



St. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**THE RELATIONSHIP BETWEEN LEADERSHIP STYLES AND EMPLOYEE
COMMITMENT AT THE SAVE THE CHILDREN ETHIOPIA**

**A THESIS SUBMITTED TO St. MARY'S UNIVERSITY, SCHOOL OF GRADUATE STUDIES
IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTERS
OF BUSINESS ADMINISTRATION (GENERAL)**

BY

TADELE SOLOMON

ADVISOR

TILAYE KASAHUN (Ph.D)

JUNE, 2016

ADDIS ABABA

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APPROVED BY BOARD OF EXAMINERS

Dean, Graduate Studies

Signature & Date

Advisor

Signature & Date

External Examiner

Signature & Date

Internal Examiner

Signature & Date

Declaration

I, Tadele Solomon, declare that this paper is a result of my independent research work on the topic entitled “**The Relationship between Leadership Styles and Employee Commitment at Save the Children Ethiopia**” in partial fulfillment of the requirements for the Degree of Master of Business Administration at St. Mary’s University. This work has not been submitted for a degree to any other university. All the references are also duly acknowledged.

Tadele Solomon

Signature _____

Date: _____

Abstract

The effective leaders are enablers that directly points to competent and committed employees. Studies in the organizational psychology and organizational behavior literatures have shown that leadership styles and employee commitment are of major factors to the organizational success or failure. The purpose of this study was to investigate the relationship between leadership styles (transactional, transformational, and laissez-faire) and employee commitments (affective, continuance, and normative commitment) in of Save the Children International Ethiopia Country office.

Total participants in the research were 104, included 64 support staffs and 40 leaders and senior managers, with a nonresponse rate of 15.38 percent from both leaders and subordinates. Two separate instruments, namely multifactor leadership questionnaire and organizational commitment questionnaire, were used to measure leadership styles and employees' organizational commitment respectively.

The findings of the study revealed that laissez-faire leadership style has significant and positive correlations with affective, normative and continuance employee commitments while transactional leadership style has significant and positive correlation with only continuance commitment. Transformational leadership style has insignificant negatively correlated with both affective and normative employee's commitment and also it has insignificant positive relation with continuance employee's commitment.

Key Words: *Employee commitment, Leadership styles, Save the Children,*

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Table of Contents

Abstract	iv
Acknowledgements	v
LIST OF TABLES	ix
List of Acronyms	x
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the study	1
1.2 Background of the study organization	3
1.3 Statement of the problem	4
1.4 Basic research questions	6
1.5 Objectives of the study.....	6
1.6 Significance of the study.....	7
1.7 Limitation and scope of the study.....	7
1.8 Organization of the study.....	8
CHAPTER TWO	10
LITERATURE REVIEW	10
2.1 Introduction.....	10
2.2 The concept of leadership	10
2.3 The development of leadership theories	11
2.4 Full range leadership model (FRLM) and leadership styles	12
2.4.1 Transformational Leadership	13
2.4.2 Transactional leadership	14
2.4.3 Laissez-faire leadership	15
2.5 The concept of employee commitment.....	16
2.6 The Relationship between leadership styles and employee commitment.....	17
CHAPTER THREE	20
RESEARCH METHODOLOGY	20
3.1 Research design and approach	20
3.2 Sample design and procedure	20

3.3 Data collection instrument and administration	22
3.4 Independent and dependent variables of the study	24
3.5 Data collection procedures.....	25
3.6 Data processing procedures	25
3.7 Ethical consideration.....	26
3.8 Assessing reliability	26
CHAPTER FOUR.....	27
DATA ANALYSIS, RESULTS AND DISCUSSION.....	27
4.1 Introduction.....	27
4.2 Response rate	27
4.3 General information	27
4.3.1 Respondent gender & marital status	27
4.3.2 Respondents age.....	28
4.3.3 Educational background of respondents	29
4.3.4 Respondents position	30
4.3.5 Descriptive statistics for leadership styles and employee commitment.....	30
4.3.6 Relationship between different leadership styles and employee commitment	31
4.3.7 Comparisons of overall correlations among the variables	33
4.4 Regression analysis for leadership style and organizational commitments.....	34
4.4.1 Regression analysis affective commitment of employees as a dependent variable	35
4.4.2 Regression analysis continuance commitment of employees as a dependent variable	36
4.4.3 Regression analysis normative commitment of employees as a dependent variable.....	37
4.5 Regression for leadership style and the overall employee commitments	39
4.6 Potential sources of problems and challenges underlying the leadership styles and employee commitment in the organization.	40
4.7 Discussions	41
CHAPTER FIVE	43
SUMMARY, CONCLUSION AND RECOMMENDATIONS.....	43
5.1 Summary.....	43
5.2 Summary of major findings	43
5.3 Conclusions.....	44

