

**EFFECTS OF LEADERSHIP BEHAVIOR ON EMPLOYEES
JOB SATISFACTION IN COMMERCIAL BANK OF
ETHIOPIA**



**A THESIS SUBMITTED TO OFFICE OF GRADUATE STUDIES
OF ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE IN
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
DEGREE OF MASTER OF ARTS IN HUMAN RESOURCE
MANAGEMENT**

BY: SEADA SHAMIL

**ADVISOR:
WOLDE EMMANUEL WALOMBO (PHD)**

**Addis Ababa University College of Business and Economics
School of Commerce**

**June, 2017
Addis Ababa, Ethiopia**

Declaration

I, the undersigned, declare that this study entitled “effects of leadership behavior and employee job satisfaction in commercial bank of Ethiopia Addis Ababa” is my original work and has not been presented for a degree in any other university, and that all sources of materials used for the study have been duly acknowledged.

Declared by:

Name: SEADA SHAMIL

Signature _____

Date _____

Certificate

This is to certify that this study, “effects of leadership behavior and employee job satisfaction in commercial bank of Ethiopia Addis Ababa”, undertaken by SEADA SHAMIL for the partial fulfillment of the Requirements for the Degree of Master of Arts in Human Resource Management at Addis Ababa University College of Business and Economics School of Commerce, is an original work and not submitted earlier for any degree either at this University or any other University.

Research Advisor: WOLDE EMMANUEL WALOMBO (PHD)

Signature _____

Date _____

Addis Ababa University School of Commerce

Office of Graduate Studies

Effects of Leadership Behavior on Employee Job Satisfaction in

Commercial Bank of Ethiopia

By: SEADA SHAMIL

Approved by Board of Examiners:

Advisor

Signature

Date

Internal Examiner

Signature

Date

External Examiner

Signature

Date

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Acknowledgement

First and foremost I would like to thank Allah (S.W) who destined this path for me, before I even knew about it. Thank you Allah for the fortune in my life and for all the direction you choose for me.

I express my deepest gratitude to my beloved sister Nebiyat for her love, kindness, encouragement and support through the learning process. Special thanks to my beloved family, my mother, my father and brothers for their care.

I would like to express my appreciation to Ato Girma Assemie for his guidance and observation in doing the thesis. I would like to express my gratitude for my advisor Wolde Emmanuel Walombo (PHD) for the assistance. Finally I would like to express my gratitude and appreciation for the support and contribution of everyone who assisted me during this project.

List of Abbreviations

CBE= commercial bank of Ethiopia

H.O = Head Office

LBDQ= leadership behavior description questionnaire

SPSS = Statistical Package for Social Science

GIGGR = Good Will Industries of Greater Grand Rapids

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Abstract

The purpose of this study was to assess the effects of leadership behavior on employee job satisfaction in commercial bank of Ethiopia Addis Ababa area based on path goal leadership theory. The study employed explanatory research design and both quantitative and qualitative research methods employed. Primary and secondary sources of data were used in the study. In addition the study employed a stratified random sampling method to collect data from professional employees of commercial bank of Ethiopia found in branches under the four districts of Addis Ababa and head office. Accordingly, 381 questionnaires were distributed and 355 were obtained & used for further analysis. The collected data was analyzed using SPSS software version 22. In addition, to analyze the collected data descriptive statistics (frequencies, means & standard deviations), and multiple regression analysis were used. The finding of this study indicated that job satisfaction of CBE employees is significantly affected by the four types of leaders behavior (directive, supportive, participative, and achievement oriented) in addition, it was found that directive behavior has a negative effect on job satisfaction of CBE employees while the remain three behaviors (supportive, participative and achievement oriented) had a positive effect on job satisfaction. It is also indicated that currently the most dominant type of behavior is directive leader behavior however the behavior that was found to contribute more to job satisfaction in CBE is achievement oriented leadership. Accordingly the researcher forwarded the following recommendation. the bank should provide training to its leaders on how to communicate with subordinates, the leaders should lead by example in certain situations to provide as a role model for subordinates, the leaders in CBE should show a high degree of confidence in subordinates in some cases & should involve the subordinates in decisions that affect their jobs, The bank should conduct job satisfaction surveys from time to time & take corrective actions on areas that need improvement.

Key words: *leadership behavior, job satisfaction, commercial bank of Ethiopia*

CHAPTER ONE

INTRODUCTION

This chapter provides the general back ground of the research. It includes the research problem and the associated research questions to be answered and objectives to be achieved, back ground of the study, scope & limitation of the study, significance of the study, definition of key terms & organization of the study.

1.1 Background of the study

Every organization strives to be the strongest company in its industry. This competitive edge is dependent upon the availability of resources and their most effective usage. Organization assets may fall in various categories, like physical, financial and human resources. Human resource is considered to be the most vital and useful asset, as other assets can be exploited with the proper use of human resources (Lee & Ahmad 2009).

Employee satisfaction is essential to the success of any business. High rate of employee contentedness is directly related to a lower turnover rate and productivity. Thus, keeping employees' satisfied with their careers should be a major priority for every employer (Landy, 1989).

Employee satisfaction is a measure of how happy workers are with their job and working environment keeping morale high among workers will be more likely to produce more. There are many factors in improving or maintaining high employee satisfaction, which wise employers would do well to implement (Emery and Barker 2007).

Among determinants of job satisfaction, leadership is viewed as an important predictor and plays a central role (Bass, 1990). (Wilderom, Berg & Peter 2004) believes leadership behavior have a direct effect on the relations between superiors and subordinates, thus affecting performance, job satisfaction and commitment and the organization's total coherence.

A leadership behavior is defined as a pattern of behavior leaders prefer to use (Chiok, 2001). While, (Mosadeghrad, 2003) views leadership behavior as a series of attitudes, characteristics and skills used by a manager in different situations in accordance with individual and organizational values. Managers use different behaviors in different situations with different subordinates to motivate them to perform at their utmost potential (Kreitner, 2008).

Leadership theories have proposed several leadership behaviors. This study is based up on the path goal leadership theory. Path goal leadership theory is the most sophisticated and contingent leadership theory. It categorizes leadership behavior in to four i.e. directive, supportive, participative, and achievement oriented (Mosadeghrad and Yarmohammadian, 2006).

Therefore, among different factor that affect job satisfaction this study aims to identify the leadership behavior effect on employee job satisfaction in commercial bank of Ethiopia. In addition the current satisfaction level of CBE employees with the leadership behavior of the organization is analyzed.

1.2 Statement of the Problem

The achievement of organizational objectives largely depends on managers and their leadership behavior. The use of a particular leadership behavior by manager affects both job satisfaction and productivity of the employees (Chiok, 2001).

In today organizations There are different types of leadership behavior according to (Fiedler,1967) leaders are either human relations-oriented or task-oriented, His theory states that task oriented leaders are more effective in extreme situations, such as those found in mergers and acquisitions work and manufacturing, while human-relations oriented leaders are more effective in middle-ground situations.

According to The banks 2016 annual internal customer survey, there is a decrease in employee's job satisfaction. In addition, the exit interview conducted with the former employees which was organized by human resource planning department reveals that there is considerable question in the leadership behavior of the organization.

From researcher's observation and informal interview held with the employees illustrate the existence of problems connected to superiors like unreasonable employee release, delaying promoted employee, excessive supervisory commands, little interest in feelings of subordinates, communication and decision making problems. However, the source available in the banks center of excellence shows that the bank has not yet undertaken a survey or any assessment related to leadership behavior.

On the other hand, in the 6th annual CBE workers day on Sep, 2016 the banks higher official believe that CBE is doing well and employees are satisfied in the leadership aspect of the organization. Though different researches are conducted on different issues in the bank to the best of researcher's knowledge there is no specific empirical evidence that comment on the leadership behavior of managers on employee satisfaction in CBE. Therefore doing this study might fill the research gap regarding leadership aspects of the bank.

1.3 Research questions

The study addresses the following research questions:-

- ✓ What is the perceived job satisfaction level of CBE employees with the leadership aspect of their organization?
- ✓ What is the degree of effect of the four leadership behaviors (directive, supportive, participative and achievement oriented) on job satisfaction?
- ✓ Which leadership behavior is significantly related to employee job satisfaction?

1.4 Study Hypothesis

H1: directive leadership behavior has significant effect on Employee job satisfaction.

H2: supportive leadership behavior has significant effect on Employee job satisfaction.

H3: participative leadership behavior has significant effect on Employee job satisfaction.

H4: achievement oriented leadership behavior has significant effect on Employee job satisfaction.

1.5 Objectives of the study

1.5.1 General Objectives

The general objective of the study is to assess the effect of leadership behavior on employee job satisfaction as perceived by CBE employees.

1.5.2 Specific Objectives

Specifically the objective of the study includes the following

- ✓ To examine the perceived satisfaction level of CBE employees with the leadership aspect of their organization.
- ✓ To explore the degree of effect of leadership behaviors on job satisfaction in employees of the bank.
- ✓ To determine which leadership behavior significantly affects employee job satisfaction in employees of the bank.

1.6 Significance of study

The outcomes of this research have great significance especially for CBE in the following ways. First, it identifies the behavior of leadership being exhibited at branch level which in turn is critically important in crafting strategy with the behavior of leadership for its implementation in mind. Second, knowing the existing situation is in turn significant as it helps to point out any weakness and strength of the issue under study and gives a practical picture of the efforts that have been made to improve. Third, this study will add to literature with regard to determining the effect and relationship of the various leadership behaviors and employee job satisfaction. Last but not least, this research can be used as a spring board for other researches to be conducted on leadership related issues in Ethiopia in general and CBE in particular.

1.7 Scope of the Study

Generally this vital element, Job satisfaction, can be affected by various organizational and non-organizational factors. Among a number of variables affecting job satisfaction this study focused on leadership behavior effect on job satisfaction and only limited to professional employees of CBE Located in Addis Ababa Ethiopia.

