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**ADDIS ABABA UNIVERSITY COLLEGE OF BUSSINESS AND
ECONOMICS SCHOOL OF COMMERCE**

**THE INFLUENCE OF LEDERSHIP BEHAVIOUR ON EMPLOYEE COMMITMENT IN THE
CASE OF AWASH BANK**

**A RESEARCH PROJECT SUBMITTED TO ADDIS ABABA UNIVERSITY SCHOOL
OF COMMERCE IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
DEGREE OF MASTER OF ARTS IN BUSINESS LEADERSHIP**

BY

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DECLARATION

I, Mengsteab Tadesse, declare that this project, entitled “The Influence of Leadership Behavior on Employee Commitment in the Case of Awash Bank,” submitted for the partial fulfillment of the requirements for the award of masters of art in business leadership, is my own original work, and it hasn't been published or submitted for any kind of qualification elsewhere. All sources of information and ideas utilized in this project have been properly acknowledged.

Mengsteab Tadesse

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Date:

CERTIFICATION

This is to certify that Mengsteab Tadesse has carried out this research project work on the topic entitled “The Influence of Leadership Behavior on Employee Commitment in the Case of Awash Bank” under my supervision. This work is original in nature, and it is suitable for the award of a Master of Arts in Business Leadership.

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List of Abbreviations

AB	Awash Bank
EAAR	East Addis Ababa Region
SPSS	Statistical package for social science
ANOVA	Analysis of variance
ATM	Automated Teller Machine
CSO	Customer Service Officer
CSM	Customer service officer
OM	Operational manager
RO	Relationship officer

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Abstract

The main purpose of this study was to examine the influence of leadership behaviors on employee commitment in case of Awash Bank, among selected branch in East Addis Ababa region. The study was guided by the main research objectives, how leadership behavior influence employee commitment. The study utilized path goal leadership theory and concentrated on four leadership behaviors: directive, participative, supportive, and achievement-oriented. These behaviors were examined in relation to employee commitment in Awash Bank. The use of a descriptive study approach helped to adapt and generalize the population findings. The target population was made up of clerical staffs of Awash bank East Addis Ababa region. The study used Yamane 1964 to select individual respondent. Primary data was collected using questionnaires and analyzed by using the statistical package for social science (SPSS) version 26. The results were presented with a brief summary using tables and figures. Data was provided by using percentages, means, standard deviations and summary. Multiple regression analysis was used to link the relationship between the leadership behavior and employee commitment. The results of this study showed that employee commitment of Awash Bank is positively and significantly influenced by all forms of leadership behavior. However, the study also suggests that directive leader behavior is presently the most predominant type of behavior. Consequently, the researcher issued the following advice. The organization ought to apply directive, participative, supportive and achievement oriented leadership behaviors as they have significant influence on employee commitment. Additionally, the bank should periodically survey employees on their commitment.

Keywords: leadership behavior, employee commitment, Awash bank

CHAPTER ONE

1. Introduction

1.1 Background of the study

In an organization, leadership is essential for managing, organizing, and controlling workers. It can be defined as a set of management behaviors, attitudes, and skills based on organizational or individual values, employee dependability under different conditions, and leadership interest (Alkahtani, 2016). In order to encourage commitment for employee retention, productivity, and corporate citizenship behaviors, a leader may purposefully implement a specific management style.

According to Chiok (2001), leadership behavior is characterized as a preferred pattern of behavior among leaders. As an alternative, Mosadeghrad (2003) defines leadership behavior as a manager's combination of personal and professional values, as well as a collection of behaviors, attributes, and skills that they use in a range of situations. Managers use a range of strategies, depending on the situation and the subordinates, to motivate their employees to give it their all (Kreitner, 2008). Theories of leadership have proposed many different attributes of a leader. The Path Goal Leadership Theory is the foundation of this research. Robert House (1971) stated that the theory focuses on the subordinates' motivating elements, which have a major impact on the task's outcome. It is emphasized by the Path goal theory that subordinates were driven toward the objective of leadership they believe the leadership style to be fulfilling and fits their expectations. According to Mosadeghrad and Yarmohammadian (2006), there are four types of leadership conduct that fall under this category: directive, supporting, participatory, and accomplishment focused. Leaders have the power to incite a positive attitude, which then ripples out to affect every part of the company, from the individual workers to their teams to the corporation as a whole.

It was discussed by a number of academics that expanding the use of directive and participative behaviors earlier leadership approaches would encourage innovation. According to Sousa and Coelho (2011), employee dedication has the potential to enhance innovation within firms. On the other hand, dedication is a significant factor in determining an employee's success and improving the organization's performance. It is critical that the organization comprehends the critical elements that greatly boost employee commitment. Furthermore, an organization needs to successfully establish business strategies, achieve its objectives, obtain a competitive advantage, and maximize its human resources in order for its leadership style to foster employee engagement (Erasmus, Swanepoel, & Wyk, 2003). Devoted employees are therefore more motivated and focused on achieving the organization's goals. Employees with poor commitment often quit their jobs in search of marginally higher compensation elsewhere. Nijhof, Jong, and Beukhof (1998) assert that an organization's ability to succeed depends not only on how well its human capital and competencies are utilized, but also on how well its resources and abilities are deployed and how well it cultivates employee loyalty. Thus, encouraging and instilling a sense of dedication and loyalty in their staff is the largest difficulty facing corporations. This study's primary goal is to ascertain how supportive, directive, participative, and achievement-oriented leadership behaviors influence on affective, continuance, and normative employee commitment of Awash Bank.

1.2 Background of the Organization

The Bank That Nurtures your life!

Awash Bank was established on November 10, 1994, G.C, after the downfall of the socialist regime. The bank was founded by 486 founding shareholders with a paid-up capital of Birr 24.2 million and started banking operations on February 13, 1995. It opened its first branch, named Head Office Branch, at a building located at Bole. The name of the bank comes from the Awash River, which is extensively used in Ethiopia for small- to large-scale irrigation schemes, hydroelectricity generation, and industrial activities.

As of the end of the June 2023 financial year, the number of shareholders and their paid-up capital increased to over 4369 and birr 14.6 billion, respectively. Likewise, as of the end of June 2023, the bank's total assets reached birr 224 billion, with over 875 branches and 783 ATM centers found across the country. More than 20,055 employees are recruited permanently at the bank. It has twelve regions that facilitate its operational and business activities.

Awash Bank continues to be the leading private commercial bank in Ethiopia, which is constantly striving to provide modern and reliable banking services to its customers by inaugurating e-branch offices in Addis Ababa, Adama, Hawassa, Jimma, and Dire Dawa. Global Finance Magazine selected Awash Bank for the second time in a row as one of the best banks in Africa for the financial year 2023. In addition, Awash Bank has received the Global SME Finance Awards for the year 2023.

According to the bank's official websites, the vision of the bank is to be one of the top ten African banks by 2030, reflecting its ambition and commitment to growth. The bank has a clear strategy in place to achieve this vision, and it is investing in the resources and capabilities needed to succeed. One of the core values of the bank is accessibility. Currently, Awash Bank is the most accessible private bank in the country, with a large footprint and extensive branch networks. In addition to its branch network, the bank

provides customers with the with the convenience of 24/7 service through ATMs, point-of-sale terminals, internet, mobile, and agency banking.

1.3 Statement of the Problem

Numerous studies have indicated that the strongest factor influencing employee commitment is the caliber of leadership. This is a result of the majority of corporate managers exhibiting a lack of listening, providing criticism, and delegating abilities necessary to improve employee engagement inside their companies (Love, 2005). Promoting employee commitment is more important than ever because of its positive effects on absenteeism reduction, performance, organizational productivity, and employee happiness (Payne and Huffman, 2005). Reducing manufacturing or service expenses is the only way to boost a company's profit margin.

Studies have indicated that achieving corporate goals and fostering employee engagement depend heavily on the efficacy of the leadership (Suleman-Sabir et al., 2011). Research pertaining to the relationship between leadership and employee commitment has indicated a favorable correlation between transformative leadership and employee commitment (Lo et al., 2010).

A range of leadership philosophies have been used by commercial banks. How a certain style is implemented in an organization is influenced or determined by a number of factors (RandereenandChadry, 2007).A bank requires executives who can persuade employees to change their perspectives and mindsets while also demonstrating their commitment to the organization (Ahanger 2009). There is still a knowledge vacuum on the precise leadership behaviors that commercial banks use and how they affect employee commitment, despite the wealth of research on the subject. A targeted examination is required due to the specific environment of commercial banks, which is marked by regulatory requirements, dynamic market

conditions, and hierarchical structures, despite the fact that this connection has been the subject of several studies in different sectors.

In the context of Awash Bank, a leading financial institution operating in Ethiopia, there exists a critical need to investigate the influence of leadership behavior on employee commitment. Although it is well known that strong leadership plays a crucial role in promoting employee engagement and organizational performance, not much study has been done in the particular context of Awash Bank. Thus, by investigating the connection between leadership behavior and employee commitment at Awash Bank, this research seeks to close this gap. Therefore, this study aims to address this gap by examining the relationship between leadership behavior and employee commitment within Awash Bank. By identifying the specific leadership behaviors that impact employee commitment, this research seeks to provide valuable insights into enhancing organizational performance, employee satisfaction, and retention strategies within Awash Bank. As a result, more research is required to determine the leadership behavior in the investigated company and how it relates to employee commitment. It is also necessary to maintain the most significant leadership behavior that has a strong correlation and a greater impact on employee commitment. By doing so, the organization may be able to retain more professional staff members and reduce employee turnover. Thus, the researcher would have determined how leadership behaviors influence employees' commitment in the example of Awash Bank in the East Addis Ababa region based on the gaps mentioned above.

1.4 Research Questions

The study will attempt to answer the following questions

- ✓ How does directive leadership behavior influence employee commitment?
- ✓ How does supportive leadership behavior influence employee commitment?
- ✓ How does participative leadership behavior influence employee commitment?
- ✓ How does achievement oriented leadership behavior influence employee commitment?
- ✓ What type of leadership behavior is dominantly exercised at Awash Bank?

