment practiced in the ERCS.

3.2 Research Approach

The research approach used is mixed, both quantitative and qualitative research methodological approaches. It is selected, because it allows for meaningful comparison of responses of participants.

3.3 Population and Sampling procedures

3.3.1 Population

The goal of this study is to survey ERCS employees and leaders in order to analyze the effect of leadership styles on Organizational commitment. The study's target population is 266 people (employees and leaders).

3.3.2 Sample size and sample size determination

It is evident that researching each unit of the complete population is extremely tough due to many limits and the difficulties of managing data in depth. As a result, it's critical to select a sample from which the findings may be extrapolated to the entire population, which should be a representative sample size. A representative sample is one that appropriately reflects the research population.

According to Malhotra and Peterson (2006), the higher the sampling size of a study, the more accurate the data obtained, yet this was problematic owing to many circumstances.

Due to time and financial constraints, the sample size was determined using Carballo's (1984) sample determination approach.

Table 3.1 Carballo's (1984) sample determination approach.

population size	Small	Medium	Large
51-90	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	80
501-1,200	32	80	125
1,201-3,200	50	125	200
3,201-10000	30	200	315
10001-35000	125	315	500
35001-150000	200	500	800

Source: Carballo (1984)

Therefore, based on carbalhio (1984) sample size determination method, for this study to increase the accuracy of the data, a larger sample size is selected.

3.3.3 Sample Technique

The study took place in ERCS Addis Ababa city. Carballo's (1984) sample determination approach. The technique provides pre-determined fixed number size in relation to the population under the study. Thus, according to the carballo's, 1984 sample determination method from the total 266 number of population, 50 which constitute 38 employees and 12 Employees were chosen.

3.3.4 Sample size

As requirement Employees who involved as a respondent in this study had to have worked for at least one year under the present leader, and the current leader had to have been with the organization for at least two years. After that, a proportional number of samples (workers and supervisors) were assigned to the institution's principal divisions – strata such as departments – and samples were taken at random from each division.

This was done to ensure that target groups within a population are sufficiently represented in the sample, as well as to increase efficiency by having more control over the sample composition. A large sample size was chosen for this investigation in order to maximize the accuracy of the data, according to Carvalho's (1984) sample size determination approach. Carvalho (1984) sample determination set up starting from 51-91 the target population of Leaders 35 is below the standard of sample determination, Due to this reason the researcher add the target population of Leaders and employees to get the sample size. Samples were chosen purposely 12 leaders and 38 employees selected from each stratum. Total of 50 people were chosen, including 12 leaders and 38 employees.

3.4 Data collection tools and type

Primary and secondary data were used in this study. According to Biggam (2008), primary data is information that a researcher obtains on their own about a topic. Secondary data comes from journals, books, articles, master's theses, and dissertations, while primary data came from a questionnaire. Primary data was provided by ERCS professionals and leaders. The demographic characteristics of respondents are collected in the first section of the study questionnaire, which comprises six items such as gender, age, educational qualification, occupation, stratum (group),

and service time in years. Since the data collected are qualitative and quantitative in nature, this research relies on both quantitative and qualitative data analyses.

3.4.1. Multifactor Leadership Questionnaire (MLQ)

Multifactor Leadership Questionnaire (MLQ) developed by Bass and Avolio (1997), this questionnaire consists of two parts (leaders and the employee's). MLQ is formulated from the Full Range Leadership Theory and it consists of 36 items. Idealized influence (attributed), idealized influence (behavior), inspirational motivation, individualized consideration, and intellectual stimulation are all examples of transformational leadership. Contingent reward and management-by-exception are two characteristics of transactional leadership. Management-by-exception is also divided into management-by-exception-active (MBEa) and management-by-exception-passive (MBEp). Laissez-faire leadership represent only laissez-faire. Each variable has 4 items. The MLQ comprises by 5-point Likert scale. The scale ranges from 0 to 4 as follows:

0 = not at all

1 = once in a while

2 = sometimes

3 = fairly often

4 = frequently if not always

High score shows high effectiveness of leadership style perception while low score implies low effectiveness perception in the scale.

3.4.2. Organizational Commitment Questionnaire (OCQ)

The OCQ was the second portion of the questionnaire. Bagraim (2004) discovered that his 12 item adaptation of the multi-dimensional techniques, as evidenced by Meyer and Allen's (1997) measure, was effective. The OCQ was measured in three aspects, according to Meyer and Allen (1997): affective commitment, continuance commitment, and normative commitment. The OCQ consists of 12 items, with four items for each variable. The OCQ is a 5-point Likert scale survey. The following is a scale that ranges from 0 to 4

0 = strongly disagree

1 = disagree

2 = neither agree nor disagree

3 = agree

4 = strongly agree

A high score indicates a high level of employee perception of organizational commitment, whilst a low score indicates a low level of perception on the scale.

3.5. Validity and Reliability Test

3.5.1. Reliability

Table 3. 2 MLQ's Cranach's Alpha Reliability

Subscales	Cronbach's Alpha
Idealized influence (attributes)	.830
Inspirational motivation	.819
Intellectual Stimulation	.816
Individual consideration	.816
Continent reward	.806
Management by Exception (Active)	.818
Management by Exception (passive)	.822
Laissez-Faire Leadership	.824

Table 3.3 OCQ's Cronach's reliability

subcales	Cronbach's Alpha
Affective Commitment	.844
Normative Commitment	.814
Continuance Commitment	.811
Continuance Commitment	.816

According to Bless and Higson-Smith (2000), instrument reliability is concerned with the instrument's consistency, and an instrument is said to have high reliability if it can be trusted to provide an accurate and consistent measurement of a constant value. The model's internal consistency is measured by reliability. Cronbach's alpha was used to examine the reliability of the measurements in this study.

Brett and Hayward (2005) investigated the dependability of the MLQ and found Cronbach's alpha values ranging from 0.69 to 0.79 for all subscales, while Barbara (2003) found alpha values ranging from 0.67 to 0.82 for all subscales.