Leadership theories have proposed several leadership behaviors. This study is based on path goal leadership behavior model. The path goal leadership theory is most sophisticated and contingent leadership theory (Richard et al, 2012). In this study the independent variable of the study is leadership behavior and job satisfaction as dependent variable. The study applied mixed research method. The study is subjected to academic calendar of the university.

1.8 Limitation of the study

In conducting this study, the researcher faced some constraints in administering the data collection process and also doing the analysis. Some of the curb includes all the distributed survey questionnaires are not returned; the respondents not fill their responses to the entire items question or they did not give a genuine response. However the researcher at most effort tries to overcome this challenge by explaining the purpose of the research to the respondents and also by assuring the confidentiality of the response.

1.9 Definition of key Terms

Leadership Behavior: is the way in which a leader accomplishes his purposes Marie (2011).

Directive leader; tells subordinates exactly what they are supposed to do Northouse(2013).

Supportive leader; shows concern for subordinates' wellbeing and personal needs(Ibid)

Participative leader; consults with subordinates about decisions (Ibid)

Achievement-oriented leader sets clear and challenging goals for subordinates(Ibid)

Job satisfaction: Spector (1997) refers to job satisfaction in terms of how people feel about their job and different aspects of their job

Intrinsic factors: elements of the job that are related to the actual content of work, such as recognition, achievement and responsibility Ukaegbu(2000).

Extrinsic factors: elements associated with the work environment, such as working conditions, salary, class size, staff assessment and supervisory practices, and benefits. (Ibid)

1.10 Organization of the Study

This study is organized in five chapters. The first chapter constitutes introduction part, which is background of the study, problem statement, research questions, research objective, significance, scope, and limitation of the study finally definition of key terms. The second chapter is all about review of related literature and conceptual framework. The third chapter presents research methodology that is research approach and design, data collection instrument, method and source of data collection, method of data analysis and description of the study area. And the fourth chapter composed of data analysis and interpretation. Finally the last chapter presents discussion, recommendation and conclusion. At the end of the thesis document, references and appendix that contain the questionnaires of the survey form that was used to collect primary data and interview questions for this study is attached.

CHAPTER TWO

REVIEW OF RELATED LITRATURE

The Literature reviewed in this section describes and examines the supporting theories that are related to the research Problem. The definitions and the concepts of job satisfaction and Leadership have been reviewed, the factors and variables that influence each concept were identified, the relationship between the two concepts from previous researches is summarized and lastly conceptual frame work of the research is explained.

2.1 The concept of job satisfaction

Spector (1997) refers to job satisfaction in terms of how people think about their job and different aspects of their job. Ellickson and Logsdon (2002) support this view by defining job satisfaction as the extent to which employees like their work. Defining job satisfaction is sentimental or emotional towards various aspects of an employees work.

The most widely accepted explanation of job satisfaction was presented by Locke (1976), who defined job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (Locke, 1976, p.1304). Additionally, job satisfaction has emotional, cognitive, and behavioral components. The emotional component refers to feelings regarding the job, such as boredom, anxiety, or excitement. The cognitive component of job satisfaction refers to beliefs regarding one's job, for example, feeling that one's job is mentally demanding and challenging. Finally, the behavioral component includes people's action in relation to their work, which may include being tardy, staying late, or pretending to be ill in order to avoid work (Bernstein & Nash, 2008). Most definitions cover the affective feeling an

employee has towards their job. This could be the job in general or their attitudes towards specific aspects of it, such as: their colleagues pay or working conditions (Lane, 2010).(Vecchio,2000) defined job satisfaction as one's feelings and thinking towards his/her work. As in the case of other attitudes, one's attitude towards job is greatly influenced by the experience, especially stressful experiences. Similarly, an employee's expectations about the job and communications from others can play an important role, a person's level of job satisfaction.

Job satisfaction is important for reducing turnover rate and increase motivation. Prior studies identified that there are different instruments for managing job satisfaction like pay, recognition and work environment (Mathauer et al, 2006). Job satisfaction is very important not only for employees but also for the success of the organization (Lim, 2008) because if an employee is not satisfied with his job then he will not be loyal with the organization (Reed et al, 1994). According to Galup, Klein, & Jiang (2008), successful organizations normally have satisfied employees while poor job satisfaction can cripple an organization.

2.2 Theories and models of job satisfaction

Job satisfaction theories have a strong overlap with theories explaining human motivation. The most common and prominent theories in this area include: Maslow's needs hierarchy theory; Herzberg's motivator-hygiene theory; the Job Characteristics Model; and the dispositional approach. These theories are described and discussed below

2.2.1. Two-factor theory (motivator-hygiene theory)

Frederick Herzberg's (1957) two-factor theory attempts to explain satisfaction and motivation in the workplace. This theory states that satisfaction and dissatisfaction are driven by motivation and hygiene factors, respectively. Hygiene factors are features of the job such as policies and

practices, remuneration, benefits and Work condition, Hygiene factors need to be tackled first and the motivator can follow the following are hygiene factors (extrinsic), Effective senior management, Effective supervisor, Good relationship with co-workers, Satisfaction with salary, Job security, Working condition, Satisfaction with benefits. According to Herzberg motivators include job content such as responsibility, achievement, self-esteem, growth and autonomy. This satisfies high order needs and can result in job satisfaction (Hoskinson, Porter,& Wrench, p. 133).According to Herzberg (1967) as quoted in Ukaegbu (2000), intrinsic elements of the job are related to the actual content of work, such as recognition, achievement and responsibility. These were referred to as 'motivational' factors and are significant elements in job satisfaction. Whereas extrinsic factors as elements associated with the work environment, such as working conditions, salary, class size, staff assessment and supervisory practices, and benefits

2.2.2 Hierarchy of needs

Although commonly known in the human motivation literature, Maslow's needs hierarchy theory was one of the first theories to examine the important contributors to job satisfaction. The theory suggests that human needs form a five-level hierarchy (Figure 1) consisting of physiological needs, safety, belongingness/love, esteem, and self-actualization. Maslow's hierarchy of needs postulates that there are essential needs that need to be met first (such as, physiological needs and safety), before more complex needs can be met (such as, belonging and esteem)(Stephen p.robbins, 1998).



Figure 1: Maslow's Five-level hierarchy (1943)

Maslow's needs hierarchy was developed to explain human motivation in general. However, its main tenants are applicable to the work setting, and have been used to explain job satisfaction. Therefore, organizations looking to improve employee job satisfaction should attempt to meet the basic needs of employees before progressing to address higher-order needs (Field, 2008).

2.2.3 The Expectancy Theory

Expectancy theory is about the mental processes regarding choice, or choosing. This expectancy theory, proposed by (Victor Vroom, 1964), focused on workers' individual specific motivation in the organization. The theory indicated that, based on the strength of the workers' expectancy of outcome and the attraction of the outcome after the workers acting, the workers decide to take their actions. Therefore, once workers believe that desired outcome will be obtained after hard work, and that they will receive a reward from their companies after the desired outcome is

reached, workers will make full effort in their jobs to reach the goal of the organization (Vroom, 1964).

2.2.4 Equity Theory

This theory was developed by, John Stacey Adams, workplace and behavioral psychologist, in 1963. According to Adams (1965) the focus of the theory is on the exchange relationship where individuals give something and expect something in return. What the individual gives is called inputs. On the other side of the exchange, is what the individual receives, called outcomes. The third variable in addition to inputs and outcomes is called the reference person or group. This reference group can be a coworker, relative, neighbor, or group of coworkers. It may even be the person himself in another job or another social role.

2.2.5 Job Characteristics model

In relation to the job characteristics approach, research has revealed that the nature of an individual's job or the characteristics of the organization that the individual works for predominantly determines job satisfaction (Jex, 2002). According to (Hackman & Oldham 1980), a job characteristic is an aspect of a job that generates ideal conditions for high levels of motivation, satisfaction, and performance. Furthermore, (Hackman & Oldham, 1980) proposed five core job characteristics that all jobs should contain (skill variety, task identity, task significance, autonomy, and feedback). Hackman & Oldham (1980) also defined four personal and work outcomes (internal work motivation, growth satisfaction, general satisfaction, and work effectiveness). These characteristics have been added to the more popular dimensions of job satisfaction assessment the work itself, pay, promotional opportunities, supervision, and co-worker relations (Smith, Kendall, & Hulin, 1969).

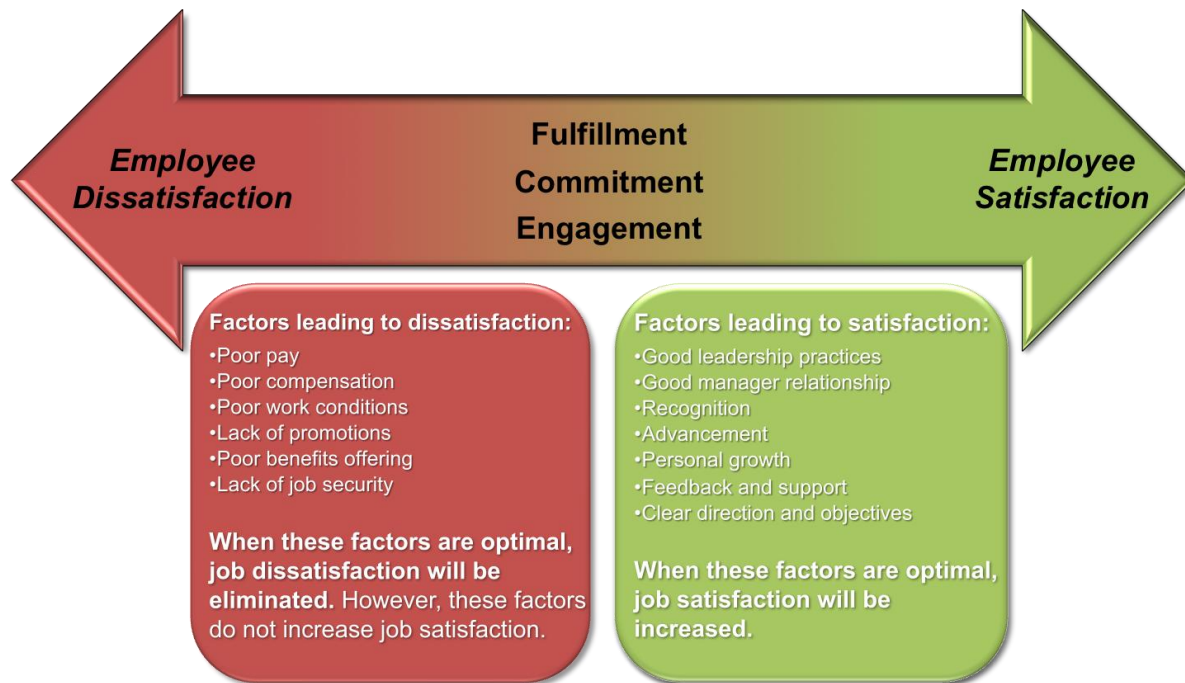


Figure 2. Job Satisfaction Model (Field, 2008).