1.5 Objectives of the study

1.5.1 General objective

The general aim of this study was to examine the influence of leadership behavior on employee commitment in the case of Awash Bank EAAR.

1.5.2 Specific objective

- To identify the most exercised leadership behavior at Awash bank EAAR
- To identify the influence of directive leadership behaviors on employee commitment
- To identify the influence of supportive leadership behavior on employee commitment
- To identify the influence of participative leadership behavior on employee commitment
- To identify the influence of achievement oriented leadership behavior on employee commitment

1.6 Significance of the study

The study was conducted to identify the influence of leadership behavior on employee commitment in the case of Awash Bank.

Leadership behavior is one of the main factors that raises employees' commitment to reaching organizational goals and objectives. By ensuring that a significant portion of its workforce remains

committed to the company, Awash Bank may be able to meet its strategic goals and objectives. The investigation also featured the following notable findings:

The finding of this research was to help the bank give better attention to employee commitment and leadership behavior to attain its vision in 2030. It helped identify the leadership behavior that is exhibited in the company, and knowing the existing situation helped point out any problem that relates to employee commitment and the relationship it has with leadership behaviors. The results of this study were crucial in helping bank executives and policymakers develop rules that would reward careful, open leadership and encourage dedicated workers. In order to enhance leadership style and staff commitment policies, senior bank executives utilized the results to critically examine the conduct of current bank leaders. For chiefs and directors, it was crucial to gather and evaluate data since it provided insight into corrective actions that can be taken to improve human resource management and the management of successful leadership behavior, which in turn promoted employee commitment. Future scholars who are interested in studying in similar fields may find this work useful as a reference.

1.7 Scope of the Study

This research was designed to examine the influence of leadership behavior on employee commitment at Awash Bank. Awash Bank East Addis Ababa region is one of the strongest regions in the bank, with more than 102 branches. Due to the large number of employees and branches located throughout the region, this study focused on the clerical staff employed in special, grade I, and grade III branches by considering variables adaptively, consistency, involvement, and mission. This study was based on path goal theory and three-dimensional employee commitment theory developed by Allen and Meyer. In this study, the

dependent variable is employee commitment, and the independent variables are directive, supportive, participative, and achievement-oriented leadership behavior.

1.8 Limitation of the study

This study was conducted with all possible efforts to acquire all necessary data for collection, processing, interpretation, and analysis. However, the study encountered some limitations. It was challenging to gather and analyze participant's personal perceptions of various leadership behaviors. Assessing leadership behavior subjectively through employee perceptions may introduce biases and inconsistencies. Different employees were interpreting leadership behaviors differently, leading to variations in responses and interpretations. In addition, the study faced resource constraints in terms of time, budget, and access to participants. Limited resources impacted the scope of the study, sample size, and data collection methods, potentially affecting the findings.

1.9 Definition of key Terms

The definition of leadership is a multifaceted social process that is based on the beliefs, abilities, and understanding of both leaders and followers.

A leader who sets the standard for performance and the steps that their followers should take to achieve the objective is known as a directive leader.

Friendly, considerate, and focused on their followers' needs and well-being, supportive leaders make an effort to make their followers' jobs more enjoyable.

Collaborative decision-making is a hallmark of leaders who practice participatory leadership.

Leaders that are achievement-oriented encourage their subordinates to strive for superior performance at work.

Employee commitment is the term used to describe an employee's mental and emotional relationship to a company. It includes loyalty, a sense of entitlement at work, and faith in the organization's essential values.

An employee's emotional attachment to engagement in and identification with the company and its aims is referred to as affective commitment.

Continuance commitment refers to a scenario when workers feel compelled to remain with the business due to the financial consequences of quitting.

1.10 Organization of the study

The research project contained five chapters. Chapter one contains the background of the study, the statement of the problem, the general and specific objectives of the study, the research questions and significance of the study, the scope of the study, the limitations of the study, the definition of key terms, and the organization of the paper. The second chapter emphasizes the theoretical review of related literature and the conceptual framework with hypotheses. Chapter three contains methodology and describes the study area, the research design and approach, the population of the study, sample design, data source and type, data collection, validity and reliability, data analysis, and ethical considerations. In the fourth chapter, the data presentation, analysis, and discussion were provided. Finally, Chapter 5 presents a summary of the major findings, conclusions, and recommendations.

CHAPTER TWO

2. Literature Review

2.1 Introduction

This section summarizes the literature review on the influence of leadership behavior on employee commitment. It goes over the definition of leadership, theories specifically, path-goal leadership theories, the three-dimension employee commitment model, important leadership traits, and the constituents of employee commitment. There will be an empirical review, conceptual framework, and hypothesis on the relationship between employee commitment and leadership behavior.

2.2 The concept of leadership

Any company's growth and viability depend on having effective leadership. The effectiveness with which an organization achieves its goals and objectives is largely dependent on its leadership. The word leadership has been around for a very long time and can signify many different things to various people. It has been described in terms of characteristics, actions, relationships, influence, interaction, patterns, roles, and occupations in administrative roles. In general, the definition of leadership is the art, influence, or practice of motivating others to voluntarily work toward the accomplishment of collective objectives. According to Okpara (2005). A corporation has to recruit human resources in order to achieve its objectives. Human resources must be preserved and kept in full after they are acquired. It's critical to keep in mind that every individual has different expectations for the duration of their employment with a company. To do this, the leader needs to make use of every tactic at their disposal to guarantee that the worker turns up for work which will reduce absenteeism, is happy in their role, and is ready to give it their

all. Workers have shown to be an invaluable resource in assisting businesses in achieving their goal of generating high-caliber products and services. These Workers engage in a variety of positive as well as negative behaviors at work to finish the current task at hand at their respective places of employment. (Obi, 2015) A leader's relationship with his staff has a significant impact on how they behave, according to Linda-Ray (2014). She further emphasized that a leader needs to be aware of their own style in order to promote productivity and a healthy work atmosphere. The performance of employees as well as attitudes like employee turnover, job dedication, and job happiness are all impacted by the management style used in the company.

Krammer (2004) further maintained that the qualities of the circumstances and surroundings in which a person finds himself play a role in determining the extent to which the person demonstrates leadership skills. In a perfect world, a leader's style would change to suit the needs of the company. According to Tifase (2014), leadership is essential for all living things, regardless of gender. She goes on to say that a company's success or failure is mostly determined by the behavior of its executives and that various leadership philosophies have differing effects on workplace culture, profit, organizational objectives, and personal aspirations.

According to Northouse (2007) and Rowe, leadership is the process by which one individual motivates a team of individuals to strive toward a common goal and the company's success. As per Jago, A. G. (1982), leadership is the act of exerting influence over others and establishing an environment that facilitates the achievement of team or organizational objectives. That perspective is supported by this definition. Being a leader means that you have to listen to others, support and encourage them, and involve them in decision-making and issue-solving.

2.3 Theoretical background of the study

The two main ideas that guided this inquiry were the Three-Dimensional Employee Commitment Theory and the Path Goal Theory. A description of them is given below.

2.3.1 Path Goal Theory

When Evans (1970) first proposed the path-goal theory, it was primarily concerned with factors that motivate followers and how to influence a task's end. focused on identifying leadership philosophies that are appropriate for workers and the workplace to achieve a goal. Its fundamental inspiration was the expectation theory of Vroom (1964), which states that an employee should behave in a certain way in the hopes of receiving an alluring reward for their efforts. The leader's responsibility was also noted as being to provide direction and outline the way so that followers might accomplish a task.

According to Northouse (2013), the theory primarily describes how a leader selected a certain conduct to meet the demands of the team members at work and guided the subordinates toward the accomplishment of goals. Despite being straightforward, this theory adheres to basic principles for identifying traits in both the workplace and the individual, selecting a leadership style, and figuring out what will inspire employees to achieve. Workers justified the actions of their superiors by citing their own needs, which included relationships, perceived potential, degree of desire, and wanted domination.

However, there were several clear flaws in the theory, such as conceptual complexity since it takes into account multiple factors and requires analysis. Selecting a leadership style that best suits your needs can be challenging, as can interpreting or assessing the many components of the theory in a real-world

workplace. The identification of another issue was assigning a disproportionate number of responsibilities to the manager and leaving followers with little agency, resulting in subordinates who are unable to advance independently of their boss. Furthermore, not all of the theory's components have been evaluated to present a coherent picture of the fundamental assumptions and corollaries (Evans, 1996), and it has only been partially proposed by other empirical investigations that have been conducted to test its validity, as noted by House & Mitchell, 1974.

2.3.2 The Three-Dimensional Employee Commitment Theory

A three-dimensional model of commitment (Normative, Affective, and Consequence) was suggested by Meyer & Allen (1990). It emphasizes that while the aspects indicate the level of psychological commitment exhibited by the employee, they have distinct effects on the employee. Individual components grow because of various predecessors, according to Meyer and Allen's (1990, 1991, and 1997) assertion. On the other hand, it's believed that the least dedicated employees frequently abandon their jobs, and, in the event that they are denied possibilities, they almost always isolate themselves psychologically (Crawford & Lok, 1999). An early theory by Mathieu and Zajac (1990) confirmed the relationship between turnover and commitment.

Meyer and Allen (1997) revealed a considerable difference between behaviors and attitudes about commitment. Regarding the outcomes and effects of their devotion, the workers' attitudes and ways of thinking were evaluated. An employee's decision to stick exclusively to an established behavior was greatly aided by the behavioral approach, which was an action course. An employee who decides to stay with the company, for instance, is more likely to develop attitudes that are consistent with the norms of the workplace and become blind to differences. As a result of commitment, it was believed that a person's views, methods, and leadership style would impact their level of commitment. However, the behavior

approach said that a leader's conduct or style affected followers' loyalty to the company and that stimulation is the outcome of a certain style on the repetition of a similar behavior (Meyer & Allen, 1991). The hypothesis has been questioned because it is believed to be ambiguous, depends on the interpretation of inexplicable circumstances, and is difficult to identify. These factors make it inconsistent with research assumptions. Furthermore, it is not totally suitable for other work-related tasks, such as handling client behavior. Debates about the aims of Meyers and Allen's theory and its inaccuracy when it comes to assessing the validity of various organizational members, such as volunteers, temporary workers, and contra workers, have centered around the theory.