5.4 Recommendations	46
REFERENCES	47
Annex I Questionnaire	50
Annex II Organogram of Save the Children Ethiopia Country office	57

LIST OF TABLES

Table No	Description of the Table	Page No.
3.1	Determining sample size	21
3.2	Population samples and response rate	22
3.3	Items from the transformational, transactional and laissez-faire leadership Styles	23
3.4	Independent and dependent variables	24
3.5	Leader opinion survey reliability test	26
4.1	Respondent gender and marital status	28
4.2	Age brackets of respondent	29
4.3	Respondents education status	29
4.4	Position in Save the Children	30
4.5	Leadership styles commonly practiced at Save the Children Ethiopia	31
4.6	Correlations of leadership styles and organizational commitment	32
4.7	Correlations of transactional leadership styles (perceived) with organizational commitment	33
4.8	Correlations of transformational leadership styles (perceived) with organizational commitment	34
4.9	Predictors: (constant), transformational, non-transactional, transactional	35
4.10	Dependent variable: affective commitment	35
4.11	Dependent variable: affective commitment	36
4.12	Predictors: (constant), transformational, non-transactional, transactional	36
4.13	Dependent variable: continuance commitment	37
4.14	Dependent variable: continuance commitment	37
4.15	Predictors: (constant), transformational, non-transactional, transactional	38
4.16	Dependent variable: normative commitment	38
4.17	Dependent variable: normative commitment	39
4.18	Predictors: (constant), transformational, non-transactional, transactional	39
4.19	Dependent variable: total Commitment	40
4.20	Dependent variable: total Commitment	40

List of Acronyms

AIDS: Acquire Immune deficiency syndrome

FRLM: Full Range Leadership Style

HIV: Human Immune virus

HR: Human Resource

INGO: International Non-Governmental Organization

MLQ: Multifactor Leadership Questionnaire

NGO: Non-governmental organization

OCQ: Organizational Commitment Questionnaire

SCI: Save the Children International

SC: Save the Children

SPSS: Statistical Package for Social Studies (Sciences)

USA: United State of America

UK: United Kingdom

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Leadership is perhaps one of the most important aspects of management (Wehrich et al, 2008). This is because leadership is major factor which contributes massively to the general wellbeing of the organizations and nations. It can be defined as one's ability to get others to willingly follow. And a transformational leader is a person who stimulates and inspires followers to achieve extraordinary outcomes (Robbins & Coulter, 2007). H/she is resourceful, rewarding and enthusiastic; organized well, open to change and interested in feedback. Leaders in organizations and nations make things happen.

Leadership is essentially the confidence to successfully fulfill demanding roles in every society. Hence, effective leadership can be fundamental tool in maximizing organizations performance and has caused an abundance on research. According to Lewin, Liippit et al., (1993) variations of leadership styles influence performances and alternate aggression levels and possibly performance. A leader can be described as a possessor of the tools to create and change the structure and culture within an organization. However, there is no consensually agreed definition to culture. Culture is variously defined in terms of commonly shared processes, shared ways of thinking, feeling and reacting; shared meanings and identities. Shared socially constructed environments; common ways of interpreting how technologies are used; and commonly experienced events (House et al., 1997). Thus, it is almost self-evident and no surprise to common sense that leadership possesses such power, as it is a social process itself and the social climate develops as social process.

To run organizations smoothly, effectively and efficiently, the most valuable and indispensable factor organizations need is human resource (Mosadeghrad, 2003). To remain competitive in the face of these pressures, employee commitment is essential. Much has been written recently about the need for improving the education, training and development of organizational workforce.

Affective commitment is one specific form of employee commitment, which has been considered the most beneficial in enhancing organizational effectiveness. Employees' affective

commitment, their emotional bond to their organization has been treated as an important determinant of dedication and loyalty. Employees with high affective commitment are having a sense of belonging and identification with that increase their engagement in the organization's activities, their willingness to pursue the organization's goals and their desire to stay with the organization (Allen et al., 1997).

Normative commitment explains employee's sense of obligation towards the organization. Employees remain with the organization because they feel they ought to be usually accompanied with high levels of normative commitment. Socialization and exchange have a vital role in the development of normative commitment. According to Wiener (1982), normative commitment develops from normative beliefs. The center of the relationships can be concluded as the beliefs and instrumental beliefs concerning organization-related behaviors results in employee commitment and instrumental motivation, respectively. Following these studies, the outcome of the normative commitment process is that employees' incorporate a belief that it is appropriate to be fully committed to their organization.