2.2.6 Factors affecting Job Satisfaction

Several factors such as pay, promotion, autonomy, working conditions, co workers, supervisory support etc. influence employee job satisfaction. Irvine et al, (1995) have highlighted the importance of work characteristics (routine, autonomy and feedback), how the work role is defined (role conflict and role ambiguity) and work environment (leadership, stress, advancement opportunities and participation) in relation to job satisfaction.

Job satisfaction consists of overall or general job satisfaction, as well as a variety of satisfaction facets (Cranny et al., 1992; Friday & Friday, 2003). It is influenced by various factors such as supervisors' displays of nonverbal immediacy, communication satisfaction, effects of gender and supervisors' communication style (Madlock, 2006 Richmond et al, 1980, Hilgerman, 1998).

Lee & Ahmad (2009) found that job satisfaction affects levels of job dissatisfaction, absenteeism, grievance expression, tardiness, low morale, high turnover, quality improvement and participation in decision-making.

Kalleberg, (1977) proposed that job satisfaction consists of two components. These are intrinsic (working assignment) and extrinsic (working condition). Working condition is the job environment which encompasses the relationship with management function, mentoring system, and others. Poor working conditions, inefficient work organization, inadequate staffing, and managerial practices will affect staff turnover and perceptions of the organization and work (Banaszak & Hines 1996). Therefore, the good working condition as a key factor for workers to develop a value, improve job performance and increase staff retention in organization. As for the work assignment, it refers to the duty given to employees so that they should implement their job with a commitment and productive (Kalleberg, 1977).

2.3 The concept of leadership

Leadership is a universal human phenomenon which is practiced in almost every institution. The term is defined by many scholars by looking at it from various Perspectives. According to (Fiedler) 1967 leadership is “Inter personal relationship in which power and influence are unevenly distributed so that one person is able to direct and control the actions and behaviors of others to a greater extent.” according to (Stogdill) 1948 “Leadership is the process of influencing the activities of an organized group in its Efforts toward goal setting and goal achievement.” (YukI & Fleet)1992 “Leadership is a process that includes influencing task objectives and strategies, influencing commitment and compliance in task behavior to achieve these objectives, influencing group maintenance and identification, and influencing the culture of an organization.”

The globalization resulting in the growth and spread of multinational corporations (MNCs) calls for the need to study management practices in diverse social and cultural perspective (Budhwar, 2003). While, affecting the socio-cultural environment, such changes also significantly influence managerial philosophies (Chauhan,dhar&pothak 2005). Since organizations are social systems and human resources are the most important factors of the organizational efficiency and effectiveness. These changes and developments have implications both for the corporation and their leaders. Tordera, Gonzalez &peiro, (2008) considers leadership as an important construct for the positive work outcomes which ensures a satisfied and motivated workforce. While, Vecchio, justin&pearce (2008) believe that in the path-goal theory, leadership has been recommended as an antecedent to several workplace outcomes such as subordinatejob satisfaction.

2.3.1 Leadership

Leadership is a subject that has generated equal interest among scholars and masses. The question of leaders' effectiveness remained unanswered for a long time but scientific research carried out in twentieth century has tried to define and analyze leaders' effectiveness (Howieson, 2008). Leadership is the process of influencing the activities of individuals or organized groups towards the achievement of certain goals and objectives. Jolson et al. (1993) described leadership as the capability to influence the performance of followers. Thus a leader must deal directly with people, develop rapport with them, persuade and inspire them to collaborate in the achievement of goals and vision. Leaders need to show courage, integrity, compassion, vision, contribution and ethical stance. Further, they should be able to judge as how people feel, what motivates them, and how to influence them in the achievement of organizational objectives. Daft (2005)

defined leadership as an influence relationship among leaders and followers who intend real changes and outcomes thus reflecting shared purposes.

2.3.2 Leadership Theories

Doyle & Smith (1999) divided leadership theories into four categories: trait theory, behavior theory, contingency theory, and transformational theory. While Burmeister (2003) divided leadership theories into three eras: the trait era (late 1800s-1940s); the behavior era (1940s-1970s); and the contingency era (1960s to present). The propagators of trait theory believe that leaders were born and not made and such an approach was called Great-man approach and leaders were believed to possess certain qualities that lead them to greatness (Daft, 2005). The inability of the Trait Approach to define specific traits differentiating between successful and unsuccessful leaders led researchers to investigate other variables such as behavior or actions of a leader (Hellriegel& Slocum, 2007 and Luthans, 2008). The contingency theory maintains that effective leaders need to modify their behaviors according to given situation (Burmeister, 2003).

2.3.3 Path-Goal Theory of Leadership

Robbins (2005) believes that Path-Goal theory is the most influential contingency approach to leadership. While Richard et.al, (2012) believe path-goal theory as the most sophisticated and comprehensive contingency theory. According to path-Goal theory, leader provides necessary direction and support to subordinates to achieve individual as well as organizational goals (Silverthorne,2001). The stated goal of this leadership theory is to enhance employee performance and satisfaction by focusing on employee motivation. In contrast to situational approach to leadership, which suggests that a leader must adapt to the development level of subordinates, and unlike contingency approach, which emphasizes the match between the

leadership behavior and specific situation, path-goal theory emphasizes the match between leader behavior and subordinates characteristics along with work settings (Northouse, 2013).

The path-goal theory explains how a leader can provide support to subordinates on the path to goals by using specific behavior based on subordinates needs and work settings or situations in which subordinates are operating. As theory suggests that different leader behaviors have different kind of impact on subordinates' motivation. According to Richard et al (2012) Path-goal is a cognitive approach to understanding motivation where subordinates calculate effort-to-performance and performance-to-outcome probabilities. The most effective leader will ensure (provide) availability of valued rewards (goal) by helping them in finding best ways to reach there (path). This task and leadership relation involves effort-to-performance and performance-to-reward expectancies. The two situational contingencies in the Path-Goal theory are: (1) the personal characteristics of group members; and (2) the work environment (Daft, 2005).

2.3.4 Leadership Behavior

The achievement of organizational goals largely depends on managers and their leadership behavior. The use of a particular leadership behavior by manager affects both job satisfaction and productivity of the employees. A leadership behavior is defined as a pattern of behavior leaders prefer to use (Marie et. al, 2011). While, Mosadegh (2003b) views leadership behavior as a series of attitudes, characteristics and skills used by a manager in different situations in accordance with individual and organizational values. Managers use different behaviors in different situations with different subordinates to motivate them to perform at their utmost potential. Several studies have been conducted to examine the impact of leadership behaviors on organizational outcomes (Kreitner, 2008).

Leadership theories have proposed several leadership behaviors such as: autocratic, bureaucratic, laissez-faire, charismatic, democratic, participative, situational, transactional, and transformational leadership. But there is consensus among researchers that a particular leadership behavior will yield result in a particular situation. In other words, a single leadership behavior is not ideal for every situation. And a leader may be more effective in a particular situation but may not emerge as effective a different situation (Mosad&Yarmohammadian, 2006).

2.3.5 Path-Goal Leadership Behaviors

The four model of path goal leader behavior has become the dominant model for study of leadership behaviors since it is the most sophisticated and comprehensive contingency theory (Richard, 2012). Path-Goal theory suggests that leaders may not only use varying behaviors with different subordinates but might use different behaviors with same subordinates in different situations (Richard et al., 2012). Path-goal theory suggests that depending upon subordinates, and situations, different leadership behaviors will increase acceptance of leader by subordinates; level of satisfaction; and motivation to high performance. Based on situational factors, Path-goal proposes a fourfold classification of leader behaviors, as described below.

Directive leader tells subordinates exactly what they are supposed to do. It characterizes a leader who tells subordinates about their task, including what is expected of them, how it is to be done, and time line for the completion of particular task. He also sets standards of performance and defines clear rules and regulations for subordinates (Northouse, 2013). Directive behavior is appropriate when task is complex or ambiguous, formal authority is strong and the work group provides job satisfaction (Lussier&Achua, 2010).

Supportive leader shows concern for subordinates' wellbeing and personal needs. Supportive leadership consists of being friendly and approachable as a leader and includes attending to the

well-being and human needs of subordinates (Northouse, 2013). Supportive leadership is appropriate when task is simple, formal authority is weak, and the work group does not provide job satisfaction (Lussier&Achua, 2010).

Participative leader consults with subordinates about decisions. A participative leader consults subordinates, obtains their ideas and opinions and integrates their suggestions into decision making (Northouse, 2013). Participative leadership is appropriate when subordinates don't want autocratic leadership, have internal locus of control, and follower ability is high; when task is complex, authority is either weak or strong, and satisfaction from co-workers is either high or low (Lussier&Achua, 2010).