2.4 Leadership behaviors

Leadership behavior is a collection of dispositions, traits, and abilities that managers employ according to personal and corporate ideals in various contexts. Mosadeghradi (2003). To inspire their subordinates to provide their best effort, supervisors employ a variety of behaviors in various contexts and with various types of workers. Numerous research projects have been undertaken to investigate how leadership behaviors affect organizational results (Kreitner, 2008).

According to Tjosvold's (1981) view, power may be better understood as control over valuable resources. Specifically, power is attributed to When A possesses resources that have the potential to influence B's ability to achieve objectives, This definition aligns with the field theory perspective. Subsequently, the prevalent characteristic and behavior approach was mainly replaced by the situational or contingency approach. According to this perspective, a leader's ability to effectively lead depends on how well their style of leadership fits the circumstances. It also emphasizes how much power and influence the leaders have as a result of the circumstances. The main idea was that a leader's attributes changed depending on

the circumstance and that a leader's attributes may also be relevant for a certain task and interpersonal context. The Path-Goal Theory, which was created by Evans (1970) and House (1971), is one of the most significant ideas examined in relation to situational leadership.

As of right now, the most popular contingency approach to leadership is the path-goal theory (Robbins, 2005). According to this idea, focus is given to how a leader persuades their followers, how the work's objectives are viewed, and how to get there. Thus, without the appropriate abilities, resources, and instruments, leaders cannot be effective and accountable leaders (Jorge, 1997). As per the Path-Goal Theory, the leadership styles selected by their administrators have an impact on the motivations, satisfactions, and job performances of followers. In research using the Path-Goal Theory, a number of leadership behavior variables were closely evaluated and changed.

Some characteristics, including the degree of tight supervision, consideration, hierarchical influence, and leader initiating structure, will be determined in this inquiry. All aspects were examined using the variables from the Path-Goal Theory, including balance and effective consideration (House, 1971). Four fundamental leadership traits were identified in Path-Goal Theory as a consequence of this research. These are the characteristics of directive, supportive, participative, and achievement-oriented leadership.

2.4.1 Participative Leadership Behaviors

According to Bartol and Martin (1998), the essence of participative leadership is encouraging followers to make choices by consulting with them. gives employees the chance and a supportive atmosphere to ensure their participation in management decision-making, claims Veluri (2010). Consultative leadership, according to Northouse (2016), permits involvement in independent teams, expects dominance, assigns unclear responsibilities, and frequently results in disarray. According to Meyer and Allen (1991),

employees who are more involved in organizational affairs are perceived to perform better and have a higher level of dedication. A company seeking to foster innovation, modify behavior, and enhance workplace decision-making might benefit from employee involvement in a number of ways (Njoroge, 2015).

2.4.2 Supportive Leadership

In 2002, Rollinson and Broadfield defined supportive leadership as exhibiting behaviors such as interacting with others, encouraging them, providing them with hope, resolving their issues, and including them in the decision-making process. Supportive leadership that is sensitive to feelings and individual aspirations is therefore taken into consideration. Those who are in positions of leadership often veer off course in an attempt to make their followers happy and satisfied. The most successful leadership action for subordinates in this situation is supportive leadership, as noted by House (1996). Furthermore, supportive leaders may be characterized as having traits like setting an example, praising and applauding others, assisting their subordinates, providing context for criticism, and offering constructive criticism. In addition, the leader's response was justified as it demonstrated a greater level of commitment, improved support, defense of the leader's actions, enhanced regard for the leader, empathy for the leader, and an offer to work together to find a solution (Eubanks, Antes, Friedrich, & Caughron, 2010). Hernandez, Eberly, Avolio, and Johnson (2011) expounded that a supportive leadership style involves the leader establishing a task environment that fosters psychological support, mutual trust and respect, helpfulness, and friendliness.

2.4.3 Directive Leadership

Directive leadership is defined as giving subordinates explicit instructions on what to do. House (1971) looked at directed leadership and defined it as the circumstance in which a leader provides comprehensive and crucial instructions on a certain topic. The answers to questions like what to do, how to do it, where to do it, when to do it, and who should do it were made explicit in directed leadership conduct. Therefore, the performances of the organization's members are surreptitiously scrutinized and observed, as noted by Hanson (2003), Lunenburg (2000), and Ornstein (2000). On the other hand, directed leadership entails setting expectations for people under its authority (followers), organizing and scheduling, exercising dictatorial control over goal accomplishment, and enforcing standards of behavior. Once the leader clarifies the duties of the followers, the followers know exactly what is expected of them.

2.4.4 Achievement-Oriented Leadership Behaviors

Setting high standards and having a certain amount of faith in one's followers are prerequisites for achievement-oriented leadership, according to Bartol and Martin (1998). According to Dessler (1974), a leader is someone who motivates others to achieve at a higher level and who radiates confidence in the abilities of those beneath them to do tasks. The leaders have a deep trust in the employees' ability to accomplish difficult tasks (Yukl, 2006).

In an effort to promote organizational performance, quality targets are created and continuously improved upon (Daft, 2005). The finest kind of leadership is this one when trying to boost confidence and devotion in employees, particularly in those who have a strong drive to succeed (Dubrin, 2008). According to Northouse (2016), managers should employ this leadership style to ensure that they dare the followers if the goals are unclear, involve a challenging multitasking task, and the employees have an unwavering desire to succeed.

2.5 The Dimension of Employee Commitment

Commitment is an individual's connection to a certain path of activity. A commitment to personal or self-commitment entails making the greatest effort possible in all circumstances and striving to be the best employee one can be. To significantly impact the business on a personal level, committed workers feel compelled to go above and beyond the call of duty (Perryer & Jordan, 2005). Furthermore, organizational commitment is a multifaceted construct that describes how employees feel about their attachment to the business. It is a continuous process that shows how each individual contributes to the organization (Eisenberger, Fasolo, & Davis-LaMastro, 1990).

Employee commitment is therefore defined as a type of psychological and emotional bond to the company, and it is constantly used to determine an individual's attributes inside a certain organization as well as its contribution within that organization. Aghdasi, Kiamanesh, and Ebrahim (2011) therefore argue that a person who has a strong relationship to this organization will feel cohesive with it and enjoy belonging to it. Employees also have a sense of duty to remain with their companies. According to Allen and Meyer (1990) and Viljoen and Rothmann (2009), these emotions are the outcome of the normative demands that workers suffer.

Employee commitment, as defined by this definition, consists of three fundamental elements: identification, which is defined as a strong conviction in and acceptance of the organization's objectives and core values; involvement, which is defined as a readiness to make a significant effort on behalf of the organization; and loyalty, which is defined as a strong ambition to stick with the organization. In light of this, Allen and Meyer (1990) proposed three categories of staff commitment.

2.5.1 Affective Commitment

Affective commitment is characterized by a worker's emotional connection, identity, and participation with the company, according to Meyer and Allen (1991). One is ready to accept the company's objectives and core principles as their own as a result of this loyalty. Furthermore, affective attachment is described as a person's affective orientation to the group; it is the extent of that person's identification with the group or organization, or the emotional connection that unites the person and the organization (Ashman & Winstanley, 2006). Lastly, affective commitment, as defined by Hartmann and Bambacas (2000), is a sense of connection and belonging to an organization that encompasses the structure of the organization, a range of work experiences, and individual traits.

The psychological connection of workers with a company is related to affective commitment (McCormack, Casimir, 2007). It focuses on the identification of an employee with the company as well as emotional intimacy. It has been demonstrated that employees who have a close relationship with and a strong sense of loyalty to their company tend to stick with it for extended periods of time. According to Meyer and Allen's (1997) commitment theory, this kind of trust is influenced by factors like job challenge, role and purpose clarity, as well as factors like hardness, broadness, peer oneness, equality, self-importance, feedback, engagement, and reliability.

2.5.2 Continuance Commitment

Continuance commitment refers to an employee's assessment of whether the advantages of staying with a company exceed the disadvantages of leaving. If workers feel their loss from leaving the firm would exceed their gain from staying, they will be more inclined to stay. Self-investment, according to Meyer and Allen (1991), is the amount of important resources like time, effort, and energy that a worker has contributed to the success of the company. Furthermore, anything that increases the expenses associated

with quitting the firm might lead to a commitment to stay with it. The following are instances of lost advantages, according to Hartmann and Bambacas (2000): pensions that build up over time, promotions that are dependent on tenure, a loss of values, future opportunities, or labor that is squandered if systems or skills cannot be transferred. Thus, sustained loyalty emerged gradually under the cover of limited options, which obliged a person to remain with a company for a longer period of time.

Meyer and Allen (1997) identified the significance of leaving a company, noting that employees whose primary bond was built on continuous trust were expected to remain there. Two factors have been shown to have an influence on an organization's ability to grow: the first is related to the amount of money invested, and the second is related to the lack of alternatives. Therefore, organizational commitment to continuity is strongest when there are no other options available. This is because it is believed that if employees have better options, they are more likely to leave.

2.5.3 Normative Commitment

Dawley et al. (2005), however, distinguish between the two sorts of commitment mentioned above, stating that normative commitment is a responsibility that can be a reflection of cultural or family constraints. Stated differently, normative commitment is primarily concerned with the sense of duty that employees have towards the company. When there is strong normative commitment, people stick with the company because they feel obligated to (Parish, Cadwallader, & Busch, 2008). Based on the research of Meyer and Allen (1991), Scholl (1981), and Wiener (1982), it was proposed that socialization and exchange are two procedures that are crucial to the formation of normative commitment. Normative views are absorbed through pre-entry (familial and cultural) and post-entry socialization processes, according to Wiener (1982), which leads to the development of normative commitment. The principle of trade, or what Scholl (1981) refers to as a norm of reciprocity, is the second mechanism. According to this theory, normative

commitment grows when members of the organization provide them incentives, which give them a moral responsibility to return the favor by being similarly committed. The academic literature has identified three types of employee commitment that are widely studied and reported: affective, which is emotional attachment to the organization; continuance, which is perceived costs associated with leaving the organization; and normative, which is also feelings of obligation towards the organization. These are mentioned by Carrière and Bourque (2009).