Allen and Meyer (1990) described alpha values for all subscales ranging from 0.75 to 0.8, Dunham et al., 1994 found alpha values for all subscales ranging from 0.67 to 0.87, and Cohen (1996) revealed alphas for all subscales ranging from 0.65 to 0.79 as the reliability of OCQ.

According to Sekaran (2000), variable coefficients less than 0.6 are considered poor, coefficients larger than 0.6 but less than 0.8 are considered acceptable, and coefficients greater than 0.8 are considered good. The instrument's reliability was assessed using the Cronbach's alpha statistic on SPSS.

According to the Sekaran 2000, Table 3.3 shows that OCQ variables have cronbach's alpha score between 0.81 and .83 According to, Sekaran (2000) rule all variables result was above 0.8. It indicated that the Cronbach's alpha good based on the rule of Sekaran (2000).

3.5.2. Validity

An instrument's validity relates to how well it measures the specific notion it is designed to measure (Whitelaw, 2001). He claims that an instrument must be reliable before it can be valid .which implies that it must be consistently repeatable; and that once this is done, the instrument may be examined to see if it is what it claims to be. The MLQ's reliability and validity have been evaluated in a variety of scenarios (Pruijn and Boucher, 1994). The content and contemporaneous validity of the MLQ have been demonstrated by Bass (1985b), Bass and Avolio (1989), and Yammarino and Bass (1990).

The researchers at MLQ came to an agreement on the external validity of the OCQ instrument and conducted an internal consistency and validity analysis. Strong evidence for validity is found in Avolio and Bass's (1997 MLQ) and Meyer and Allen's (1997) OCQ manuals. Many research programs, doctorate dissertations, and master's theses have used MLQ and OCQ, including Brown's dissertation (2003), Hughes' dissertation (2005), Buinien and Kudien thesis (2008), Hasbullah of thesis (2008), and Saqer's thesis (2008).

3.6 Independent and Dependent Variables of the Study

The factors that are utilized to assess full range leadership theory are classified as independent variables. The MLQ contains the subscales for these variables. On the other hand, OCQ was found in three different measures of Organizational commitment dependent variables for these variables.

3.7. Methods of data analysis

Following the collection of data, the survey data was analyzed with SPSS version 16. The pertinent data was first coded, summarized, and then transferred to SPSS for analysis and presentation. The descriptive statistical results were summarized in the form of frequency and percentages, whereas descriptive statistics such as mean and standard deviations of employee responses to leadership styles and Organizational commitment scales were calculated to determine employees' perceptions of leadership styles and organizational commitment.

In order to study the relation between leadership styles and Organizational commitment characteristics, the researcher employed two-tailed Pearson correlation.

3.8 Ethical Consideration

The paper is prepared for the purpose of academic research Project entitled “The effect of Leadership Style on employee Commitment in the Case of Ethiopian Red Cross Society” .

The researcher due respect the values, needs, desires and rights of the information in the time of undertaking this research study as articulated by Moges (2006). It is highly appreciated the respondents who completed all the questionnaires to the level of his/her best knowledge. Last but not definitely the least, privacy and confidentiality of the respondents is being respected.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSION

This chapter discusses the results of the study, findings about the demographics of study respondents and analyses to answer the research questions and its interpretation.

4.1. Demographic Characteristics of Respondents

4.1.1 Response rate

Table 4.1. Respondents' response rate

Questionnaires Distributed	Questionnaires Returned	Percentage
50	50	100

Source: Own survey, 2021

As shown in table 4.1 above, about response rate, 50 questionnaires were distributed to respondents. All respondents were appropriately filled and returned. Based on this sample size (100%) the next analysis was carried out.

A total of 12 leaders participated in this study. The questionnaires were satisfactorily completed and returned by all of the leaders and Employees. From a population of 231, a sample of 38 employees B was chosen. Employee and Leader surveys were completed and returned in total. Finally, a total of 50 people were included in the sample size, which included both leaders and employees.

4.1.2. The demographic characteristics of respondents

Table 4.2: Respondents profile

No	Factors	Categories/ Characteristics	F	%
1	Sex	Male	24	48
		Female	26	52
		Total	50	
2	Age	26 to 35	12	24
		36 to 45	23	46
		46 to 55	15	30
		Total	20	100
3	Educational qualification	Diploma	7	14
		First Degree	28	56
		Masters	15	28
		Total	50	100
4	Occupation	Administrative	50	100
		Non Administrative	0	0
5	Stratum(Group)	Leader	12	24
		Employee	35	76
		Total	50	100
6	Work experience	3 to 4 Y	2	4
		5 to 6 Y	11	22
		7 and above Y	37	74
		Total	50	100

Source: Survey study (2021)

As shown in table 4.2 above, concerning gender distribution of respondents, 26 (52%) were females whereas 24 (48%) males. This shows that most of participants' in this survey were females.

According to the age of respondents, as shown in the table 4.2 above, 35(46%) were in age group of 36 to 45; this indicates that the highest number of respondents included in this age group they are above 35 it increases credibility of the survey.

The institution's entire target participants in this study were 50 valid responses (12 from leaders and 38 from employees) permanent employees and leaders. Sex, age, educational level, occupation, strata group, and service time (experience) in the institution are all factors to consider while analyzing demographic data. The data was analyzed using a simple percentage analysis.

Table 4.2 provides a summary of respondent background data. There were 24 males (48%) and 26 females (52%) among the 50 respondents. Employees accounted for 38 (76%) of the participants, with administrative workers accounting for 12 (24%) of the total. While the majority of the respondents 23(46%) were the ages of 36 to 45 and, 15 (30%) were age from 46 to 55 and the remaining 12(24%) the ages of 26 to 35.

In terms of education, 28 (56%) respondents have a bachelor's degree, 15 (30%) respondents have a master's degree, and 7 (14%) respondents have a diploma. In terms of service time or experience in the institution, the majority of 37 (74%) respondents have had between 7 and above 7 years of experience, 11 (22%) respondents have had between 5 and 6 years of experience, and the remaining 2 (4%) respondents have had between 3 to 4years of experience.