Achievement-oriented leader sets clear and challenging goals for subordinates. The leader establishes a high standard of excellence for subordinates and seeks continuous improvement. Further leader shows a high degree of confidence in subordinates (Northouse, 2013). Achievement-Oriented leadership is appropriate when followers are open to autocratic leadership, have external locus of control, and follower's ability is high; when task is simple, authority is strong, and job satisfaction from co-workers is either high or low (Lussier And Achua, 2010).

2.4 The Relation between Leadership Behavior and Job Satisfaction

Leadership is viewed as an important predictor of organizational effectiveness and employee job satisfaction. Studies have shown that different leader behaviors affect the work outcomes such as job satisfaction differently so Kahai et al., 1997 have reported higher level of job satisfaction under directive leadership behavior when task was highly structured and under supportive behavior when task was highly unstructured. While, Kim (2002) identified a positive relationship between participative leadership behavior and employees' job satisfaction. There is a positive

correlation between leadership and employee job satisfaction (Malik, 2011; Yousef, 2006; Berson and Linton, 2005; Seo et al., 2004; Nissa, 2003; Mosadeghrad, 2003a; Vance and Larson, 2002; ChiokFoongLoke, 2001; Dunham-Taylor, 2000; Stordeur et al., 2000; Hespanhol et al., 1999; Morrison et al., 1997; Lowe et al., 1996; Martin, 1990). Downey et al., 1975;

***Hypothesis 1:** directive leadership behavior has significant effect on Employee job satisfaction.*

***Hypothesis2:** supportive leadership behavior has significant effect on Employee job satisfaction.*

***Hypothesis3:** participative leadership behavior has significant effect on Employee job satisfaction.*

***Hypothesis4:** achievement oriented leadership behavior has significant effect on Employee job satisfaction.*

Leadership theories (reformulated path-goal model of leadership by House, 1996 and transactional leadership by Bass, 1985). The meta-analysis conducted by Podsakoff, Bommer&mackenzie (2006) suggested that leader behaviors are positively related to subordinate job satisfaction.

2.5 Empirical Review of Related Literature

Different studies have been made regarding the effect of leadership on job satisfaction. In this section studies have been reviewed from two dimensions. First studies reviewed from various perspectives and then based up on path goal leadership theory to illustrate the effects of leader behavior on job satisfaction.

The Hawthorne studies, which were conducted by Elton Mayo and Fritz Roethlisberger in the 1920s with the workers at the Hawthorne plant of the Western Electric Company, were part of an emphasis on socio-psychological aspects of human behavior in organizations. Hawthorne

researchers hypothesized that choosing one's own coworkers, working as a group, being treated as special (as evidenced by working in a separate room), and having a sympathetic supervisor were reasons for increases in worker productivity. The Hawthorne studies found that monetary incentives and good working conditions are generally less important in improving employee productivity than meeting employees' need and desire to belong to a group and be included in decision making and work. The studies originally looked into whether workers were more responsive and worked more efficiently under certain environmental conditions, such as improved lighting. The results were surprising, as Mayo and Roethlisberger found that workers were more responsive to social factors such as the people they worked with on a team and the amount of interest their manager had in their work than the factors (lighting, etc.) the researchers had gone in to inspect. The Hawthorne studies helped to conclude that workers were highly responsive to additional attention from their managers and the feeling that their managers actually cared about, and were interested in, their work. The studies also concluded that although financial motives are important, social factors are equally important in defining the worker productivity.

Kennerly (1989) investigated the relationship among administrative leadership behaviors, organizational characteristics, and faculty job satisfaction in baccalaureate nursing programs of private liberal art colleges. The existence of organizational behaviors such as mutual trust, respect, certain warmth, and rapport between the dean (chair) and the faculty member was a predictive factor in the development of nurse faculty job satisfaction.

Branick & Smith, (2002) also used the same instruments in their studies. The Leadership Practices Inventory was used to measure the leadership behavior of nursing managers and the Job in General scale was for general job satisfaction of nurses. Both studies indicated that the

nurses' perceptions of the use of leadership behaviors are significantly correlated to their job satisfaction, productivity, and organizational commitment.

A study of thirty-two employees at Goodwill Industries of Greater Grand Rapids (GIGGR) in, a nonprofit organization in Grand Rapids, Michigan, lends support for the hypothesis that "soft" variables affect job satisfaction more than "hard" variables. The study found that the top two factors influencing job satisfaction were relationships with direct supervisors and relationships with coworkers, both of which influenced job satisfaction more than the job tasks themselves. The study also found that 72% of employees at GIGGR are satisfied, and that the remaining 18% rated themselves as neutral. No employees considered themselves unsatisfied (Allendale, 2004).

A Research Report by the Society for Human Resource Management (SHRM) in USA 2014 stated that among Top Five Contributors to US Employee Job Satisfaction in 2014 Respectful treatment of all employees at all levels was rated as "very important" by 72% of employees in 2014, making it the top contributor to overall employee job satisfaction. At 64%, trust between employees and senior management was the second most important contributor to job satisfaction. In addition these two new aspects changes in the leading five jobs satisfaction contributors. Because both of these components encourage stronger rapport between employees and upper management, it is not surprising that these factors were rated highly as organizations transitioned out of a period of uncertainty.

Based on path goal leadership theory Ahamd (2010) made a study which aimed at finding the relationship between leadership behavior, organizational support and job satisfaction among employees working in Iranian Tehran cement factory. In line with path goal theory of leadership the results of his co relational study showed that supportive leadership behavior increase employees job satisfaction.

The research conducted by voon, ngui and ayob (2011) also found the same result. On their study leadership is a process influence between leader and subordinates where a leader attempt to influence the behavior of subordinates to achieve organizational goals. 200 Malaysian working in public sector participated in the study. The result showed leadership has strong relationship with job satisfaction.

The study conducted by Malik (2013) examined the impact of leadership behavior on employee job satisfaction who works in Pakistan. In that case employee job satisfaction depends up on the leadership behavior of managers and find out there was significant correlation between the four path goal leader behavior and the job in general. After the analysis, employee job satisfaction was found significantly correlated and affected by leadership behavior of managers.

Malik, Aziz and Hassen (2014) in their studies examined the effects of leadership behavior on employee job satisfaction among telecom sector employees using path goal leadership theory. The finding revealed significant relationship of subordinate's acceptance of leader with leadership behavior and situational factor. It was predicted that leadership behavior affects subordinate acceptance of leader which fosters job satisfaction. In addition there is significant relationship between linear combination of the four leadership behavior (directive, supportive, participative and achievement oriented) and acceptance of leader. A regression analysis revealed that 37% variance in leader behavior is attributed to job satisfaction.

Buket, akdol, sebrem and arikboga (2015) studied the effect of leadership behavior on employee job satisfaction, in turkey fast 50 technology companies. The research states one of the most important positive job attitudes is job satisfaction. According to the results leadership is an important variable that enable high job satisfaction. The finding of their study indicated that

significant and positive effect of leadership on both overall job satisfaction and creativity facet of job satisfaction.

2.6 Conceptual Frame Work

A model developed after review of various literatures shows job satisfaction as dependent variables and, leadership behaviors' as independent variable. While developing the conceptual model, various models by different authors are considered. The path goal theory was the basis for the study. Path-goal theory, proposed by House (1971), Northouse, (2013) and House and Mitchell,(1974), is a type of contingency theory.

According to the path-goal theory, leadership effectiveness is defined by the leader's ability to provide subordinates with the necessary information (path) to achieve valued rewards (Lowenberg&Conrad, 1998). There are four types of leadership behaviors under the theory, which every manager would fall in to. These Specific behaviors under study are Supportive (relations oriented), directive (task oriented), achievement oriented and participative leadership Behaviors. This four leadership behaviors effect on job satisfaction will be investigated on the study. While in studying and measuring job satisfaction Hertzberg's hygiene and motivation theory take in to consideration.

Independent variable

Dependent variable

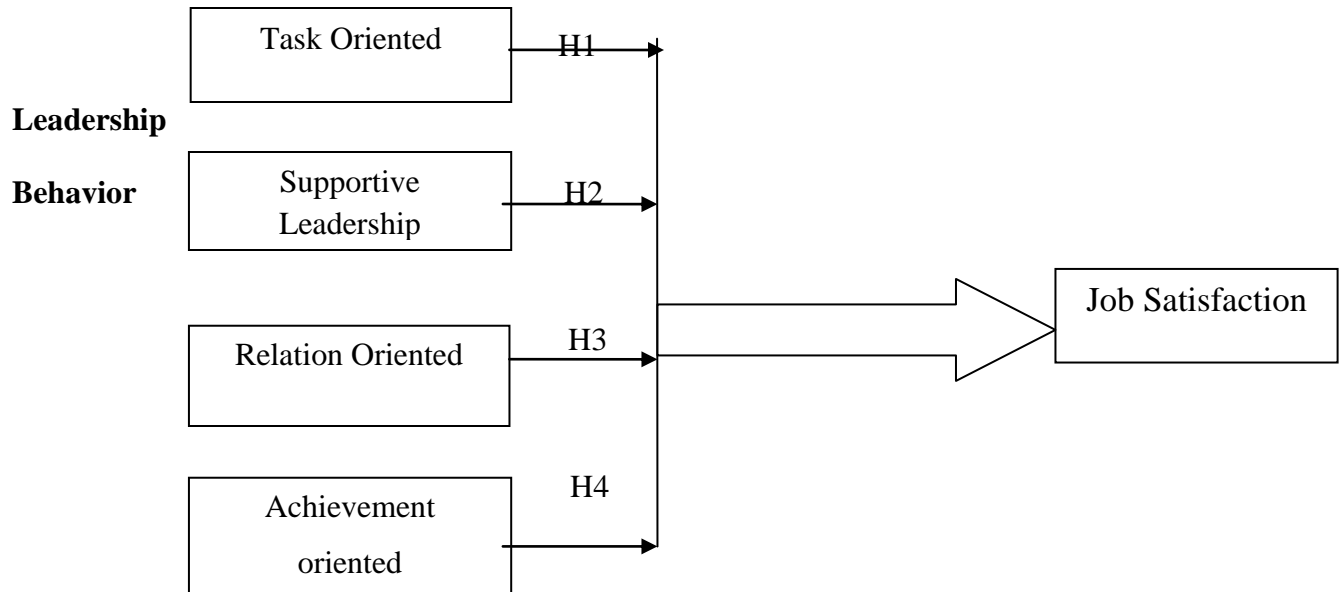


Figure 3: conceptual framework; source path goal leadership theory (Northouse, 2013).