Two mechanisms, socialization and trade, are proposed to be crucial and active in the formation of normative commitment based on the research of Meyer and Allen (1991), Scholl (1981), and Wiener (1982). Normative views are absorbed through pre-entry (familial and cultural) and post-entry (organizational) socialization processes, according to Wiener (1982), which leads to the development of normative commitment. The principle of trade, or what Scholl (1981) refers to as a norm of reciprocity, is the second mechanism. According to this theory, normative commitment grows when members of the organization are provided with incentives that give them a sense of moral duty to return the favor by showing commitment. Making reference to Carrière and Bourque (2009), the three types of organizational commitment that have been researched and documented in academic literature most commonly are affective emotional attachment to the organization, continuance perceived costs associated with leaving the organization, and normative, which is feelings of obligation towards the organization. The way employees view their organization determines its level of devotion.

2.6 Empirical Literature Review

2.6.1 Leadership behavior and Employee commitment

Executives have to realize that addressing the commitment of staff members is an essential component. Previous research (Asgari, Silong, Ahmad, & Abu Sama, 2008) demonstrated the primacy of leaders' influence over employees' behavior. The atmosphere that an employee's boss creates at work affects their level of dedication. Performance will ultimately be heavily determined by this atmosphere as well as the employee's aptitude. Employee loyalty is a good indicator of the caliber of the organization's leadership, claims Stum (2001). Yet, research by Eisenberger et al. (1986) demonstrated that perceived organizational support had a significant impact on workers' commitment. Workers, however, are more likely to feel obligated to reciprocate the encouraging action in terms of affective commitment.

Mottaz (1988) discovered that workers who felt they had a cordial and helpful connection with their managers and coworkers also had a strong and positive commitment to their respective firms. The study included 1,385 individuals from a variety of vocations. If supervisors are regarded as kind and compassionate leaders, then their workforce will be more committed to their organizations than those who aren't. A boss who puts their subordinates' comfort and well-being first is said to be exercising "supervisory consideration. The support of their boss, however, might be interpreted by employees as a sign of their own devotion to them, which tends to strengthen their own loyalty to the business. Research from 1993 indicated that having a direct supervisor's assistance resulted in fewer absences from subordinates (Tharenou, 1993). Based on evidence also given by Pelz (1952, it appeared that employees were happier with superiors who were closely associated with top management and helped achieve the main aim, at least in large groups. According to Yousef (2000), staff members are more committed to their employer when they perceive their manager to be displaying participative or consultative leadership conduct. Conversely, a manager who communicates more clearly and quickly makes the workplace a better place to work, which in turn makes employees more loyal to the organization.

Liou, thus, investigated in 1995 the connection between the overall concept of employee commitment and the outcome measures of job participation, job satisfaction, and supervisory trust. revealed strong correlations with employee commitment in each of the three categories. In particular, three key factors that significantly influenced employee commitment were sentiments of job pleasure, capacity to participate in the job, and perceived supervisor trust. Becker (1992) investigated in a different way whether prosocial conduct and work satisfaction were better predicted by an employee's commitment to the business as a whole or to various constituencies. Beyond their commitment to the firm, he found that workers' dedication to upper management, supervisors, and workgroups made a major contribution.

There have been few studies that focus specifically on the banking business; most of them were conducted in businesses. For this reason, the purpose of this study was to ascertain the influence of leadership behavior on employees' commitment at Awash Bank.

2.7 Conceptual Framework

Independent variable

Dependent variables

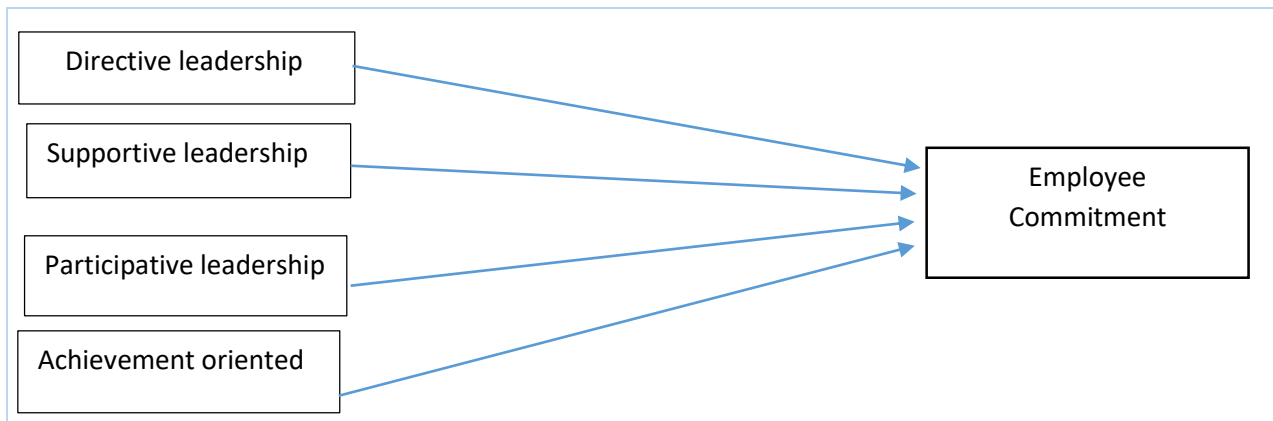


Figure 1: Conceptual framework

IDV = (Directive leadership, Supportive leadership, Participative leadership, Achievement oriented)

DV = Employee Commitment

2.7.1 Hypothesis

H0: There is no significant relationship between directive leadership behavior and employee commitment.

H1: there is significant relationship between directive leadership behavior and employee commitment.

H0: There is no significant relationship between participative leadership behavior and employee commitment.

H1: There is significant relationship between participative leadership behavior and employee commitment.

H0: There is no significant relationship between supportive leadership behavior and employee commitment.

H1: There is significant relationship between supportive leadership behavior and employee commitment

H0: There is no significant relationship between achievement-oriented leadership behavior and employee commitment.

H1: There is significant relationship between achievement-oriented leadership behavior and employee commitment.

CHAPTER THREE

3. Research Methods

3.1 Introduction

This section looks at the study area, the research design and approach, population, sample size determination, source of data and collection method, method of data analysis, ethical considerations, and the measurement of reliability and validity.

3.2 Description of the study area

This study was carried out in the Awash Bank East Addis Ababa Region. Awash Bank is the leading private commercial bank in Ethiopia, having more than 875 branches in eleven regions or districts throughout the country. The East Addis Ababa region is the most robust among its neighboring districts, boasting over 102 branches situated in the eastern part of the city. Top of Form: the region is home to one specialized branch, three grade one branches, six grade two branches, and twenty-four grade three branches. Complementing these, an additional sixty-eight branches are classified as grade four. Therefore, this study is conducted at special branches, grade one, and grade three branches, all of which contain 307 permanent clerical employees positioned below the branch manager level.

3.3 Research Design and approach

A descriptive survey technique was used in the research to aid in the generalization of findings from a sizable sample. Three aspects of employees' commitment were to be examined in this study: the desire to stay with the company, the sense of responsibility, and the identification with the company. The four types of leadership behaviors that the study focused on were directive, participative, supportive, and achievement-oriented. Choosing research questions, selecting a suitable method for gathering data, picking suitable sampling strategies, and evaluating and reporting results are some of the steps that go into creating a descriptive survey study design (Kothari, 2004).

In this study quantitative approach was adopted. Utilizing a closed-ended questionnaire to generate numerical data, this study employed a quantitative technique to measure the respondents' opinions and investigated the link between the independent variable (leadership behavior) and the dependent variable (employee commitment).

3.4 Population of the study and Sampling Design

The study was conducted only on a selective branch in the east Addis Ababa region. Which is one special branch, three grade one, and twenty-four grade three branches. The employees positioned below branch manager level and clerical staff were included in this research. Based on the information obtained from HR, the total population employed in this study was 307.

The study focused on special branches, Grade One, and Grade Three branches. Special branches often represent areas of the organization with unique challenges or specialized expertise. By including them in the study, it investigates how leadership behaviors tailored to these specific contexts impact employee commitment, offering valuable insights into leadership effectiveness in niche environments. Grade One branches typically stand out for their well-established teams and leadership structures. Studying these branches allows for an exploration of established leadership practices and their impact on employee commitment, providing benchmarks for effective leadership within the organization. Grade Three branches occupy a transitional space between different organizational tiers. Including them in the study provides an opportunity to examine how leadership behaviors adapt during periods of organizational change or growth, shedding light on the challenges and opportunities inherent in leadership transitions and their effects on employee commitment. By selecting these branches, the research gains depth and

breadth, allowing for a comprehensive understanding of leadership behavior and its influence on employee commitment across diverse organizational contexts.

This study utilizes convenience sampling techniques. This method was chosen to gather precise insights on the influence of leadership behavior on employee commitment within Awash Bank. Convenience sampling involves selecting participants based on their easy availability, willingness to participate, and whether they were available at the time the questionnaires' were distributed.

Table 3.1 population distribution table

Source: EAAR HR database

The above table shows the total number of people found in special branches, grade one and grade three

Branch grade	Customer service manager	Branch operation manger or accountant	Cashier	Auditor	Relationship officer	Customer service officer
Special branch	1	2	1	3	6	9
Grade one	3	3	3	9	9	18
Grade three	24	24	24	24	24	120

branches, respectively, with their positions. The population listed in the table contains clerical staff, which is below the managerial level.

3.5 Sample Size Determination

The process of selecting a subset of the population and making generalizations about it is known as sampling design. A sample is a portion of the population under study that was selected from the target

population so that several samples of the necessary size had an equal probability of being selected. According to Thornhill and Sounders (2012), the sample frame was a complete instance of the population of the sample elements.

In order to choose the right sample size for the population that was recruited for the study, Yumane's formula (Yumane, 1964) was used in this study in an attempt to draw a representative sample. Yamane's form provided direction for the working sample.