4.2. Leadership Styles and Employees commitment

For Commitment of the Organization descriptive statistics are utilized (mean and standard deviation). These strategies are used to summarize both variability that is, the spread of the numbers and the center of data. The mean of a sample, according to Sekaran (2000), is "a measure of central tendency that provides an overall picture of the data without overburdening one with each of the observations in a data set or sample." A sample's standard deviation is an indicator of the spread of a distribution or the variability in the data. The mean and standard deviation of each are calculated using these definitions.

4.2.1 Employees' Replies to Leadership Styles

Table 4.3 Employees response on leadership styles

Descriptive Statistics			
	Mean	Std. Deviation	N
Idealized Influence (Attributes)	2.42	.669	38
Idealized(behavioral)	2.39	.974	38
Inspirational Motivation	2.34	.627	38
Intellectual stimulation	1.95	.868	38
Individual Consideration	1.42	1.081	38
Transformational leadership	2.10	0.844	38
Continent Reward	2.05	.837	38
Management by Exception (Active)	1.97	.854	38
Management by Exception(passive)	1.29	.898	38
Transactional Leadership	1.77	.863	38
Laissez-Faire Leadership	1.29	.898	38

The five transformational leadership subscales, three transactional leadership subscales, and laissez-faire leadership are all described in Table 4.3. To use in following analyses, the sample's score distribution had reasonable variance and normality. The extent to which employees' perceptions of the leadership styles used in the institution are measured by these descriptive statistics. Because the goal of this study is to establish employees' perceptions of present institutional leadership styles, the sample size for all variables (leadership style and commitment) indicates that leaders' replies are excluded.

The mean values of transformational leadership subscales ranged from 2.39 to 1.95 in this study, with standard deviations ranging from 1.08 to 0.63. The mean transformational leadership subscale score is lower than Bass and Avolio's (1997) suggestion point; Bass et al., (2003) define

"optimal" levels for effective leadership. They recommend mean scores of 3.0 or higher for individualized consideration, intellectual stimulation, idealized influence (behavior), idealized influence (attribute), and inspirational motivation for the best effective leadership. However, the mean subscale scores in this study are lower than suggestion point 3.0.

The overall mean score for transformational leadership in the current study which is significantly lower than the required mean score of 3.0. Employees perceived their immediate managers as not exhibiting the ideal levels of transformational leadership behaviors, based on the mean ratings. Therefore transformational leaders in the institution need to create value inspire and establish sense of purpose among people aligning employees to the organizational mission and goal. The mean value of Transformational Leader subscales are less than the suggested mean score so the people in the organization believes their leaders did not do as they expected .

The transactional leadership mean subscale scores range from 1.97 to 1.29, with a standard deviation of 0.89 to 0.85 in Table 4.2. However, Bass and Avolio (1997) indicated a mean score of 2.0 for contingent reward, however the mean score in this study's sample data is 2.05, which is higher than the suggested mean score (2.0).

The indicated range for management-by-exception (active) was 1.0 to 2.0, while the current study's mean score was 1.97, which is already inside the range. Similarly, in this study, the mean value management-by-exception (passive) is 1.29, which is the mean score of this subscale that is higher than the advised threshold (1.0 and 0.0).

According to the mean value of contingent reward, some employees thought their leaders did a poor job of defining objectives and recognizing achievements. According to Bass and Avolio (1997), this indicates that a leader does not describe what is expected of followers, nor does he or she explain how these outcomes will not be attained, nor does that some employees believe their leaders take rapid corrective action when deviations occur.

The management-by-exception-passive results demonstrate that the majority of employees believe their supervisors do not actively monitor performance and instead wait until deviations occur before taking corrective action.

Leaders who follow this method allow the status quo to stay as long as the old ways are working; yet, if things go wrong, the leaders will take actions that are often negative in nature (Emery & Baker, 2007). According to the findings of the study, the level of this form of leadership is more prevalent in the institution according to employee perceptions

The mean values of laissez-faire leadership in Table 4.3 are 1.29, with a standard deviation of 0.89. Bass and Avolio (1997) proposed laissez-faire mean score of 1.0 to 0.0. However, the mean employee response ratings for this study were higher than the specified ranges of 1.0 and 0.0. The mean score is above the suggested range thus employees understanding for their Leaders they avoid their responsibility and did not give any support and feedback

4.3 Employees' Replies to Organizational Commitment dimension

4.3.1 Degree of Employee commitment

Table 4.4: Analysis f Level of Employee Commitment

No	Questions	Rating scale					Mean	St. dev
		0	1	2	3	4		
	Affective commitment							
1	I feel like part of the family at this organization						.53	.39
2	This organization has a great deal of personal meaning for me						.58	.36
3	I feel a strong sense of belonging to this organization						.69	.15
4	I feel emotionally attached to this organization						.73	.35
	Total Affective commitment Mean						2.53	1.25
	Normative commitment							
5	Even if it were to my advantage, I do not feel it would be right to leave my organization now						0.50	.38
6	I would violate a trust if I quit my job with this organization now						0.41	.31
7	I would feel guilty if I left my organization now						0.50	.18
8	I would not leave this organization right now because I have a sense of obligation people in it						0.22	.30

	Total Affective Commitment mean						1.63	1.17
	Continuance commitment							
9	Too much of my life would be disrupted if I decided that I wanted to leave this organization now						0.32	.42
10	I would not leave this organization right now because of what I would stand to lose						0.20	.44
11	It would be very costly for me to leave this organization right now						0.54	.30
12	For me personally, the cost of leaving this organization would be far greater than the benefit						0.60	.35
	Total Continuance Commitment mean						1.66	1.51

Key: 0 = strongly disagree; 1 = disagree, 2 = neutral; 3 = agree and 54= strongly agree

Source: Survey Result (2021).

As presented in table 4.4 above, regarding the subscale of Affective commitment of respondents Employees feel like part of the family at this organization mean score 0 .53, this organization has a great deal of personal meaning for them 0.58,who has a strong sense of belonging to this organization.69,andEmployees feel emotionally attached to this organization 0.73. The highest mean score indicates most of ERCS employees have emotionally attached with the organization and have a sense of belongingness to their organization. The average mean score of affective commitment is 2.53 and 1.24 standard deviation.