CHAPTER THREE

RESEARCH METHODS

This chapter will explain description of the study area, research approach and design, population of the study, sample size, sampling technique, data type & source, instrument of data collection, procedure of data collection, method of data analysis & Ethical considerations to be applied.

3.1 Description of the study area

This study was carried out in commercial bank of Ethiopia. According to the bank's annual report for the fiscal year 2016/17It has a total of 15 District and more than 1160 branches stretched across the country. Out of the total districts four are found in AddisAbaba and contains 356 branches. On the other hand there are 12 processes residing at the head office. Therefore this research was carried out on professional employees of the bank found in selected branches under the four districts of Addis Ababa and head office where leadership behavior effect on employee job satisfaction were examined (CBE, Human Resource Management, Sep.30, 2016).

3.2Research Approach and design

Among the varioustypes of research designs, the researcher aims to conduct an explanatory study.since it allows examining effectsof the independent variable leadership behavior on dependent variable job satisfaction.In this studyboth quantitative and qualitative or mixed research approach is adapted. Applying the chosen research methods has helped the researcher to flexibly meet multiple research interests and needs.

3.2.1 Population of the study

As per the report generated from the organization Human resource data management system, commercial bank of Ethiopia totally have 11686 employees in Addis Ababa as of September 2016, out of these 2261 clerical, 7972 non-management professional employees and the rest 1453 are management.

The study is conducted on non-management professional employees the reason to select the target is they are the one who are affected by the leadership behavior and in order to decrease the bias which could be created while answering leadership related questions management employees are not included however two concerned management are involved in interview regarding job satisfaction aspects from reward and benefit and human resource development department for the purpose of triangulation. From the total 356 branches in Addis Ababa randomly 34 branches were selected.

3.2.2 Sample size and Sampling Techniques

The researcher employed stratified random sampling technique to calculate the number of elements selected from each stratum by applying Kothari (2004) formula

$$i = n * p_i$$

Where **i** = number of items selected from stratum **i**

p_i = proportion of population included in stratum **i**

n = total sample size

N = total population size

The total population of the study is 7972 which is permanent professional employees. The sample size is determined using Taro Yemani's (1964) statistical formula due to its simplicity to apply and have 95% confidence level as follows:

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

Where:

n = sample size to be determined

N = population of interest

e = error margin (0.05)

1 = constant value

$$n = \frac{7972}{1 + 7972(0.05)^2}$$

$$n = 380.88$$

Thus, 381 is the sample size.

Accordingly using convenient sampling technique the above sample respondents were selected from each stratum illustrated in the following table.

Table 3.1 stratified random sample size of respondents

No	Population description/stratum/	Population of stratum	respondents Sample Proportion	(%) total
1	West AA	1329	65	17
2	East AA	1548	72	19
3	North AA	1689	80	21
4	South AA	1448	69	18
5	Head office	1958	95	25
Total		7972	381	100

Accordingly, 65 respondents from West AA, from East AA 72, 80 from North AA, 69 from South AA& 95 from Head office will be chosen.

3.2.3 Data sources and types

In conducting this study, the researcher uses both primary data and secondary data. Primary data was collected through questionnaires filled by the existing employees and from interview with the concerned management. Relevant Secondary data was collected from different documents obtained from review of related literatures from, published journals, newsletters, internal records and relevant documents, from website (internet), human resource procedure of the bank, brochures, annual reports and magazines, articles and Journals and other available sources will be analyzed.

3.3 Instrument of Data Collection

The data collection instrument is questionnaire prepared in the form of a five point Likert scale to investigate the effect of leadership behavior on employee job satisfaction and some open ended question for employees and interview question for the management. The questions are taken from leadership behavior description questionnaire (LBDQ) which was developed by Ohio state university (1963) and Minnesota satisfaction questionnaire (1967) by university of Minnesota. It consist three parts. Section one consists of five questions about demographic characteristics. Section two contains a total of 22 questions about the four types of leadership behavior.

Table 3.2 Component of questions related to leadership behavior

S.no	Dimension	Total Questions
1	Directive leadership behavior	5
2	Supportive leadership behavior	7
3	Participative leadership behavior	5
4	Achievement oriented leadership behavior	5
	Total	22

Source: LBDQ (1963)

Section three contains a total of sixteen questions in which five items to measure intrinsic job satisfaction and eleven items to measure the level of extrinsic job satisfaction adopted from Minnesota satisfaction questionnaire. The questions were prepared using a five point Likert scale such that scale 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree. Respondents were asked to indicate their level of agreement or disagreement with each of the

questions provided. According to pihie, 2009 Mean score <3.39 low, 3.4-3.7 moderate and >3.8 considered as high.

Table 3.3 Component of Questions related to the level of job satisfaction

S.no	Dimension	Total Questions
1	Intrinsic job satisfaction	5
2	Extrinsic job satisfaction	11
	Total	16

Source: Minnesota satisfaction questionnaire(1967)

3.3.1 Validity and Reliability

Validity is concerned with how well the concept is defined by the measure(s) and accurately represents what it is supposed to. Therefore this study tried to address validity through the review of literature and adapting instruments used in previous research. The validity of the instrument was checked by the advisor to see whether it measures what it purported to measure. On the other hand Reliability is concerned with the internal consistency of the items. Hair et al. (2007) defined reliability as the extents to which a variable or a set of variable is consistent in what it is extended to measure. Prior to the actual data collection reliability test was conducted on selected staffs of the bank to check whether the data collection instrument was consistent and dependable Accordingly 35 questionnaires were distributed to employees of the bank and collected to measure the reliability of the instrument & the comments received from the respondents was incorporated in the questionnaire.

Accordingly, Cronbach’s alpha was employed to test the reliability of the questionnaire and all of the questionnaire items were found to have a result higher than 0.6. This shows that the internal consistency of the items taken is good (Duffy, Duffy, and Kilbourne 2001).

Duffy et al. (2001) asserted, Cronbach’s α measure the consistency with which participants answers items within a scale and further stated, a high α (greater than .60) indicates that the items within a scale are measuring the same Construct. SPSS version 22 used to produce the values for Cronbach’s α . The results of the reliability analysis are presented in below table. Based on the results of the reliability analysis, one can conclude that the items are internal consistence.

Table 3.4 summary of scales & cronbach’s alpha values

S.N	Variables of the Study	No. of Items	Alpha Value
1	Job satisfaction	16	.904
2	Directive leadership behavior	5	.689
3	Supportive leadership behavior	7	.709
4	Participative leadership behavior	5	.725
5	Achievement oriented leadership behavior	5	.775

Source: survey questionnaire

3.3.2 Data Collection Procedures

To collect data for the study first document & literatures was reviewed. Then the developed questionnaires were pilot tested. Before distributing the questionnaire to the respondents, the researcher obtained a letter of cooperation from Addis Ababa University School of commerce. After approval of HR manager of the bank the questionnaires were distributed to the selected branches for 381 professional employees of the bank working in the four districts of Addis

Ababa and head office. Afterward, the data collected was edited & carefully checked to eliminate improperly filled questionnaires and the data obtained was entered and analyzed on SPSS software. Finally, the results were presented using tables & graphs

3.3.3 Methods of Data Analysis

The study uses Various Descriptive data analysis techniques on conducting the study (central tendency (mean), Frequency distribution and dispersion) through Statistical package for social science (SPSS) version 22. The study also uses correlation and multiple regression analysis on studying the relation between job satisfaction and Leadership and, on identifying the impact of leadership on Job satisfaction. Finally the results is presented by using tables, charts and figures to bring easy and clear understanding on the findings

3.3.4 Model specification

The relationship between the dependent variable, job satisfaction and independent variable leadership behavior expressed as a linear combination of the independent variable plus an error term.

Following Greene (2003), the linear regression model is specified as:

$$Y = \beta_0 + \beta_1 X_1 + \epsilon$$

Where Y= Job Satisfaction

β_0 = Constant

X_1 = leadership behavior

B_1 is the coefficient of independent variable, X_1 is column vectors for the independent variables while ϵ is a vector of errors of predication. The error is assumed to be normally distributed with an expected value of zero and a common variance.

3.3.5 Ethical consideration

The study was conducted by considering ethical responsibility. This includes using proper citation, providing Information to the respondents the purpose of the study and the use of the information as Well and reporting of the finding in amoral way. Information obtained kept in strict confidentiality by the researcher.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

As discussed earlier in the preceding chapters, this research study attempted to examine the effect of leadership behavior on employee job satisfaction in Commercial bank of Ethiopia Addis Ababa. A total of 381 questionnaires were distributed to employees and 355 (93.1%) usable questionnaires were obtained valid and used for further analysis.

The data collected were presented, analyzed and interpreted using SPSS software version 22. Given that all of the independent and dependent variables of the study consist of Likert scale data, and given that the aim of investigation was to test the effect of the independent variables (leadership behavior) on the dependent variable (Employee job satisfaction) the most appropriate statistical test testing the hypothesis of the study was measures of central tendency t (mean & standard deviation) and multiple linear regression analysis.