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

Where;

n = is the sample size

N= is the population

1= is a constant

e²= is the estimated standard error which is 5% for 95% confidence level.

$$n = \frac{307}{1+307(0.05)(0.05)} = \underline{174}$$

Accordingly, the researcher used a confidence interval of 95%, which is the level of certainty whether the response to each question is the true answer or not. 5% margin of error, which is the amount of error from the difference in the responses the researcher can tolerate when drawing a conclusion from the data. Hence, 174 is accepted as a representative sample size of the target population. Questionnaires were distributed to 174 Awash Bank EAAR employees proportionately with respect to their job category and position

composition. All grade one and special branches were included in this study, and seven grade three branches were included.

3.6 Data Sources and Type

Principal tool to achieve the best possible outcome. Primary data sources are original and were gathered by the initial data user via survey questions answered by a sample of respondents. The research employed a typical, self-administered, closed-ended questionnaire that employees filled out as its main means of gathering data. The researcher had given the questionnaires to the target employees and collected them in order to facilitate the study and obtain relevant data from the survey.

3.7 Data Collection

To get primary data, a questionnaire was used. A questionnaire is a means of collecting data in which every participant answers the same questions in a predetermined manner, according to Thornhill, Saunders, & Lewis (2012). Based on the goal of the study, the questionnaire was split into three sections. Demographic information made up the first component; questions concerning leadership behaviors were asked in the second area, and requests for information regarding employee commitment were made in the third portion.

The questionnaire was standardized and structured to be dropped off and picked up later. When a preliminary collection date is decided upon, the target respondents fill out the questionnaires on their own and pick them up later. To increase response rates, a variety of strategies were used, including personalized visits, phone calls, reminders, and brief text messages.

Likert scales, which represent the five preference extremes of strongly disagree, disagree, agree, neutral, and highly agree, were used for each item on the questionnaire. The Likert scale is appropriate because it uses a common method of gathering data that makes interpretation easier. This suggests that the data would be quantifiable, making it easier for the researcher to extract information from the responses to create findings, conclusions, and graphical representations. ensuring that the respondents are not pressured to provide an either-or response and are instead allowed to react to the questions in a neutral way.

3.8 Data Analysis

Descriptive analysis was carried out using percentages, means, and standard deviations to verify the interpretation of the data acquired. In order to reduce mistakes during the data entry process and ensure that clean data is used for analysis, the researcher coded and edited the data. To find out which factors best describe the responses that were supplied and if the responses are consistent, analyses of validity and reliability were conducted. The influence of a leader's behaviors on employees' commitment was being measured in the study through the use of multilinear regression analysis. The results were displayed with a brief explanation in tables and figures.

Regression Model: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$

Where: Y = Employee Commitment

X1 = Directive Leadership Behavior,

X2 = Supportive Leadership Behavior, X3 = Participative Leadership Behavior,

X4 = Achievement-Oriented Leadership Behavior,

β_0 = Coefficient of Independent Variable,

ϵ = Error Margin.

3.9 Validity and Reliability

3.9.1 Validity

To ensure that the questionnaire was in line with the goals and research issue, the researcher created a customized version, especially for this study. Before dissemination, initial consent was obtained from the involved entities. The questionnaire was then thoroughly examined to guarantee internal consistency and reliability. Validity was strengthened by obtaining input from a variety of people before distribution, which is essential for evaluating how well questions measure the ideas they are supposed to measure. Standardized questions aimed at the main variables made up the questionnaire; they included evaluations of employee commitment and leadership behavior. The researcher also carried out a comprehensive literature analysis to make sure that the questionnaire's questions were supported by current theories and empirical data. This procedure strengthened the content validity of the questionnaire by ensuring that it adhered to accepted ideas and frameworks in the field.

3.9.2 Reliability Top of Form

Ensuring the consistency and legitimacy of research findings is largely dependent on reliability testing, especially when using the Cronbach's alpha coefficient. A statistical metric known as Cronbach's alpha is used to evaluate a scale or questionnaire's internal consistency, particularly when it includes several questions that are intended to measure the same concept. This coefficient assesses the degree of interdependence between the scale's items and offers information about the measuring device's dependability.

To verify the consistency of the survey instrument used to gather data on several variables like employee commitment and leadership behavior, reliability testing utilizing Cronbach's alpha coefficient is crucial in this particular study. Assess the degree to which the survey questions are internally consistent and

trustworthy in assessing the target dimensions by distributing the questionnaire to a sample population and computing Cronbach's alpha.

It is suggested that the survey items are assessing the underlying constructs accurately when they have a high Cronbach's Alpha coefficient, ideally over 0.70, which denotes great internal consistency. A low coefficient value, on the other hand, might point to item inconsistency and cast doubt on the validity of the survey tool. It is also essential to get a good Cronbach's alpha value in order to guarantee the authenticity and reliability of the data gathered for this study's analysis.

Table 3.2 Cronbach’s alpha values

Characters	Cronbach’s alpha values
Directive leadership behaviors	.904
Participative leadership behaviors	.933
Supportive leadership behaviors	.921
Achievement oriented leadership behaviors	.920
Employees commitment	.862

Source: own survey 2024

3.10 Ethical Consideration

The ethical responsibilities of all study participants are considered by the researcher. Before distributing the questionnaire, the researcher obtains the agreement of each respondent and ensures their confidentiality. Furthermore, the researcher guaranteed the respondent that the material gathered for the

study would only be utilized for academic reasons and that the results would be presented objectively. Information that the researcher gathered and strictly kept private.

CHAPTER FOUR

4. Data Analysis and Interpretation

4.1 Introduction

This chapter presents information gathered from the data collected during the study on the influence of leadership behavior on employees' commitment at Awash Bank in the East Addis Ababa Region. Primary data was collected through questionnaires. A statistical analysis for social science was conducted using IBM SPSS Version 26. After carefully examining the data in accordance with the study's objectives, the results were written up and displayed in tables. A total of 174 questionnaires were provided to sample; out of that, 166 were returned and 8 questionnaires were revoked; this indicates the respondents' desire to provide information, which raises the research's validity and reliability.

4.2 Demographic Background of Respondents

The researcher made an effort to examine personal data in this demographic information analysis associate subdivision, including age, gender, educational attainment, work experience, and job position. In order to make the analysis more significant, the demographic analysis in this study aimed to characterize the traits and experience of the sample employees, including the percentage of male and female employees, the range of ages, the level of education, the experience, and the job position they held. The structured questionnaire responses were collected and presented on the table.

Table 4.1 Gender of the Respondents

Gender of respondent		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	93	56.0	56.0	56.0

	Female	73	44.0	44.0	100.0
	Total	166	100.0	100.0	

Source; own survey 2024

The above Table shows the gender representation in the study, which implies that 56% were male and the remaining 44% were female respondents. Male respondents have a higher percentage compared to female respondents. However, the survey took into account and included a considerable representation of each gender.

Table 4.2 age of respondents

age of respondent		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-25	71	42.8	42.8	42.8
	26-30	51	30.7	30.7	73.5
	31-40	37	22.3	22.3	95.8
	41-50	7	4.2	4.2	100.0
	Total	166	100.0	100.0	

Source own survey 2024

As it can be seen from table about 42.8% of respondents was found between 20-25, 30.7% were found between 26-30, 22.3% between age 31-40 and the rest 4.2% of respondent was found between 41-50. It indicates that more than half of respondents are young and productive power which is important for the company growth and development.

Table 4.3 Educational qualification of respondents

educational qualification of respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	2	1.2	1.2	1.2
	Degree	113	68.1	68.1	69.3
	Masters	51	30.7	30.7	100.0
	Total	166	100.0	100.0	

Source: own survey 2024

Table 1 shows the educational level of sample respondents: around 68.1% of samples are first-degree, 30.7% are masters, and 1.2% are diploma holders. Hence, from the data, the majority of total respondents, which is around 98.8% of respondents, are BA and master's degree holders.

Table 4.4 Current job position of respondents

Current job category within the organization					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	customer service manager	18	10.8	10.8	10.8
	Auditor	14	8.4	8.4	19.3
	Cashier	15	9.0	9.0	28.3
	Accountant or operational manager	20	12.0	12.0	40.4
	relationship officer	14	8.4	8.4	48.8
	customers service officer	85	51.2	51.2	100.0
	Total	166	100.0	100.0	

Source: own survey 2024

As indicated in the table above, out of a total of 166 respondents, around 10.8% are customer service managers, 8.4% are branch auditors, 9% are branch cashiers, 12% are branch accountants or operational

managers, and 8.4% are relationship officers. The majority of respondents are customer service officers, which is 51.2% of the total respondents, or 81 out of 166.

Table 4.5 Total year of experience

Total years of experience in this company in years					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5	85	51.2	51.2	51.2
	6-10	37	22.3	22.3	73.5
	11-15	38	22.9	22.9	96.4
	above 15 year	6	3.6	3.6	100.0
	Total	166	100.0	100.0	

Source: own survey 2024

Table 5.1 indicated that around 51.2% of the sample respondents served the bank for 1–5 years, according to the statistics. Also, 22.3% of the employees have worked for 6 to 10 years, 22.9% for 11 to 15 years, and 3.6% of the employees have been there for more than 15 years. Both relatively new and experienced employees are well represented in this study.

4.3 Descriptive Statistics

This part consists of the descriptive statistics of the variables under study. The variables of the descriptive statistics included directive leadership behavior, participative leadership behavior, supportive leadership behavior, and achievement-oriented leadership behavior on the employee’s commitment using the mean and standard deviation.

4.3.1 Descriptive Statistics for the four types of Leader Behaviors

Table 4.6 descriptive statistics for Directive leadership behavior

	N	Mean	Std. Deviation
My manager gives me instructions on what must be done and how	166	3.95	.752
My manager anticipates that employees will report back once they have finished all of the tasks.	166	3.99	.728
My manager informs employees of the required standard of performance.	166	4.06	.728
The manager says that he / she is unsure of the followers' capacity to do tasks independently.	166	3.81	.877
Whenever policies and procedures are broken, my manager takes appropriate action.	166	3.94	.776
Grand Mean		3.95	

Source: own survey 2024

As indicated in Table 4.6, employees generally agree that their managers provide clear instructions on tasks and methods. The mean score of 3.95 suggests a high level of agreement. The standard deviation of 0.752 indicates moderate variability in responses, implying some differences in perceptions among employees. There is a strong expectation from managers for employees to report back after completing tasks, with a mean score of 3.99 and a standard deviation of 0.728. Employees are well informed about the required performance standards, as indicated by the high mean of 4.05 and standard deviation of 728. There is a moderate level of agreement that managers express uncertainty about employees' ability to work independently. (The mean score of 3.81 is slightly lower compared to other questions, and the higher standard deviation is 0.877.) Employees strongly agree that managers take appropriate actions when policies are violated, with a mean score of 3.94 and a standard deviation of 0.776, which indicates a fairly consistent perception among employees.