Continuance commitment subscale that Employees would be disrupted if they decided to leave this organization now mean score 0.32 .Employees who would not leave this organization right now because of they would stand to lose mean score .20 ,who would be very costly for them to leave this organization right now mean .054.Employee who believe the cost of leaving this organization would be far greater than the benefit mean score 0.60.The Aggregate mean of continuance commitment 1.66 and standard deviation 1.51. Employee who believes the cost of leaving this organization would be far greater than the benefit has highest mean score; it indicates that some employees had not need to stay in the organization. The mean score of continuance commitment employees who would not leave this organization right now because of

they would stand to lose 0.2, the mean is very small it shows that it is needed to construct a strong system of incentives, promotion, and growth in order they want to stay in the organization.

The Normative commitment subscale of organizational dimension questions mean Even if it were to my advantage, I do not feel it would be right to leave my organization now 0.50, I would violate a trust if I quit my job with this organization now .41, I would feel guilty if I left my organization now 0.50 and I would not leave this organization right now because I have a sense of obligation people in it 0.22.

According to Table 4.4 the mean score of Employees who do not feel if they leave the organization now and they feel to leave now are equal mean score . It indicates leaders in this institution needs additional efforts to made employees feel sense of obligation to serve their organization by giving chance of learning, trainings and other benefits .

4.4 Employees' Perception to Organizational Commitment dimension

Table 4.5: Organizational Commitment

Items	Mean	Std. Deviation	N
Affective Commitment	2.53	1.246	38
Normative Commitment	1.63	1.172	38
Continuance Commitment	1.66	1.512	38

The mean value and standard deviations of the employees' commitment to their institution are shown in Table 4.5. Affective commitment had a mean score of 2.53 and a standard deviation of 1.24, normative commitment had a mean score of 1.63 and a standard deviation of 1.17, and continuation commitment had a mean score of 1.66 and a standard deviation of 1.17 in this study. Respondents ranked the scales as follows: affective commitment has a score of 2.53 and 1.24, continuance commitment has a score of 1.66 and 1.17, and normative commitment has a score of 1.63 and 1.17.

Allen and Meyer (1990) provide little information about average, needed, ideal, or expected mean values for emotional, continuation, and normative commitment respectively. Instead, they and other researchers (Allen & Meyer, 1996; Dunham et al., 1994) looked at whether there was a positive or negative link between the various levels of organizational commitment and the assessed results. The findings of this study show that the pattern for mean scores is consistent with the previous ones, with affective commitment scoring highest, followed by continuation commitment, and normative commitment scoring lowest. This suggests that some employees have a strong affective connection to their organizations and regard themselves to be members of the organization.

4.5. The Correlation between Leadership Styles and Organizational commitment

Table 4.6 Pearson correlation matrix between leadership style and Organizational commitment

Employees commitment	Leadership styles	Transformational leadership style	Transactional leadership style	Laissez-faire leadership style
Affective commitment		0.842**	0.689**	-0.124
Continuance Commitment		0.846**	0.686**	-0.115
Normative Commitment		0.843**	0.684**	-0.102
Total Organizational commitment		0.845	0.690	-0.175

N=38

*. Correlation is significant at the $p < 0.05$ level.

**. Correlation is significant at the $p < 0.01$ level.

Correlation analysis is discussed in this section in respect to each research issue. Using two-tailed Pearson correlation analysis, the relationship between leadership styles and Organizational commitment was explored. This yielded correlation coefficients, which indicated the relationship's strength and direction. The p-value also indicated the likelihood of a significant

link. Devore and Peck (1993) presented the following guidelines for evaluating the derived correlation coefficients: A weak association is represented by a coefficient less than 0.5, a moderate link by a coefficient larger than 0.5 but less than 0.8, and a strong relationship by a coefficient greater than 0.8 represents a strong relationship.

4.5.1 Correlations between Transformational Leadership Style and Organizational commitment dimension.

Table 4.6 shows that transformational leadership has a strong and statistically significant positive link with affective commitment ($r = 0.842$, $p < 0.01$) This result demonstrates that transformational leadership behaviors such as developing trust, inspiring a common vision, promoting creativity, prioritizing development, and acknowledging accomplishments are associated to Organizational commitment in a favorable way. Transformational leadership, according to Avolio and Yammering (2002), is the development of a relationship of mutual needs, aspirations, and value in which the leader searches for potential motives, work with followers to achieve a common goal, and focuses on institutional goals rather than personal agendas.

The study reveals that these leadership practices are positively associated to how employees feel about wanting to stay with the institution in terms of affective commitment. Increased productivity, staff stability, lower absenteeism rate, job happiness, and organizational citizenship are all results of affective commitment. Because transformational leadership and Affective commitment are the most researched dimensions, is already the most popular and important in organizational literature. Affective commitment is especially important because meta-analytical studies show that it has the greatest positive impact on measures of organizational performance (Allen & Meyer, 1996; Riketta, 2002)

There is no literature that presents contradictory results, and all reviewed literature finds significant positive correlations, indicating that transformational leadership does, as expected, increase affective feelings of commitment. Table 4.6 shows the results. The relationship between transformational leadership and normative commitment is strong, substantial and positive ($r=0.843$, $P < 0.01$).

According to the findings, the use of transformational leadership style behaviors has a considerable positive impact on the employees' sense of duty (obligation) to stay in the institution.

Transformational leadership has a substantial and significant positive link with continuance commitment ($r = 0.846, p < 0.01$), according to Table 4.6. The current finding result of the person correlation transformational leadership with continuance commitment is a strong association.

This data suggests that the same leadership behavior is linked to how employees feel about being forced to stay with the organization. Continuance commitment is more likely to be linked to skills transferability, education, retirement funds, status, work security, and other career options (Allen & Meyer, 1990; Hunt & Morgan, 1994; Meyer et al., 2004). Only positive correlations are found in the reviewed literature (Buinien & Kudien, 2008; Meyer et al., 2002). Workers appear to feel a stronger moral obligation to stay with an organization when their leader is viewed as more transformational. In this sense, loyalty to the leader could be an important factor explaining higher levels of normative commitment.