4.2 Demographic Background of Respondents

Descriptive statistics using frequencies was used to analyze the demographic characteristics of the respondents and hence the result of the analysis is described in detail hereunder:

Table 4.1 Demographic Background of respondents

S.N	Background	Distribution	Frequency	Percentage
1	Gender	Male	226	63.7
		Female	129	36.3
2	Age	20-25	249	70.1
		26-30	12	3.4
		31-40	73	20.6
		41-50	14	3.9
		Above 50	7	2
3	Level of Education	Diploma	6	1.7
		1 st Degree	251	70.7
		Masters	83	23.4
		Above masters	15	4.2
4	Work Experience	Below 5 years	233	65.6
		6 to 10 years	47	13.2
		11 to 15 years	35	9.9
		Above 15	40	11.3
5	Marital status	Single	225	63.4
		Married	126	35.5
		Divorced	4	1.1

Source: own survey 2017

As can be seen from the above table item number one Male respondents took the biggest share of the sample population considered under the study (n=226), which is 63.7% of the sample. Item number 2 shows that the age of the majority of respondents was found to be between 20-25 followed by those above 25 and 31-40 this indicates that most of the current employees of the bank are less than the age of 40.

According to item number 3 of the above table, majority of the respondents are first degree holders (70.7%) followed by those possessing Master's degree and most of the respondents have been working in the bank below 5 years (65.6 %) followed by those of service year between 6 to 10 years. Besides, majority of the respondent are single.

4.3 Descriptive Statistics for the four types of leader Behaviors

Descriptive analysis using mean & standard deviation was conducted on the four types of leader behaviors (directive, supportive, participative & achievement oriented) to identify which leader behavior is more dominant in CBE. Respondents were asked to indicate their level of agreement with the questions relating to the four types of behaviors & those exhibited by their leaders using likert scale which ranged from strongly agree to strongly disagree, See the table below

Table 4.2 Descriptive Statistics for the four types of leader Behaviors

	N	Mean	Std. Deviation
Directive leadership behavior	355	3.42	.64616
supportive Leadership behavior	355	3.01	.708
participative Leadership behavior	355	2.99	.805
achievement oriented Leadership behavior	355	2.98	.828
Valid N (listwise)	355		

Source: own survey 2017

By looking at the mean scores on the above table it is observed that from the four types of leader behaviors directive leadership behavior had the highest mean score (3.41) followed by supportive leadership behavior (3.01) which implies that the most dominant type of leader behavior currently in CBE is directive leadership behavior due to the use of strict rules, policies and regulations by the leaders. However it is expected to be way more achievement oriented in

view of the fact that directive leadership behavior is regarded as inappropriate at the lower level in the financial sector where tasks are simple and routine.

4.4 descriptive statistics on the two aspects of job satisfaction

Descriptive analysis using mean and standard deviation was conducted on two facets of job satisfaction (intrinsic and extrinsic). Respondents were asked to indicate their level of agreement with the questions relating to the two aspects of job satisfaction using likert scale which ranged from strongly agree to strongly disagree.

Table 4.3 Descriptive Statistics for the two dimensions of job satisfaction

	N	Minimum	Maximum	Mean	Std. Deviation
extrinsic job satisfaction	355	1.00	4.00	1.3859	.65555
intrinsic job satisfaction	355	1.00	5.00	3.1859	1.18814
Valid N (listwise)	355				

Source: own survey 2017

According to Herzberg, (1957) the variables for intrinsic factors are the primary causes of satisfaction; they are intrinsic to the job because they relate directly to the real nature of the work people perform. By looking at the mean scores on the table it is observed that intrinsic job satisfaction had moderate mean score (3.18). Therefore, regarding those factors employees of the bank were moderately satisfied.

On the other hand, Herzberg described extrinsic factors as elements associated with the work environment, such as working conditions, salary, class size, staff assessment and supervisory practices, and benefits. By looking at the mean score on the table below it is observed extrinsic job satisfaction had low mean score (1.38). As a result employees of the bank are not satisfied

with the extrinsic elements. This can be resulted from employees' dissatisfaction with the current leader's behavior of the bank which is dominated by directive leadership. In addition most extrinsic job facets can be influenced by leader's behavior since it is related with supervisory practice.

4.5 Correlation Analysis

Correlation is used to see whether there is significant relations exist between independent variable and dependent variable. The tables below shows a relationship between the four leadership behaviors which are directive, supportive, achievement oriented and participative with job satisfaction.

According to table 4.4 Statistical results illustrate it is found that there is significant positive correlation between supportive leadership behavior and job satisfaction ($r=.496$ and $p=.000$). This implies that supportive leaders are working for securing employees benefit package and facilitate promotion potential to ensure job satisfaction among their employees. Employees are also satisfied to work with such leader for they get vivid support from their leaders. As it recalled from review of related literature supportive leaders are the one who always work for their employee's satisfaction and willing to support their subordinates.

Table 4.4 correlation between supportive leadership behavior and job satisfaction

	supportive Leadership behavior	Job Satisfaction
supportive Leadership behavior	Pearson Correlation 1	.493**
	Sig. (2-tailed) .000	
	N 355	355
Job Satisfaction	Pearson Correlation .493**	1
	Sig. (2-tailed) .000	
	N 355	355

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

Source: own survey 2017

However Statistical results illustrate the correlation between directive leadership behavior and job satisfaction given in the table 4.5, it is found that there is weak and insignificant relationship between directive leadership behavior and job satisfaction ($r=.028$, $p=.593$). This implies since directive leadership behavior is characterized by supervisors little interest for subordinates feeling, and focuses on mistakes irregularities deviation from the standard as a result employees are not satisfied to work with directive leaders.

Table 4.5 correlation between directive leadership behavior and job satisfaction

		Directive leadership behavior	Job Satisfaction
Directive leadership behavior	Pearson Correlation	1	.028
	Sig. (2-tailed)		.593
	N	355	355
Job Satisfaction	Pearson Correlation	.028	1
	Sig. (2-tailed)	.593	
	N	355	355

Source: own survey 2017

Likewise as given in the table below Statistical results illustrate the relations between participative leadership behavior and job satisfaction shows highly significant relationship ($r=.570$, $p=.000$). Since participative leaders Characterizes for consulting with subordinates when facing a problem, listens openly to subordinates' ideas and suggestions, and ask subordinates for implications on what assignments should be made and how to carry out assignment. This creates greater degree of independence and boost up confidence through participating in different responsibilities and duties. Employees are interested to work with participative leader compared to directive ones for they see freedom, opportunity to develop their career and chance to learn from experience.

Table 4.6 correlation between participative leadership behavior and job satisfaction

		participative Leadership behavior	Job Satisfaction
participative behavior	Leadership Pearson Correlation Sig. (2-tailed) N	1 355	.570** .000 355
Job Satisfaction	Pearson Correlation Sig. (2-tailed) N	.570** .000 355	1 355

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

Source: own survey 2017

As we observed in the table 4.5 Statistical results illustrate Achievement oriented leadership behavior is significantly and strongly related to job satisfaction ($r=.596$, $p=.000$). The finding shows employees become more satisfied when they recognize what is expected of them and challenging goals are settled they become highly motivated to attain at their highest level

Table 4.7 correlation between participated leadership behavior and job satisfaction

	achievement oriented Leadership behavior	Job Satisfaction
achievement oriented Leadership behavior	1	.596**
	Sig. (2-tailed)	.000
	N	355
Job Satisfaction	.596**	1
	Sig. (2-tailed)	.000
	N	355

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

Source: own survey 2017

As we observed Statistical results illustrate in the below correlation table it is found that the three leadership behavior (supportive, participative and achievement oriented) have significant relationship with intrinsic job satisfaction ($r=.374$, $p=.000$) ($r=.463$, $p=.000$) ($r=.495$, $p=.000$). This implies leaders with those three behavior provides subordinates the chances to try their own method in doing the job, strong feelings of responsibilities, and opportunity for achievement. Employees are also satisfied to work with those three leaders for they get encouragement for continual improvement, friendly working relationship with subordinate and freedom to express their thought.

Table 4.8 correlation between the four leadership behavior and intrinsic job satisfaction

		supportive Leadership behavior	participative Leadership behavior	achievement oriented Leadership behavior	Directive leadership behavior	intrinsic job satisfaction
supportive Leadership behavior	Pearson Correlation	1	.600**	.609**	.314**	.374**
	Sig. (2-tailed)		0	0	0	0
	N	355	355	355	355	355
participative Leadership behavior	Pearson Correlation	.600**	1	.629**	0.012	.463**
	Sig. (2-tailed)	0		0	0.827	0
	N	355	355	355	355	355
achievement oriented Leadership behavior	Pearson Correlation	.609**	.629**	1	.197**	.495**
	Sig. (2-tailed)	0	0		0	0
	N	355	355	355	355	355
Directive leadership behavior	Pearson Correlation	.314**	0.012	.197**	1	0.038
	Sig. (2-tailed)	0	0.827	0		0.481
	N	355	355	355	355	355
intrinsic job satisfaction	Pearson Correlation	.374**	.463**	.495**	0.038	1
	Sig. (2-tailed)	0	0	0	0.481	
	N	355	355	355	355	355

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

Source: own survey 2017

Statistical results illustrate in Table 4.9 Indicates that significant correlation of the three leadership behavior which are supportive participative and achievement oriented leaders with the extrinsic job satisfaction. This implies the three leadership behavior satisfies employees while leaders with such behavior are caring for the welfare of employees, better decision making and opportunity for improving their skill by providing training for employees. However directive leadership behavior has no significant correlation with both intrinsic and extrinsic facets of job satisfaction. This indicates that directive leader is more focused on task accomplishment than employee's welfare. As a result employees are not satisfied with this leader behavior.