Table 4.7 descriptive statistics for Participative leadership behavior

	N	Mean	Std. Deviation
My managers listen attentively subordinates idea and suggestion	166	3.93	.927
When my manager has a problem, he or she consults with the team.	166	3.91	1.010
My Manager seeks input from staff members prior to making significant decisions.	166	3.67	1.135
The manager highlights to the staff the value of their participation in decision-making.	166	3.88	1.009
My management involves the staff while scheduling work	166	4.06	.759
GRAND MEAN		3.89	

Source: own survey 2024

Table 4.7 above indicates that Employees generally agree that their managers listen attentively to their ideas and suggestions, indicated by a high mean score of 3.93 standard deviation of 0.927. There is strong agreement that managers consult their teams when facing problems, with a mean score of 3.91. The standard deviation of 1.010 indicates moderate variability, suggesting that while consultation is common, its extent may vary across different managers or situations Employees generally agree that managers seek their input before making significant decisions, reflected by (mean score of 3.67. The standard deviation of 1.135) Employees feel that managers value their participation in decision-making, as shown by (mean score of 3.88. The standard deviation of 1.009) suggests moderate variability, indicating that while many employees feel their participation is valued, some may experience less recognition of their contributions. There is strong agreement that management involves staff in scheduling work, with the highest (mean

score of 4.06. The standard deviation of 0.759) is the lowest among the statements, indicating relatively consistent perceptions among employees regarding their involvement in scheduling.

Table 4.8 descriptive statistics for Supportive leadership behavior

	N	Mean	Std. Deviation
My Manager keeps a cordial work relationship with subordinates.	166	4.04	.860
My Manager acts in a way that is mindful to our needs.	166	3.92	.793
My Manager is approachable and friendly.	166	3.87	.764
My manager shows kindness towards my individual needs and acts to assist me.	166	3.86	.799
Little acts of kindness from my manager make it feel wonderful to be a member of the family.	166	3.86	.857
GRAND MEAN		3.91	

Source: own survey 2024

Above table implies Employees generally agree that their managers maintain cordial work relationships with subordinates, indicated by (mean score of 4.04. The standard deviation of 0.860) implying that while most employees experience cordial relationships, some may perceive these relationships differently. There is strong agreement that managers act mindfully of employees' needs, with a (mean score of 3.92. The standard deviation of 0.793). Employees generally agree that their managers are approachable and friendly, as reflected by a high (mean score of 3.87 The standard deviation of 0.764) indicates low variability, suggesting that this perception is fairly consistent among employees. Employees feel that managers show kindness towards their individual needs and act to assist them, indicated by a (mean score of 3.86. The standard deviation of 0.799). There is agreement that small acts of kindness from managers make employees feel valued as part of a family, with (mean score of 3.86. The standard deviation of

0.857), suggesting that while many employees feel valued, others might not experience these acts of kindness as frequently.

Table 4.9 descriptive statistics for Achievement oriented leadership behavior

Questions	N	Mean	Std. Deviation
My Manager sets challenging goals for subordinate to achieve at their highest performance	166	4.07	.987
The leader sets clear and specific goals for the workers.	166	3.93	.993
The goals assigned to the employees are in line with the organization strategic plan	166	3.84	.903
My manager ensures that allocated goals are always accomplished within given timelines	166	3.81	.759
My manager expect subordinate to design their own strategies to accomplish a given objectives	166	3.84	.880
GRAND MEAN		3.898	

Source: own survey 2024

This indicates that, on average, respondents agree that their manager sets challenging goals (mean score 4.07 and standard deviation.987). Employees generally agree that their leader provides clear and specific goals, which helps them understand expectations and work more effectively (mean score 3.93 and standard deviation.993). There is a strong perception that the goals assigned align with the organization's strategic plan, suggesting that employees see the relevance of their work to the broader objectives of the company (mean score 3.84 and standard deviation.903). While generally positive (mean score 3.81 and standard deviation.759), there is some variability in perceptions regarding whether goals are consistently achieved

within set timelines. This may indicate room for improvement in time management or resource allocation. Employees feel that their manager encourages autonomy and expects them to take ownership of their strategies for achieving objectives, fostering a sense of responsibility and empowerment with a mean score of 3.84 and a standard deviation of .880.

4.3.2 Descriptive Statistics for Employee Commitment

Table 4.10 descriptive statistics for employee commitment

	N	Mean	Std. Deviation
My beliefs and the organization's principles seem to be inline.	166	4.17	.755
I am very happy being a member of this organization.	166	4.28	.638
I enjoy talking about my organization because of the organization.	166	4.24	.688
I understand how my work contributes to the organizations goals and objectives	166	4.34	.589
Even if I wanted to, it would be quite difficult for me to leave my organization at this time	166	3.96	.896
My current position is inspiring me	166	3.80	.913
I am happy to stay in the organization because of the support from the manager	166	4.07	.770
There are moments when I worry about what would occur if something were to happen to our company.	166	3.93	1.234
I believe in the value of loyalty to one organization.	166	3.82	.473
I feel inspired to provide the best service to our partners and/or colleagues.	166	4.48	.506

I believe that this organization has helped me much, and I owe it a lot.	166	4.45	.535
I am willing to put in a bit of effort beyond what's expected for organization's success	166	4.42	.504
This company truly motivates me to achieve to the highest standard at job performance.	166	4.32	.579
	166		

Source: own survey 2024

The above table shows that employees feel a strong alignment between their personal values and the organization's values, suggesting a high cultural fit and shared vision (mean score of 4.17 and standard deviation of .755). Employees express high levels of happiness and satisfaction with being part of the organization, indicating a positive work environment (mean 4.28 and standard deviation 6.38). Employees enjoy discussing their organization, which suggests pride and a positive perception of the company's image and reputation (mean 4.24 and S.D. 688). Employees have a clear understanding of how their roles contribute to the organization's goals, which enhances job satisfaction and a sense of purpose (mean 4.34 and standard deviation 0.589). Employees feel a significant sense of attachment and find it difficult to consider leaving, indicating strong organizational commitment and possibly a perceived lack of better opportunities elsewhere (mean 3.96 and standard deviation .896). While employees generally find their positions inspiring, there is slightly more variability in responses, suggesting some room for improvement in job design or role enrichment (mean 3.80 and standard deviation .913). Managerial support is a significant factor in employees' decision to stay, indicating that leadership quality is crucial for retention (mean 4.07 and standard deviation .770). Employees occasionally worry about the company's stability (mean 3.82 and standard deviation .123). There is a very

strong belief in loyalty, suggesting that employees value long-term relationships with the organization (mean 4.48 and standard deviation.473). Employees are highly inspired to deliver excellent service, indicating high levels of motivation and dedication (mean 4.45 and standard deviation.506). Employees feel a strong sense of gratitude towards the organization, which can enhance loyalty and long-term commitment (mean 4.27 and standard deviation 0.535). Employees are willing to go above and beyond in their roles, indicating high levels of discretionary effort and engagement (mean 4.42 and standard deviation.504). The organization effectively motivates employees to perform at their best, reflecting strong organizational culture and leadership (mean 4.34 and standard deviation.579).

4.4 Correlation Analysis

In this study, a correlation test was conducted to determine the degree of relationship between directive, participative, supportive, and achievement-oriented leadership behavior, which is a dependent variable, and employees' commitment. The relationship between the variables is expressed by a value within the range of -1.00 to +1.00. Based on the Pearson correlation coefficients rule, if the result is (+1), the correlation is positive; if the result is (-1), it means negative correlation.

		employee commitment	directive	participativ e	supportiv e	Achievemen t oriented
employee commitment	Pearson Correlation	1	.802**	.730**	.654**	.687**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	166	166	166	166	166
Directive	Pearson Correlation	.802**	1	.725**	.566**	.565**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	166	166	166	166	166
Participative	Pearson Correlation	.730**	.725**	1	.489**	.560**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	166	166	166	166	166
Supportive	Pearson Correlation	.654**	.566**	.489**	1	.461**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	166	166	166	166	166
Achievement oriented	Pearson Correlation	.687**	.565**	.560**	.461**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	166	166	166	166	166
**. Correlation is significant at the 0.01 level (2-tailed).						