The following table shows the finding of correlation among each leadership styles and dimensions of organizational commitment.

4.5.2 Correlations between Transactional Leadership Style and Organizational commitment

Table 4.6 shows a modest and substantial positive relationship between transactional leadership style and affective commitment ($r = 0.689, p < 0.01$).

In the study results, there is a moderate association between transactional leadership and affective commitment. According to the current person correlation findings, transactional leadership style behaviors have a considerable favorable impact on the emotional attachment of employees within the institution.

Many studies have not found a relationship between transactional leadership and Affective commitment. Only one small case study (Buinien & Kudien, 2008) found such an effect. However, Bass's (1985) discovered that the use of contingent rewards had a positive effect on

Affective commitment. This could imply that when leaders maintain transactional relationships with their employees, feelings of attachment and loyalty increase.

Transactional leadership style shows a moderate and substantial, positive relationship with normative commitment ($r=.684, p<0.01$), according to Table 4.6. According to the conclusions of this study, transactional leadership actions involving rewards, flagging concerns, and positive reinforcement related to how employees obligated to stay within the organization (Bass & Avolio, 1993). It also demonstrates that employees' moral attachment with an organization is influenced by the relationships between their leaders and followers, as well as their feelings of obligation (Allen & Meyer, 1990).

The relationship is confirmed to be positive by the studies (Buinien & kudien, 2008). This means that transactional leadership, particularly the contingent reward component, correlates positively with Normative commitment, or the perceived moral obligation to stay, implying that when a leader actively uses rewards and punishments, employees feel more obligated to commit to the organization.

Table 4.6 reveals that transactional leadership style and continuing commitment have a moderate and substantial positive relationship ($r=0.686, p <0.01$). The findings show that transactional leadership style behaviors have a strong beneficial impact on employees' "need to stay," where employees feel obliged to commit to the institution due to the high monetary, social, psychological, and other costs of leaving. As previously stated, a positive relationship between transactional leadership and the Continuance commitment dimension is also possible. Although this relationship was not observed in the Bycio et al. (1995) study, it was observed in several other field studies like (Buinien & kudien, 2008). According to Bycio et al. (1995), the lack of findings is due to the fact that Continuance commitment includes not only the potential losses and rewards associated with leaving, but also the number of employment alternatives available.

4.5.3 Correlations between Laissez Faire Leadership Style and Organizational commitment

Table 4.6 shows a weak but negligible negative connection between laissez-faire leadership and affective commitment ($r=-0.124$, $p=0.1$). Table 4.6 shows a weak and negligible negative association between laissez-faire leadership and normative commitment ($r=-0.115$, $p=0.1$).

Table 4.6 shows a weak and negligible negative association between laissez-faire leadership and continued commitment ($r=-0.102$, $p=0.1$).

Although previous research indicates a negative relationship between laissez-faire leadership and overall organizational commitment (Erkutlu, 2008), little research has been done on the effects of laissez-faire leadership on the various dimensions of OC. However, due to the destructive nature of laissez-faire leadership (Skogstad et al., 2007) and its proven negative effects on subordinates' job satisfaction.

4.6. Comparisons of Overall Correlations among the Variables

The overall outcome of the association between transformational leadership style and overall organizational commitment was examined in this study. There is a strong and substantial positive connection ($r = 0.845$, $p<0.01$), as shown in Table 4.5. This study found strong and favorable relationships between transformational leadership and Organizational commitment dimensions in the ERCS, similar to the findings of (Avolio et al., 2004). A transformational leader is more likely to acquire followers' dedication to the organization if he or she helps them develop beyond their potential and meet their higher-order demands (Bass, 1997). In general, empirical research suggests that followers who work with transformational leaders are more devoted to their organizations and engage in less withdrawal behaviors (Walumbwa et al., 2004; Bono & Judge, 2003; Walumbwa & Lawler, 2003). Transformational leaders have a strong ability to influence organizational commitment by promoting values that are linked to goal achievement, emphasizing the link between employee efforts and goal achievement, and increasing personal commitment on the part of both followers and leaders to achieve the ultimate common vision, mission, and goals. Transformational leaders influence followers' organizational commitment by

encouraging critical thinking through novel approaches, involving followers in decision-making processes, and inspiring loyalty, all while recognizing and appreciating the unique needs of each follower to realize his or her full potential (Avolio, 1999; Bass & Avolio, 1994; Yammarino et al., 1993). Walumbwa and Lawler (2003) add to this by claiming that transformational leaders may enthrall and build organizational commitment by encouraging followers to address challenges creatively and by knowing their needs.

Table 4.6 shows a modest and significant positive association between transactional leadership style and employee organizational commitment across all commitment variables ($r = 0.690$, $p < 0.01$).

Because transactional leadership is regarded as a prerequisite for effective leadership (Bass, 1991), it can be argued that it improves certain aspects of commitment. More specifically, the use of contingent rewards, for example, may provide employees with additional reasons (gains) to remain with the organization.

The findings of this study support the findings of Saqer (2009), who found that transactional leadership style had a favorable (positive) association with organizational commitment among employees. This existence of a correlation suggests that leadership behaviors such as exchanging rewards for meeting agreed-upon objectives, highlighting problems, task- and outcome-oriented, works within set established goals and organizational boundaries, work within existing an organizational culture and Respond to deviations from expected outcomes and identify corrective actions to improve performance may be linked to how employees feel about being forced to stay with the company. These behaviors are focused on when negative performance feedback is happened (Bass & Avolio, 1997).

As a result, the findings of this study revealed that transactional leadership style actions and all aspects of commitments had a statistically significant relationship.

To summarize, the current study found that transformation leaders have a stronger and more substantial association with organizational commitment.