Table 4.9 correlation between the four leadership behavior and extrinsic job satisfaction

		supportive Leadership behavior	participative Leadership behavior	achievement oriented Leadership behavior	Directive leadership behavior	extrinsic job satisfaction
supportive Leadership behavior	Pearson Correlation	1	.600**	.609**	.314**	.346**
	Sig. (2-tailed)		0	0	0	0
	N	355	355	355	355	355
participative Leadership behavior	Pearson Correlation	.600**	1	.629**	0.012	.438**
	Sig. (2-tailed)	0		0	0.827	0
	N	355	355	355	355	355
achievement oriented Leadership behavior	Pearson Correlation	.609**	.629**	1	.197**	.429**
	Sig. (2-tailed)	0	0		0	0
	N	355	355	355	355	355
Directive leadership behavior	Pearson Correlation	.314**	0.012	.197**	1	0.029
	Sig. (2-tailed)	0	0.827	0		0.584
	N	355	355	355	355	355
extrinsic job satisfaction	Pearson Correlation	.346**	.438**	.429**	0.029	1
	Sig. (2-tailed)	0	0	0	0.584	
	N	355	355	355	355	355

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

Source: own survey 2017

4.5 Regression Analysis

Regression analysis was conducted to understand by how much the selected leadership behaviors explains the dependent variable (Job Satisfaction). The results are presented as follows

4.5.1 Multi-co linearity

In this research multi co linearity was checked with tolerance and VIF statistics. Andy (2006) suggests that a tolerance value less than 0.1 almost certainly indicates a serious co linearity problem. Liu (2010) also suggests that a VIF value greater than 10 is also a concern. In this study all of the predictors were found to have a tolerance of more than 0.1 and a VIF value of less than 10. directive leadership behavior has (.841 tolerance and 1.189 VIF) value, supportive leadership behavior (.493 tolerance and 2.029 VIF), participative leadership (.494 tolerance and 2.026 VIF)

and achievement oriented leadership (.513 tolerance and 1.948 VIF) values which indicates that multi co linearity is not an issue in this study This means that the derived model is likely to be unchanged by small changes in the measured variables..

Table 4.10 result of Multi co linearity test

Model	Co linearity Statistics	
	Tolerance	VIF
Directive Leadership	.841	1.189
Supportive Leadership	.493	2.029
Participative Leadership	.494	2.026
Achievement oriented Leadership	.513	1.948

Dependent Variable: Job Satisfaction

Source: own survey 2017

4.5.2 Normality test

According to west et al, (1996) as stated in konim (2013), interpretation of normality is based n the absolute value of skewness and substantial non-normality is referred for abosolutr value of skewness larger than 2 and absolute value of kurtosis larger than 7. Thus, based on the result of the table below (table 4.11) ,the normality of the distribution is satisfied for this data.

Table 4.11 Descriptive Statistics

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
job satisfaction	355	1.739	.129	2.833	.258
achievement oriented leadership behavior	355	.783	.129	.427	.258
participative leadership behavior	355	1.000	.129	1.463	.258
directive leadership behavior	355	.362	.129	-.253	.258
supportive leadership behavior	355	.649	.129	-.375	.258
Valid N (listwise)	355				

4.5.3 Multiple Regression Analysis

Multiple regression analyses were conducted to measure the impacts between the independent variables and the dependent variable. The regression results are shown in table 4.11. R square is the square of the multiple correlation coefficients; it indicates the proportion of the variance of the dependent variable explained by the independent variables. The closer R square near to 1, the better the regression model is, whereas the coefficient indicates the number of units of increase in the dependent variable caused by an increase of one unit in the independent variable.

The results of multiple regression analysis reveals that the four types of leader behavior (Directive, Supportive, Participative & Achievement oriented) significantly affect job satisfaction see table below). The adjusted R²= .425 which indicates that 42.5 % of the variation in job satisfaction is explained by the four types of leader behaviors of the Study in addition, F= 66.526 and p= 0.000 which indicates a highly significant regression model.

Table 4.12 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.654 ^a	.427	.421	.59328

Table 4.13 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	91.977	4	22.994	65.329	.000 ^b
	Residual	123.191	350	.352		
	Total	215.168	354			

a. Dependent Variable: Job Satisfaction

Table 4.14 Result of multiple regression analysis

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	.603	.164		3.675	.000
	Directive leadership behavior	-.080	.038	-.093	-2.117	.035
	supportive Leadership behavior	.163	.063	.148	2.580	.010
	participative Leadership behavior	.244	.056	.252	4.400	.000
	achievement oriented Leadership behavior	.344	.053	.365	6.499	.000

a. Dependent Variable: Job Satisfaction

Source: own survey 2017

According to the above table, Directive leadership behavior significantly affects job satisfaction in CBE in addition ($\beta = -.080$, $p = .035$); the beta coefficient for directive behavior is negative which means that job satisfaction & directive behavior have an inverse relationship i.e. as directive behavior increases job satisfaction decreases. This is because, such type of behavior is more appropriate when a task is complex or ambiguous & formal authority is strong on the other hand, the type of job performed in CBE is more of routine & unambiguous therefore the more the leader exhibits such type of behavior the less satisfied the employees become. Therefore we accept hypothesis one (H1). According to Malik, Aziz, and Hassan (2014) directive leadership is significantly related with job satisfaction. In situations where task is highly unstructured and non-routine and ambiguous, Subordinates want clear directions from leader rather than sympathy. And subordinates are more satisfied with directive leader behavior when task is not structured.

Supportive leadership behavior also had a significant effect on job satisfaction in CBE ($\beta = .163$, $p = .010$). In addition, the beta coefficient of supportive behavior in the above table indicates that there is a positive & direct relationship between such type of behavior & job satisfaction which means as the behavior increases job satisfaction also increases. This is because a leader who is supportive creates a friendly & open work environment, where employees are motivated to work harder & achieve their goal which makes their job more interesting & satisfying. Therefore we accept hypothesis two (H2). In addition this finding is also similar to malik(2013), supportive leaderships are significantly related with job satisfaction. Thus it was concluded that leaders affect subordinate job satisfaction so, in situations where task is relatively routine and simple, supportive leadership is effective as leader offers a wide range of rewards to subordinate such as encouragement, pats on the back, and respect. Further, he generates interest in by creating a

friendly and open work environment, where employees are motivated to work harder and achieve their goals and feel more satisfied while doing it.

Participative leadership behavior also has a positive & significant effect on job satisfaction in CBE ($\beta=.244$, $p=.000$) i.e. as this behavior increases job satisfaction also increases. This is because in situations where subordinates have a high need for autonomy & achievement, participation in decision making will increase the intrinsic value of work for these subordinates resulting in greater effort towards achievement of objective & higher job satisfaction. Therefore we accept hypothesis three (H3). According to Malik (2013) in situations where task is ambiguous: participation gives greater clarity to how certain paths lead to certain goals. In participative leadership, employees are consulted in decision making because they have not only operational knowledge and awareness of problems but also know solutions to solve these problems. This on one hand produces effective and workable solutions to problems and on other hand yield motivation, affiliation and acceptance. Above all, it gives employees a sense of accomplishment.

Achievement oriented behavior also has a positive & significant effect on job satisfaction in CBE ($\beta=.344$, $p=.000$) i.e. as this behavior increases job satisfaction also increases. This is because, such type of leader sets clear & challenging goals for subordinates & demonstrates a high degree of confidence in them which motivates them to perform better & improves their job satisfaction. Therefore we accept hypothesis four (H4). This finding is similar with Malik (2013) Leaders can affect a subordinates performance, motivation and satisfaction in several ways, such as: by clarifying the subordinate's role as what is expected from him/her; linking rewards to the subordinate satisfactory performance; and increasing the size and value of the rewards

In addition, by looking at the coefficient values on the above table (table 4.11) it was found that from the four types of leader behaviors achievement oriented behavior has the highest effect on job satisfaction followed by participative & supportive leader behaviors in CBE. This implies activities in the bank are more suitable for achievement oriented leadership since the performance measure depends on balanced scored card (BSC)

4.6 Qualitative analysis (content analysis)

In the Close ended question part employees were asked to describe their leader behavior and whether they are satisfied with their leader behavior or not, from the total respondent 116 respond for the open ended questions. 67% of the respondent is not satisfied with the current leadership behavior of their supervisor. Some of the characters of leader stated by employees includes i.e. managers or supervisors are like a boss not as a leader, lacks integrity and ability to communicate, talking things personally, decision making is centralized at the top, Lacks courage and only give commands, Follow strict and directive rule and more influenced by their personal behavior, not helpful for subordinates, Less managerial skill, poor coordinating and decision making skill, generally Their performance is not clearly tangible.

On the other side the management view is also assessed regarding the two aspects of job satisfaction (intrinsic and extrinsic) through some interview questions and it is summarized below.

The concerned management working in human resource department believes that the working atmosphere is comfortable since there are comfortable working place and facilities for the employees in contrary to employee's response. From the view of their response training is

major investment in the organization employees regularly took various training necessary to update with recent technology and to progress the next higher level.

The concerned management also believes that CBE contributes a lot on developing its employee's career by providing opportunity for personal growth and development. The management in CBE also strongly believes that the employees are satisfied by their job due to various reasons some of the reasons cited by the management are:-

- competitive reward in the organization, satisfactory salary increment and promotion in addition adequate fringe benefit is also accessible
- comparing to other financial institution there is better job security since it is government bank
- Opportunity to work with in historically well-known organization.
- Opportunity to acquire various skill and knowledge since it is huge financial institution first to launch and adopt new technology in the industry.

4.7 Results of quantitative and qualitative analysis

This study attempted to examine the effect of leadership behavior on employee job satisfaction in CBE Addis Ababa by using path goal leadership theory. The data which was collected from employees revealed that from the four types of leader behaviors studied the most dominant type of leader behavior currently in CBE is directive leadership behavior and it has a negative effect on employee job satisfaction. In addition employees of the banks are moderately intrinsically satisfied in relation to extrinsic factors however extrinsically they are not satisfied. On the other hand the bank management believes that the employees are satisfied with the overall dimension of their job as a result of competitive payment in the industry and job security.