Table 4.11 correlation analysis

Source: own survey 2024

Based on the data obtained from the table above, there is a strong and positive correlation between dependent (employee commitment) and independent variables (directive, supportive, participative, and achievement-oriented). and Directive leadership behaviors have the strongest correlation with employee commitment, followed by participative, achievement-oriented, and supportive leadership. There is a strong positive correlation ($r = 0.802$) between directive leadership and employee commitment. The p-value ($p = 0.000$) indicates that this correlation is significant. Based on this, we can conclude that directive leadership behavior positively influences employees' commitment. The correlation between participative leadership and employee commitment is strong and statistically significant ($r = 0.730$ and $p = 0.000$). It indicates that participative leadership behavior has a positive influence on employee commitment. The

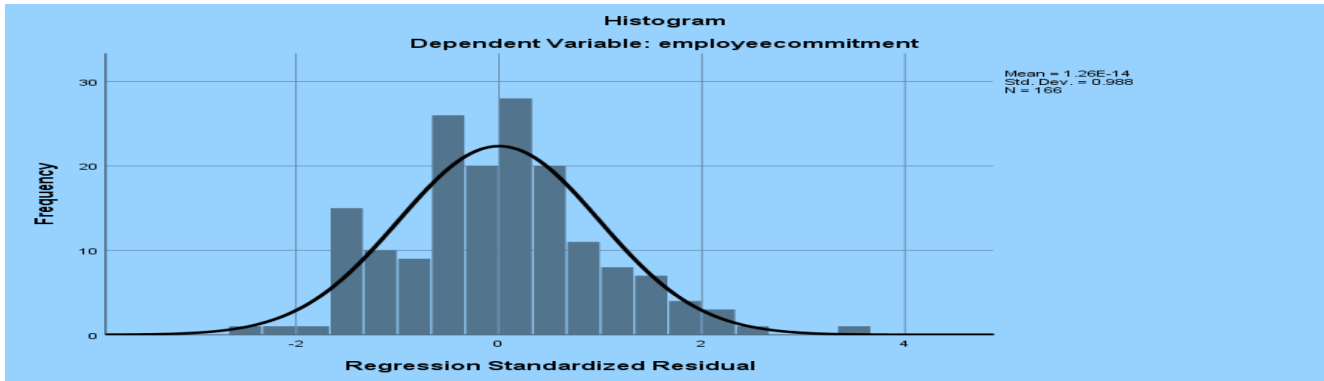
correlation between supportive leadership behavior and employee commitment is slightly lower compared to others ($r = 0.654$ and $p = 0.000$), which implies a moderately positive and significant correlation between them. The correlation between achievement-oriented leadership behavior and employee commitment ($r = .687$ and $p = 0.000$) shows that there is a strong positive and significant correlation between the two variables. Based on this, we can conclude our hypothesis that achievement-oriented leadership behaviors have a positive influence on employees' commitment.

4.5 Assumptions and tests

4.5.1 Normality Test

The investigator employed the histogram technique to verify that the data was normal. The bell-shaped histogram formed, indicating a normal distribution of the residuals (disturbance or errors). A normal distribution of residuals around the anticipated dependent variable score is required. As shown in the figure below, the dependent variable employee commitment, for every value of the independent variables, leadership behavior has a normal distribution.

Figure 2 Histogram

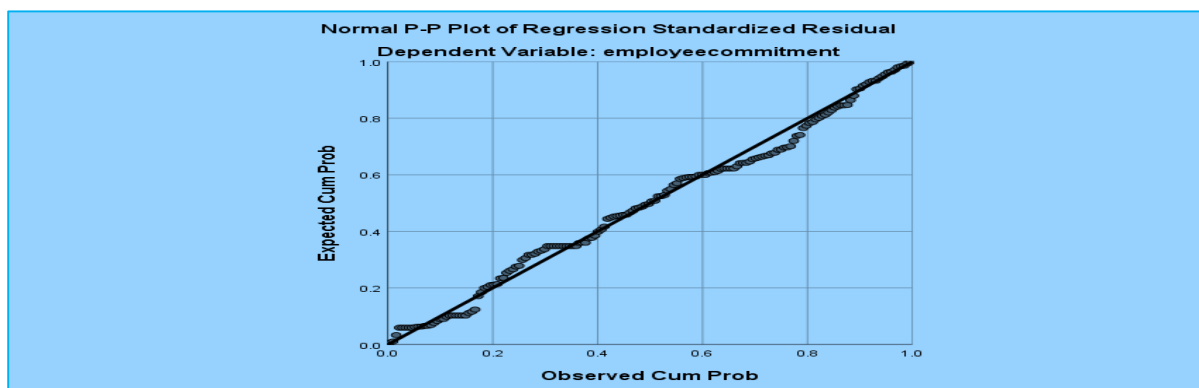


Source; own survey 2024

4.5.2 Linearity Test

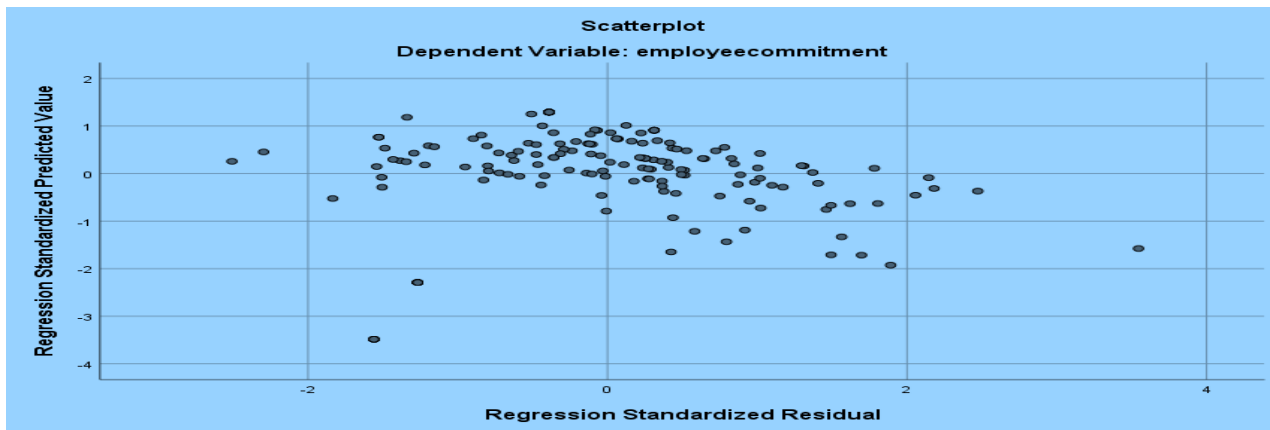
A dependent variable's degree of fluctuation in relation to changes in the independent variables is checked by linearity test. Plotting regression residuals using SPSS software allowed us to examine whether the connection between the dependent variable (employee commitment) and the independent variables (directive, participative, supportive and achievement-oriented leadership behavior) is linear. A linear relationship between the residuals and the anticipated scores of the dependent variable is expected if linearity is present.

Figure3; Normal p-p plot of Regression



Source; own survey 2024

Figure 4 Scatter Plot



Source; own survey 2024

4.6 Regression analysis

A regression analysis was conducted to understand how much the independent variables (directive, supportive, participative, and achievement-oriented leadership behaviors) explain the dependent variable (employee commitment). Multiple regression analysis is a statistical technique used to understand the relationship between one dependent variable and multiple independent variables. It allows us to see how each independent variable uniquely contributes to the variation in the dependent variable. The value of beta shows how dependent variables are influenced by those independent variables.

Table 4.12 model summary

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.881 ^a	.776	.771	.40173	.776	139.638	4	161	.000
a. Predictors: (Constant), achievement oriented, supportive, participative, directive									
b. Dependent Variable: employee commitment									

Source: own survey 2024

This multiple correlation coefficient shows how strongly and in which direction the values of the dependent variable (employee commitment) relate to the observed values. With a R value of 0.881, a very significant positive correlation is shown. R Square indicates the proportion of the variance in the dependent variable (employee commitment) that can be explained by the independent variables (directive, participative, supportive, and achievement-oriented leadership styles). Here, 77.6% of the variance in employee commitment is explained by these leadership behaviors while the remaining 22.4% influenced by variables not examined in this study and the regression model is significant so it is possible to make conclusion.

Table 4.13 ANOVA

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	90.141	4	22.535	139.638	.000 ^b
	Residual	25.983	161	.161		
	Total	116.123	165			
a. Dependent Variable: employee commitment						
b. Predictors: (Constant), achievement oriented, supportive, participative, directive						

Source: own survey 2024

The ANOVA table confirms that the regression model, which includes independent variables such as directive, participative, supportive, and achievement-oriented leadership as behavior predictors, is significant in explaining the independent variable employee commitment. The high F-value (139.638) and the very low p-value (0.000) demonstrate that the model provides a significant fit to the data, indicating that leadership behavior collectively has a significant influence on employee commitment.

Table 4.14 multiple regression

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.744	.152		4.904	.000
	Directive	.352	.053	.391	6.615	.000
	Participative	.148	.042	.197	3.503	.001
	Supportive	.181	.038	.219	4.720	.000
	Achievement oriented	.201	.038	.255	5.354	.000

a. Dependent Variable: employee commitment

Source: own survey 2024

Based on the data above, the beta values for directive, participative, supportive, and achievement-oriented leadership behavior are 0.352, 0.148, .181, and 0.201, respectively. The value of significance is 0.000,0.001,0.000,0.000 ($p < 0.05$) respectively for directive, participative, supportive, and achievement-oriented leadership behaviors. A high beta value (β) and a small p value (< 0.05) indicate the independent variable has made a significant contribution to the model. This indicates that directive, participative, supportive, and achievement-oriented leadership behaviors have a significant influence on Awash Bank employee's commitment, and the model is statistically significant.

Regression Model: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$

$$Y = 0.744 + 0.352X_1 + 0.148X_2 + 0.181X_3 + 0.201X_4 + e$$

Where: Y = Employee Commitment

X1 = Directive Leadership Behavior,

X2 = Supportive Leadership Behavior, X3 = Participative Leadership Behavior,

X4 = Achievement-Oriented Leadership Behavior,

β_0 = Coefficient of Independent Variable,

ε = Error Margin.

Directive leadership behavior ($\beta = 0.352$ and $p = 0.000$) at Awash Bank significantly enhances employee commitment. Leaders who provide clear guidance and structured workflows help employees feel more secure and committed. The relatively high Beta value indicates that directive leadership has a strong influence on employee commitment compared to other leadership behaviors. The very low p-value shows that this effect is highly statistically significant, meaning we can be very confident that directive leadership behavior positively influences employee commitment. Based on this, our hypothesis that directive leadership behaviors have a positive influence on employee commitment is accepted. In general, when directive leadership behavior increases by one unit, employee commitment increases by 35.2%.

Participative leadership behavior ($\beta = 0.148$ and $p = 0.001$) increases employee commitment at Awash Bank. Encouraging employees to participate in decision-making processes, considering subordinate's ideas and suggestions, seeking input from staff members prior to making significant decisions, and highlighting to the staff the value of their participation in decision-making and management involvement makes the staff feel valued and involved while scheduling work. The effect is positive but less pronounced compared to directive leadership. This style is a statistically significant predictor of employee commitment; thus, our hypothesis suggestion was accepted. When participative leadership behavior increases by one unit, employee commitment enhances by 14.8%.