This is in line with previous research by Bass & Avolio (1993), who claimed that transactional culture creates only short-term commitment while transformational culture creates long-term

commitment. The leadership style variable, a bureaucratic workplace with transactional features, was found to be associated with decreased Organizational commitment, Lok & Crawford (1999). Similarly, Mannheim & Halamish (2008) discovered that transformational leaders are more effective than transactional leaders in obtaining much higher levels of commitment.

4.7 The effect of Independent Variable on Dependent variable

Table 4.6 Multiple Regressions between the three Leadership Styles and organizational commitment

Model Summary^b

Leadership style	R	R Square	Std.error
Transformational Leadership	.751	.063	.652
Transactional Leadership	.611	.050	.610
laissez faire Leadership	.35	.010	.601

In order to examine the relationship between transformational, transactional leadership styles and laissez faire Leadership style with organizational commitment (Affective, Normative and Continuance Commitment). And the regression made between the components of Leadership style and Organizational commitment analyzed.

Transformational and Transactional Leadership correlation value with Organizational commitment are 0.751 and .611 respectively it shows that both Transformational Leadership and Transactional Leadership have a stronger relationship with organizational commitment (Hayward, 2004). The implication is that increase in Leadership style increases organizational commitment and vice versa. The correlation between laissez faire Leadership and organizational

commitment is .35 it indicates the relation is significant .R square of Transformational Leadership 6.3 %(.063),the variance on organizational commitment because of transformational Leadership , Transactional Leadership and Laissez fair Leadership 5 %(.050) and 1 %(.010) variation respectively (required organizational commitment).

Table 4.7 Regression Coefficients between the three Leadership styles and organizational commitment.

Coefficients

Leadership style	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	T	Sig.
Transformational Leadership	.273	.081	.290	2.0	.051
Transactional Leadership	.221	.095	.250	1.03	.017
Laissez faire	.027	.048	.091	.921	.003

If there is 100% improvement in (Transformational Leadership, Transactional Leadership and Laissez fair Leadership) and all things are constant organizational commitment increased by the coefficient value 27%, 22% and 2% for Transformational, Transactional and Laissez faire Leadership respectively.

In order to identify the relationship between Transformational, Transactional and laissez faire leadership styles (independent variable) with the Organizational commitment (dependent variable) the regression analysis between the two variables as a total shows below.

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.796	3	1.265	2.052	.125 ^a
	Residual	20.967	34	.617		
	Total	24.763	37			

a. Predictors: (Constant), Affective Commitment, Normative Commitment and Continuance Commitment

b. Dependent Variable: Leadership Style

Table 4.8 Multiple Regressions between Leadership Styles and organizational commitment

Model	R	R Square	R Adjusted Square	Std. Error of the Estimate
1	.710 ^a	.51	.511	.4683

a. Predictors: (Constant), Leadership style

b. Dependent Variable: organizational commitment

Organizational Leadership style with Organizational commitment is 0.710 it shows that Leadership style has a stronger relationship with organizational commitment (Hayward, 2004). A unit change on the total Leadership style brings a change on organizational commitment in the same direction.

Table 4.9 Regression Coefficients between Leadership styles and organizational commitment

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.711	.151		5.470	.000
	LEADERSHIP STYLE	1.622	.091	.721	17.816	.000

a. Predictors: (Constant), Leadership style

b. Dependent Variable: Organizational commitment

If there is 100% improvement in Leadership style and all things are constant organizational commitment increased by the coefficient value 71%.

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	64.111	1	63.455	3.297	.000 ^a
	Residual	60.122	251	.21		
	Total	120.533	252			

a. Predictors: (Constant), Leadership Style

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	64.111	1	63.455	3.297	.000 ^a
	Residual	60.122	251	.21		
	Total	120.533	252			

b. Dependent Variable: Org.Commitment

CHAPTER FIVE

Summary major finding, Conclusions and Recommendation

5.1 Summary of the Finding

Creating and maintaining a sense of vision, culture, and interpersonal relationships are all aspects of leadership. Employee commitment to the organization is a crucial aspect in the institution's long-term success.

The findings demonstrate that transformational leadership style mean subscales were less than the suggested score by Bass and Avolio (1997), and that correlation results show that affective, continuation, and normative commitment are all positively associated to varying degrees. However, while Bass and Avolio (1997) indicated a mean score of 2.0 for contingent reward, the sample data mean score in this study is 2.05, which is slightly higher than the suggested mean score (2.0). The indicated range for management-by-exception (active) was 1.0 to 2.0, while the current study's mean score was 1.97, which is already inside the range. Similarly, in this study, the mean value management-by-exception (passive) is 1.29, which is the mean score of subscales that is higher than the advised threshold (1.0 and 0.0).

The transactional leadership style mean score of management-by-exception (active) and management-by-exception (passive) was within the suggested range of results. The correlation results of transactional leadership reveal that affective, continuation, and normative commitment are all positively associated (correlated) and statistically significant.

The mean for the transactional subscale contingent reward suggests that some employees perceive their leaders as going above and beyond the call of duty to recognize accomplishments and respond quickly to abnormalities.

Affective commitment has the highest mean, followed by normative commitment, and finally continuity commitment has the lowest mean score, according to the data. As a result, employees' perceptions of staff dedication are favorable. The desire to serve their organization, the necessity to do so (an obligation), and followed by the need to remain in the organization.

The study's mean score for laissez-faire leadership style was greater than the suggestion point, and the correlation was very weak and insignificant, with a negative relationship between Leadership style and organizational commitment (affective, normative and continuance commitment).

Transformational Leadership and Transactional Leadership have a stronger relationship with organizational commitment.

Employee perceptions of their organization's commitment are low on average. According to the findings, respondents believe that the leaders of the institutions are not paying enough attention to the benefits they receive in exchange for the services they deliver to the institutions.

5.2. Conclusion

The goal of this study is to determine the effect of ERCS Leadership style on Organizational commitment.

Conclusions on the nature and relationship of leadership styles and Organizational commitment are drawn based on the study's analysis results and discussion.