CHAPTER FIVE

SUMMARY, CONCLUSION & RECOMMENDATION

This study attempted to examine the effect of leadership behavior on employee job satisfaction in CBE Addis Ababa by using path goal leadership theory. This chapter presents summary of findings, the conclusion of the study based on the research findings and recommendation for the bank on areas that need improvement.

5.1 Summary of the Findings

the results of descriptive statistics analysis reveals that from the four types of leader behaviors studied in this thesis the most dominant type currently in CBE is directive leadership behavior.

Multiple linear regression analysis was also conducted to check if the four types of leader behaviors affect job satisfaction. The results obtained reveals that adjusted $R^2 = .425$ which indicates that 42.5 % of the variation in Job satisfaction is explained by the four types of leadership behaviors (directive, supportive, participated and achievement oriented). In addition, $F = 48.723$ and $p = 0.000$ which indicates a highly significant regression model.

The result of multiple regression analysis reveals that all of the four types of leadership behaviors significantly affect job satisfaction in CBE.

Directive leadership behavior had an inverse relation with job satisfaction indicating that the more the leaders are directive the less satisfied the employees become in CBE.

The remaining three types of leadership behaviors (supportive, participative & achievement oriented) were found to have a significant positive effect on job satisfaction in CBE

The results of the Beta coefficient values of multiple regression analysis also reveals that from the four types of leader behaviors, achievement oriented behavior had the highest effect on job satisfaction followed by participative & supportive leader behaviors in CBE

Table 5.1 Summary of Hypothesis testing

S.N	Hypothesis	Result
1	H1: Directive leadership behavior has significant effect on employees job satisfaction	Accept
2	H2: Supportive leadership behavior has significant effect on employees job satisfaction	Accept
3	H3: Participative leadership behavior has significant effect on employees job satisfaction	Accept
4	H4: Achievement oriented leadership behavior has significant effect on employees job satisfaction	Accept

5.2 Conclusion

Based on the findings of the study Leadership is described as the relationship between those who aspire to lead and those who choose to follow, as well as the process of influencing group activities toward goal setting and goal achievement.

A successful leader not only satisfies the needs of followers effectively by exchanging rewards, but also sets an example for their followers and promotes dramatic changes and influence on

individuals, groups, and organizations. Moreover, the overall effectiveness of an organization rests on both the leadership and employee job satisfaction.

The above statistical results conclude that there are significant strong relationship between the leadership behavior (i.e. supportive, directive, participative and achievement oriented) and job satisfaction. More importantly, there are significant impacts of the leadership behavior on job satisfaction. Employees are relatively moderately satisfied intrinsically i.e achievement, type o work , feelings of responsibilities, growth and development) however extrinsically (i.e salary ,benefit, promotion, the management concern) their satisfaction is low since other institution in the industry revise their salary and benefit, more importantly the leadership behavior of the bank is dominated by directive nature.

The findings of this study can provide useful feedbacks for the banks leaders to understand their leadership as perceived by the employee, and how the perception affects their job satisfaction level.

Leaders are the primary people in charge to realize these regulations, because they are responsible for effective functioning of organizations. In this sense, one of the things leaders should do is to perform supportive and/or participative leadership behavior. Supportive, participative and achievement oriented leadership behavior is not the only determinative of employee job satisfaction. However, it is certain that it has a positive effect.

The most dominant type of leadership behavior currently in CBE is directive leadership behavior. Among the four types of leadership behaviors all (directive, supportive, participative & achievement oriented) significantly affect job satisfaction in CBE. However Directive Leadership behavior has a negative effect on job satisfaction i.e. as the leader becomes more

directive the employees become less satisfied in their job in CBE. On the other hand the three leader behaviors (supportive, participative & achievement oriented) have a significant positive effect on job satisfaction in CBE. Finally achievement oriented leadership behavior has the highest effect on job satisfaction followed by participative & supportive leader behaviors in CBE. Given that organizational performance and effectiveness strongly depend on the level of employees' satisfaction so, to increase their employees' job satisfaction the banks management may need to focus on improving the quality of the supportive relationships between the leaders and the employees rather than directive leadership.

5.3 Recommendation

Employees are the most important asset in an organization. Therefore, organizations need to have capable leaders to lead and motivate their employees in their daily operation and achieve the organizational goals. Based on the findings of this study, the bank should improve the extrinsic factors of work, such as, salary, fringe benefits, the incentives, and job security by assessing the level of those factors available in organizations within and outside the industry. Directive leadership behavior results a decrease in job satisfaction of employees in CBE. Hence, the researcher recommends the banks management should decrease the tendency of using this specific behavior and training their managers to be more employee-oriented to improve the quality of supportive relationships between the managers/leaders and their employees, which in turn will increase the employees' satisfaction. Perhaps Link this kind of training program to a longitudinal study for evaluating the effectiveness as well as understanding how leadership operates over time, and learning the extent leadership influences employee job satisfaction. In addition the bank should conduct job satisfaction surveys from time to time & take corrective actions on areas that need improvement.

The leaders in CBE should provide more guidance & support to subordinates when deemed necessary & should create an open & conducive environment for communication, the leaders should show a high degree of confidence in subordinates in some cases & ensure involvement of subordinates in decision making Design.

In addition Organizations should use other ways which creates a sense of ownership in order to bring the needed job satisfaction. Participating employees in the planning activity of their job, organizing social programs and profit sharing strategies are recommended as an option in coordination with another leadership behavior having a positive effect on increasing job satisfaction.

Besides that, supervisors should take actions to improve their workers such as providing strong leadership and mentoring for staff members, building working conditions that are conducive and provide challenging and stimulating work assignments Based on the results concluded within the present study, leaders should focus on being Inspirationally motivating by looking toward the future with optimism, articulating a vision of future, displaying confident behavior as well as providing autonomy for one's work. These characteristics were found to be related to job satisfaction.

Leaders should also focus on being intellectually stimulating, seeking different perspectives when solving problems, instilling pride in employees and considering the moral and ethical Consequences of decisions.

Finally Supervisors need to apply a leadership style best suited with the environment employees are working in. As concluded in the previous research, the four leadership behaviors have given

positive results if a match exists between leadership behavior and environment. Beside the bank should try to manage the expectation of employees so that acceptance of leader can be enhanced, revise the promotion policies and compensation structure which ensures the culture of performance, justice and fair play. The bank should give managerial trainings especially on the human resource aspect which neutralize the arbitrary managerial behaviors and enable them to care for employee's welfare and provide a more secured working place.

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Appendix A- Questionnaires distributed for employees



**ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE GRADUATE PROGRAM
MASTER'S OF ARTS IN HUMAN RESOURCE MANAGEMENT**

Dear Respondents:

I would like to express my earnest appreciation for your generous time, honest and prompt response.

The main purpose of this questionnaire is to collect data which will be helpful in research work titled **the effect of leadership behavior on employee job satisfaction On commercial bank of Ethiopia, Addis Ababa**. As a member of CBE, your participation in this study will be valuable and greatly appreciated.

8. My supervisor ask subordinates to follow standard rules and regulations					
9. My supervisor focuses his attention on mistakes irregularities and deviation from standards					
10. My supervisor shows too little interest in feelings of subordinates					
Supportive leader behavior					
11. My supervisor maintain a friendly working relationship with subordinate					
12. My supervisor do little things to make it pleasant to be a member of the group					
13. My supervisor say things that hurt subordinates' personal feelings					
14. My supervisor help subordinates overcome problems that stop them from carrying out their tasks					
15. My supervisor asks for my vision regarding my job and allows me to use it when he believes it is appropriate					
16. My supervisor behave in manner that is thoughtful of subordinates' personal need					
17. My supervisor encourages my carrier development by facilitating for training and the like					
Participative leader					
18. My supervisor consult with subordinates when facing a problem					
19. My supervisor listen openly to subordinates' ideas and suggestions					
20. My supervisor act without consulting subordinates					

21. My supervisor invites me in planning activity of my job					
22. My supervisor ask subordinates for suggestions on what assignments should be made and how to carry out assignment					
Achievement oriented leader					
23. My supervisor let subordinates know that what is expected of them to perform at their highest level					
24. My supervisor encourage continual improvement in subordinates' performance					
25. My supervisor show that he/she have doubts about subordinates' ability to meet most objectives					
26. My supervisor consistently set challenging goals for subordinates to attain					
27. My immediate supervisor believes that I know how to use creativity and ingenuity to solve organizational problems					

SECTION THREE: MEASUREMENT FOR JOB SATISFACTION

INSTRUCTION: this job satisfaction measurement is intended to measure your perception of organizational job satisfaction in two dimensions such as intrinsic and extrinsic job satisfaction. Please make '√' mark on your response to each statement according to the five point scale labeled at each statement that reflects your own agreement.

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

Intrinsic Job Satisfaction	5	4	3	2	1
28. I am satisfied with the type of work I perform since it provides me with opportunity for achievement					

29. My job provides the chance to do something that makes use of my abilities					
30. The job provides with strong feeling of responsibility since, I am positively influencing other people's lives through my work.					
31. my job provides chance to try my own methods of doing the job					
32. The type of work I perform provides me with opportunity for personal growth and development					
Extrinsic job satisfaction					
33. I am satisfied with the salary					
34. I am satisfied with the fringe benefits like medical expense, education fee coverage etc					
35. Promotion and salary increment are satisfactory					
36. I am satisfied with the job security					
37. The management cares for employees welfare					
38. I am satisfied with the way my boss handles his/her workers					
39. I am satisfied with the competence of my supervisor in making decisions					
40. I am satisfied with The praise I get for doing a good job					
41. There is opportunity for outside training					
42. There is opportunity for in-house training					
43. I am satisfied with the relationship with coworkers in the work place					

1. How do you describe the leadership behavior of your supervisor or manager?