A positive coefficient ($\beta = 0.181$) means that supportive leadership, such as a manager who keeps a cordial work relationship with subordinates and acts in a way that is mindful of employing needs. The manager is approachable and friendly; the manager shows kindness towards individual needs and acts to assist; and

little acts of kindness from the manager associated with an increase in employee commitment. ($p = 0.000$) implies the relationship is highly significant, reinforcing the importance of supportive leadership behaviors. Hypothesis's suggestions based on supportive leadership are accepted. When supportive leadership behavior increases by one unit, employee commitment increases by 18.1%.

Achievement-oriented leadership behaviors positively affect employee commitment. Leaders who set challenging goals for subordinates to achieve at their highest performance, set clear and specific goals for the workers, and expect subordinates to design their own strategies to accomplish a given objective inspire employees to commit more to their roles. $p = 0.000$ indicates that these leadership behaviors predict employee's commitment. suggested hypotheses are accepted. When achievement-oriented leadership behavior increases by one unit, employee commitment increases by 20.1%.

CHAPTER FIVE

5. SUMMARY, CONCLUSION & RECOMMENDATION

5.1 Introduction

This chapter presents a summary of the findings, conclusions, and some relevant recommendations to practice, with the research's major contributions, as well as for future researchers.

5.2 Summary of the Findings

This study was to investigate the influence of leadership behavior on employee commitment in the case of Awash Bank specifically in East Addis Ababa region. This is carried out by computing the four leadership behaviors, which are directive, participative, supportive, achievement-oriented, and employee's commitment. The raw data was analyzed using the Statistics Package for Social Science Version 26 after the data was gathered using structured questionnaires. Figures and tables were used to interpret the outcome. The next conclusion is drawn from this.

- ❖ More than half of respondents, according to demographic analysis, are men (56 percent), and gender representation in the analysis is considerable. This survey has 166 respondents, of whom 51.2 percent work as customer service officers. The remaining respondents hold various employment positions at Awash Bank. Around 51.2% of total respondents were service companies for 1–5 years, and only 3.6% of respondents were service companies for more than 15 years. The respondents' educational backgrounds show that almost 98.8% of the sample has a bachelor's or master's degree.

- ❖ According to a descriptive analysis of the study Among the four categories of leader behaviors, directive leadership behaviors are the ones that are usually employed in the Awash Bank-East Addis Ababa region, followed by supportive leadership behaviors, participative behaviors, and achievement-oriented behaviors.
- ❖ Following the completion of a correlation analysis, it was shown that there is a positive and statistically significant relationship ($p < 0.05$) between employee commitment and each of the four independent variables of leadership behavior—directive, participative, supportive, and achievement-oriented. Employee commitment at Awash Bank is strongly correlated with directive leadership style by 80.2 percent, followed by participative with 73 percent, supportive by 65.4 percent, and achievement-oriented leadership behavior by 68.7 percent.
- ❖ The influence of the four categories of leader behaviors on employee commitment was also examined using multiple linear regression analysis. The results show that the independent variables such as directive, supportive, participative, and achievement-oriented leadership behaviors explain 77.1% of the variation in employees' commitment, according to the adjusted R square. Additionally, the regression model with $p = 0.000$ is exceptionally significant.

5.3 Conclusion

The main objectives of the study are to investigate the influence of leadership behavior on employee commitment. by computing the four types of leadership behavior, such as directive, supportive, participative, and achievement-based leadership behavior, with employee commitment.

The result of the study shows that directive leadership behavior has a positive correlation with employee commitment. These leadership behaviors, determined by managerial instructions on what tasks should be done and how, support and guidance, standards of performance, and close supervision, positively influence Awash Bank employee commitment by offering a predictable and controlled work environment. Employees appreciate the instruction and direction offered by their branch managers, which helps reduce ambiguity and increase their sense of security and stability in their job.

Supportive leadership behavior, which focuses on addressing employees' needs, creating a sociable work environment, and creating a friendly and approachable managerial environment, significantly increases employee commitment. Branch managers who care for employees' well-being and provide emotional support create a positive work environment that promotes trust and loyalty.

Participative leadership behavior, where branch managers involve employees in decision-making processes and seek their input, greatly contributes to employee commitment. This empowers employees, giving them a sense of ownership.

Achievement-oriented leadership behavior, which is characterized by setting challenging goals and high performance standards while expressing confidence in employees' abilities, positively influences employee commitment. Branch managers who motivate employees to reach their full potential and who recognize their achievements create excellence and continuous improvement.

Based on descriptive statistics analyses, the results show that directive leadership behavior is mostly exercised in Awash Bank, followed by other three leadership behaviors such as supportive, participative, and achievement-oriented leadership behavior.

5.4 Recommendations

Based on the above-stated major findings, this study recommends the findings revealed that directive leadership behavior was a determinant of employee commitment. For this reason, managers should consistently provide clear and detailed instructions. This clear instruction helps employees understand their roles, reduces uncertainty, and creates a stable work environment.

Branch managers should regularly discuss with employees offering assistance, creating a supportive and approachable atmosphere, and providing emotional support. This creates a positive work environment that promotes trust and loyalty.

The study recommends that all listed leadership behaviors have a significant and positive relationship with employee commitment. Based on this, the bank prepares different strategies to develop this leadership behavior and examines the conduct of current bank leaders. It was crucial to gather and evaluate data since it provided insight that can be used to improve human resource management and the management of successful leadership behavior, which in turn promotes employee commitment.

This finding also recommends that the bank implement regular surveys and feedback tools to evaluate employee commitment and identify areas where leadership behavior may need adjustment. Use this data to inform leadership development initiatives and organizational strategies.

5.5 Implication for Future Study

This research will be contributing to next generation of researcher in this field being as an input or resource for further study.

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Appendix-I questionnaires



SEEK WISDOM, ELEVATE YOUR INTELLECT AND SERVE HUMANITY!

Addis Ababa University
አዲስ አበባ ዩኒቨርሲቲ



COLLEGE OF BUSINESS AND ECONOMICS SCHOOL OF COMMERCE

Dear Respondents:

My name is Mengsteab Tadesse and I am a post graduate student of business leadership program. The purpose of this questionnaire is to gather information for the study "The influence of leadership behavior on employee commitment in the case of Awash Bank, East Addis Ababa region." Due to this, I am kindly asking for your assistance in completing the questionnaire. I also want to reassure you that all information will be kept private and used exclusively for academic reasons. I want to sincerely thank you for your willingness, time, and thoughtful assistance in completing the questionnaire.

Thank you, for your support!!

Mengsteab Tadesse

Email: Mengsteatadesse9@gamil.com

Tel;

PART ONE DEMOGRAPHIC

INSTRUCTION: Please read all the questions first and choose the appropriate answer box by ticking (✓) clearly or **circling** against **one item** for **each** question. All the information will remain confidential and to maintain anonymity, no names are required.

1. Sex

A Male

B Female

2 Age

A. 20-25 B. 26-30 C. 31-40 D. 41-50

3 Educational Qualification

A. Diploma B. Degree C. Masters D. Above Masters

4 Current job category within the organization

CSM/OM	
Auditor	
Cashier	
Accountant	
RO	
CSOI,CSOII,CSOIII	

5 Total years of experience in this company in years

A. 1-5 6-10 11-15 over 15 year

PART TWO LEADERSHIP BEHAVIOUR

INSTRUCTION Please indicate the extent to which you agree or disagree with the following statements describing the leadership behavior by using the scale 1 -5 where **Strongly Disagree** (1), **Disagree** (2), **Neutral** (3), **Agree** (4), **Strongly Agree** (5).

Directive Leadership Behavior	1	2	3	4	5
My manager gives me instructions on what must be done and how.					
My manager anticipates that employees will report back once they have finished all of the tasks.					
My manager informs employees of the required standard of performance.					
The manager says that he / she is unsure of the followers' capacity to do tasks independently.					
Whenever policies and procedures are broken, my manager takes appropriate action.					
Participative Leadership Behavior	1	2	3	4	5
My managers actively hear the ideas and suggestions of their subordinates.					
When my manager has a problem, he or she consults with the team.					
My Manager seeks input from staff members prior to making significant decisions.					

Supportive Leadership Behavior	1	2	3	4	5
My Manager keeps a cordial work relationship with subordinates.					
My Manager acts in a way that is mindful to our needs.					
My Manager is approachable and friendly.					
My manager shows kindness towards my individual needs and acts to assist me.					
Little acts of kindness from my manager make it feel wonderful to be a member of the family.					
The manager highlights to the staff the value of their participation in decision-making.					
My management involves the staff while scheduling work.					

Achievement oriented behavior	1	2	3	4	5
My Manager sets challenging goals for subordinate to achieve at their highest performance.					
The leader sets clear and specific goals for the workers.					
The goals assigned to the employees are in line with the organization strategic plan					
My manager ensures that allocated goals are always accomplished within given timelines					
My manager expect subordinate to design their own strategies to accomplish a given objectives					

SECTION THREE: EMPLOYEE COMMITMENT QUESTIONNARI

INSTRUCTION: These questions are aimed to measure your perception of employee commitment in the company. Please make a “√” mark on your response to each statement according to the five-point scale labeled at each statement (1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) strongly agree.

	1	2	3	4	5
My beliefs and the organization's principles seem to be in line.					
Being a member of this organization makes me extremely pleased.					
I enjoy talking about my organization because of the organization.					
I understand how my work contributes to the organizations goals and objectives.					
	1	2	3	4	5

Even if I wanted to, it would be quite difficult for me to leave my organization at this time.					
My current position is inspiring me.					
I am happy to stay in the organization because of the support from the manager.					
There are moments when I worry about what would occur if something were to happen to our company.					
9	1	2	3	4	5
I believe in the value of loyalty to one organization.					
I feel inspired to provide the best service to our partners and/or colleagues.					
I believe that this organization has helped me much, and I owe it a lot.					
I am willing to put in a bit of effort beyond what's expected for organization's success.					
This company truly motivates me to achieve to the highest standard at job performance.					

=====THANK YOU FOR YOUR SUPPORT=====