Transformational leadership style practices were found to have a strong and significant positive relationship with Organizational commitment in this study (affective, normative and continuance). This indicates that leadership behaviors such as establishing trust, inspiring a shared vision, generating enthusiasm, encouraging creativity, providing coaching, and recognizing accomplishments can account for some of the differences in how employees feel about wanting to, or feeling obligated to stay and needing to stay with the institution.

The results of the transaction leadership style were moderately and significantly positive in relation to Organizational commitment (affective, normative, and continuance). The result of contingent reward showed that leaders do not discuss what is expected of them, how these outcomes are to be achieved, and the reward they will receive in exchange for their effort. Ignoring problems or waiting until they become chronic before taking action are examples of these Leadership.

While the management-by-exception (active) result indicates that few employees believe their leaders take corrective action in a timely manner, the management-by-exception (passive) result indicates that the majority of employees believe their leaders do not actively monitor performance but rather wait until deviations occur before implementing a corrective action. Generally refers to the characteristics of transactional leadership, which include ignoring problems or waiting until they become chronic before intervening.

Employee organizational commitment dimensions with low mean scores indicate that respondents believe the institution's leaders are not paying enough attention to the rewards in the exchange of efforts, which leads to high turnover, low job satisfaction, and high absenteeism. Overall, the study's findings imply that transformational and transactional leadership behaviors are critical factors in determining employee organizational commitment.

5.3. Recommendations

The research presented here demonstrates that the interaction of transformational and transactional leadership styles may have a significant impact on views regarding organizational commitment.

As per the result, the leaders are not displaying the needed optimal ideal levels. If the organization needs employees to demonstrate organizational commitment, on the other hand, should give extensive training that encourages leadership to demonstrate leadership behaviors.

Because both transformational and transactional leadership styles have been shown to have a large and positive association with employee commitment, institutions should strive to keep these leadership styles in place within their organization, as dedicated employees are the most desirable. For transactional leadership, recognizing accomplishments and expectations and acting quickly rather than waiting for problems to worsen are essential.

Leaders can help promote commitment by ensuring that the organization is making an effort to address both the job content and the work context, as well as engaging in management techniques that reduce employee dissatisfaction.

Because the actions of transactional leadership styles, such as contingent reward, are perceived as being below the standard by employees, leaders should openly disclose their expectations from their subordinates, as well as the reward given to them in exchange for meeting their performance goals. Management-by-exception (passive) leadership approaches are ineffective, thus leaders must actively monitor performance.

The organization should aim to strengthen their payments and other benefit systems to develop employee commitment if they want to improve the lowest mean score of continuance commitment; otherwise, they don't have to stay there.

According to the findings, it is critical to construct a strong system of incentives, promotion, and development in order to strengthen employees' organizational commitment and ultimately raise productivity by lowering labor turnover. These are important elements that influence employees' judgments on whether or not they want to, need to, or should stay with their current organization.

Overall, the institution's leaders should strive to foster organizational commitment by employing effective leadership styles and creating a friendly environment for workforces.

5.4. Suggestion for Future Research

In the future, it would be interesting to see if the fundamental linkages between the two variables might be investigated using other methods. This study focused on leaders' and employees' opinions of leadership style and employee organizational commitment. This is the area that has to be researched in future: Leadership style and organizational performance at of ERCS and Organizational performance and customer satisfaction of ERCS-Training institute.

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Appendices

Appendix A: Demographic Questions (Leaders and Employees)

Appendix B: Leader Opinion Survey- Multifactor Leadership Questionnaire (MLQ)

Appendix C: Employee Opinion Survey- Multifactor Leadership Questionnaire (MLQ)

Appendix D: Employee Opinion Survey- Organizational Commitment Questionnaire

Appendix: A

Addis Ababa University Collage of commerce

Business Leader ship Department

Research Questionnaire

Dear participants:

I am graduating class student of 2021. There is a questionnaire having the purpose of investigating the relationship between leadership style and employees' organizational commitment in ERCS. It will be appreciated if you could answer all the questions attached in the questionnaire. Thus, your genuine support in responding to the raised questions has a paramount importance for the attainment of the study's objective. So, I kindly request you to give me the pertinent response.

Whatever information you give me is strictly confidential and could be used for academic purpose only. When you have completed all the questions, please SEND this questionnaire back to me via Group wise.

In case you have ambiguities on any of the questions, please do not hesitate to contact me via my cell phone: 0924148868

E-mail: wworkuetaferahu@gmail.com

Part one: Demographic Questions (Leaders and Employees)

The following questions concern your position and other personal information. Completion of this information is voluntary and its confidentiality is assured. No individual data will be reported.

1. Sex Male Female

2. Age Group

Under 26 26 to 35 36 to 45
46 to 55 56 to 65 66 and Above

3. Educational qualification:

≤ 12 Diploma 1st Degree

Masters (2nd degree) Doctorate Degree

4. Please indicate your Occupation

Professional staff

Administrative staff

5. The stratum (group) you belong to:

Leader

Employee

6. Service time in years dealing with your present institution.

0 to 2 yrs 3 to 4 yrs 5 to 6 yrs

7and above

Appendix: B

Part two: Detailed Inquiries

2.1. Leader Opinion Survey -- Multifactor Leadership Questionnaire (MLQ)

This survey is intended to assist you in describing your leadership style as you see it. Please answer all items below by putting X mark on a number from 0 to 4 from the rating scale that best reflects your perception. Judge how frequently each statement fits you. The term "others" can refer to any or all of your coworkers, clients, direct reports, or bosses. Leave the answer blank if an item is unimportant, or if you are unsure or don't know the answer. When you have completed all the questions, please SEND this questionnaire back to me via Group wise. Use the following rating scale

0 = Not at all

1 = Once in a while

2= Sometimes

3= fairly often

4= frequently, if not always

No	Questions	Rating scale				
		0	1	2	3	4
	Idealized Influence (Attributes)					
1	I instill pride in others for being associated with me					
2	I go beyond self-interest for the good of the group					
3	I act in ways that build others' respect for me					
4	I display a sense of power and confidence					
	Idealized Influence (Behavioral)					
5	I talk about my most important values and beliefs					
6	I specify the importance of having a strong sense of purpose					
7	I consider the moral and ethical consequences of decisions					
8	I emphasize the importance of having a collective sense of mission					

	Inspirational Motivation						
9	I talk optimistically about the future						
10	I talk enthusiastically about what needs to be accomplished						
11	I articulate a compelling vision of the future						
12	I express confidence that goals will be achieved						
	Intellectual Stimulation						
13	I re-examine critical assumptions to question whether they are appropriate						
14	I seek differing perspectives when solving problems						
15	I get others to look at problems from many different angles						
16	I suggest new ways of looking at how to complete assignments						
	Individual Consideration						
17	I spend time teaching and coaching						
18	I treat others as individuals rather than just as a member of a group						
19	I consider an individual as having different needs, abilities, and aspirations from others						
20	I help others to develop their strengths						
	Continent Reward						
21	I provide others with assistance in exchange for their efforts						
22	I discuss in specific terms who is responsible for achieving performance targets						
23	I make clear what one can expect to receive when performance goals are achieved						
24	I express satisfaction when others meet expectations						
	Management –by-exception (Active)						
25	I focus attention on irregularities, mistakes, exceptions, and deviations from standards.						
26	I concentrate my full attention on dealing with mistakes, complaints, and failures						
27	I keep track of all mistakes						

28	I direct my attention toward failures to meet standards						
	Management –by-exception (Passive)						
29	I fails to interfere until problems become serious						
30	I waits for things to go wrong before taking action						
31	I Shows that he/she is a firm believer in 'if it doesn't break, don't fix it:						
32	I demonstrates that problems must become chronic before I take action						
	Laissez-faire leadership						
33	I avoid getting involved when important issues arise						
34	I am absent when needed						
35	I avoid making decisions						
36	I delay responding to urgent questions						

===== Thank you for your cooperation!!=====

Appendix: C

1.2 Employee Opinion Survey -- Multifactor Leadership Questionnaire (MLQ)

This questionnaire will help you define your manager's or supervisor's leadership style. Describe the leadership style as you perceive it. Please answer all items below by putting X mark on a number from 0 to 4 from the rating scale that best reflects your perception. Leave the answer blank if an item is unimportant, or if you are unsure or don't know the answer. Please answer this questionnaire anonymously.

Use the following rating scale:

0 = Not at all

1 = Once in a while

2= Sometimes

3= fairly often

4= frequently, if not always

No	Questions	Rating scale				
		0	1	2	3	4
	Idealized Influence (Attributes)					
1	Instills pride in me for being associated with him/her					
2	Goes beyond self-interest for the good of the group					
3	Acts in ways that builds my respect					
4	Displays a sense of power and confidence					
	Idealized Influence (Behavioral)					
5	Talks about their most important values and beliefs					
6	Specifies the importance of having a strong sense of purpose					
7	Considers the moral and ethical consequences of decisions					
8	Emphasizes the importance of having a collective sense of mission					
	Inspirational Motivation					
9	Talks optimistically about the future					

10	Talks enthusiastically about what needs to be accomplished					
11	Articulates a compelling vision of the future					
12	Expresses confidence that goals will be achieved					
	Intellectual Stimulation					
13	Re-examine critical assumptions to question whether they are appropriate					
14	Seeks differing perspectives when solving problems					
15	Gets me to look at problems from many different angles					
16	Suggest new ways of looking at how to complete assignments					
	Individual Consideration					
17	Spends time teaching and coaching					
18	Treats me as an individual rather than just as a member of a group					
19	Considers me as having different needs, abilities, and aspirations from others					
20	Helps me to develop my strengths					
	Continent Reward					
21	Provides me with assistance in exchange for my efforts					
22	Discusses in specific terms who is responsible for achieving performance targets					
23	Makes clear what one can expect to receive when performance goals are achieved					
24	Expresses satisfaction when I meet expectations					
	Management –by-exception (Active)					
25	Focuses attention on irregularities, mistakes, exceptions, and deviations from standards					
26	Concentrates his/her full attention on dealing with mistakes, complaints, and failures					
27	Keeps track of all mistakes					

28	Directs my attention toward failures to meet standards						
	Management –by-exception (Passive)						
29	Fails to interfere until problems become serious						
30	Waits for things to go wrong before taking action						
31	Shows that he/she is a firm believer in 'if it doesn't break, don't fix it:						
32	Demonstrates that problems must become chronic before taking action						
	Laissez-faire leadership						
33	Avoid getting involved when important issues arise						
34	Is absent when needed						
35	Avoids making decisions						
36	Delays responding to urgent questions						

=====Thank you for your cooperation!!=====

Appendix: D

Part three: 2.3 Employee Opinion Survey-- Organizational Commitment Questionnaire (OCQ)

Please describe your personal views of the following statements as objectively as you can, by putting X mark on a number from 0 to 4 from the rating scale that best reflects your views. The information you provide will be used for research purposes only. This questionnaire is not a test, and all information collected will be anonymous, so please respond honestly. When you have completed all the questions, please SEND this questionnaire back to me via Group Wise.

Use the following rating scale:

- 0 = Strongly Disagree
- 1 = Disagree
- 2 = Neutral
- 3 = Agree
- 4 = Strongly Agree

No	Questions	Rating scale				
		0	1	2	3	4
	Affective commitment					
1	I feel like part of the family at this organization					
2	This organization has a great deal of personal meaning for me					
3	I feel a strong sense of belonging to this organization					
4	I feel emotionally attached to this organization					
	Normative commitment					
5	Even if it were to my advantage, I do not feel it would be right to leave my organization now					
6	I would violate a trust if I quit my job with this organization					

	now					
7	I would feel guilty if I left my organization now					
8	I would not leave this organization right now because I have a sense of obligation people in it					
	Continuance commitment					
9	Too much of my life would be disrupted if I decided that I wanted to leave this organization now					
10	I would not leave this organization right now because of what I would stand to lose					
11	It would be very costly for me to leave this organization right now					
12	For me personally, the cost of leaving this organization would be far greater than the benefit					

===== Thank you for your cooperation!!=====