Continuance commitment relates to an employee's evaluation of comparing the costs of leaving the organization and the costs of staying. It may also disrupt the social relationships the employees have built in the previous organization and increase the psychological cost of making new friends and learning to get along with new working colleagues if employees move to another organization (Allen et al., 1997). Consequently, it is summarized that if the available alternative job in the environment is fewer, the employees will show greater continuance commitment to their current employer.

Thus, in a culture that has destined the great importance of effective leadership, it will subsequently analyze the effects of leadership styles on employee commitment. Hence, identifying substantial relationship with the employee commitment is crucial. This thesis revolves around the relationship between leadership styles and employee commitment.

1.2 Background of the study organization

Save the Children is one of the prominent International Non Profit Organizations with a dual mandate which has been actively involved in Ethiopia in diversities of developmental and humanitarian activities since 1930s. Globally Save the Children is a leading independent Non-governmental Organization working for the children in need with the aim to inspire breaking through in the way the world treats children and to achieve immediate and lasting changes in the life of children by improving their health, education and economic opportunities. There were Seven Save the Children members in Ethiopia before they merged in one in October, 2012. The member organizations are Save the children USA, Save the Children UK, Save the Children Norway, Save the Children Denmark, Save the Children Finland, Save the Children Sweden and Save the children Canada. They were working independently with their own mission, vision and strategic goals.

The organization has gone through a big re-structuring in October, 2012 where the seven Save the Children member offices that used to operate independently came together. The staffs are now experiencing significant change on leadership styles like being managed by new supervisor, continuous re-structuring, having a new system at different levels, policy and procedures and adopting a new ways of doing things. Lately in July, 2014 another INGO called Merlin joined Save the Children members.

The total budget for Save the Children at the time of unification was more than 120 million USD and its major service category that provides to the societies are Humanitarian response, child right governance, education and youth, Livelihood, resilience and food security, health and nutrition, HIV/AIDS prevention and sponsorship services. The head office of Save the Children is based in the capital city of Ethiopia, Addis Ababa Nifas Silk Lafto Sub-City old Airport. In addition Save the Children have Offices in four regional hubs in North, West, South and East and Head office in Addis Ababa and 54 Field Offices and Satellite offices in different regions, zones and towns of Ethiopia. The major objective of seven Save the Children members and Merlin becoming as one organization is to increase opportunities for a more reliable base of funding, decrease competition for limited resources among save the children members, and strength organizational efficiency through realizing economies of scale. Merger of all Save the Children in one at 1st Oct 2012 (Olney, 2012). Acces date April 01, 2016.

1.3 Statement of the problem

Leadership is perhaps one of the most important aspects of management (Wehrich & et al., 2008). Thus, the execution of leadership is one way that leaders can build commitment and job satisfaction of employees which in turn to increase their commitment for the organization's goals and objectives.

It has been proposed that leadership factors had an influence on the employee commitment. Bučiūnienė & Škudienė, (2008) Identified positive relationship between leadership styles and employees commitment. Also Avolio et al., (2004) discovered that transformational leadership is generally associated with employee commitment though it is limited to only one variable of leadership styles excluding others (transactional & laissez-faire leadership).

Although there have been studies that have identified leadership behaviors as vital component to and determinants of employee commitment Bučiūnienė & Škudienė (2008) in one hand, and examining the relationship between leadership styles and employee commitment Awan & Mahmood (2009) on the other hand, the number of studies conducted in INGO in general and so in the case of Save the Children International.

Accordingly, from the above authors ideas that the researcher concludes that if leadership styles have a positive relation with employee commitment, without having transformational leaders there is no success for any organizations according to (Buciuniene & Skudiene, 2008).

Thus, in the organization on which the researcher studied was faced different kinds of problems that directly related with leadership and employee commitments. Out of which there were high turnover with having 14-17 percent each year for three years starting from 2012-2014, Organization's performance in terms fund raising was declining by 7-10 percent from 2012 to 2014 which shows low performance compared to the previous year's performance before the merger of seven Save the Children. Moreover, as per the research results conducted earlier by the staff members of Save the Children, some of employees have been complaining on different issues like on the absence of quality training, job satisfaction, fair promotion and good reward system including benefit package that motivates all employees (Save the children annual report, 2012, 2013 and 2014). As a result, most of them were not committed and need to release the

organization. So, as per the previous researches and literatures, there were a positive relationship between leadership styles and commitment of employee in different types of organizations. Does the problems are from lack of leadership style, inspiring commitment, from employee's lack of motivation? How leadership style would affect employee commitment and in what condition?

Consequently, since organization's aim can't be achieved in the absence of good leadership styles and employee commitment, this study would be designed to assess the relationship between leadership styles of Save the Children International and its employee's commitment in Ethiopia Country office. The reasons why the researcher motivated to study this topic is due to shortage of enough researches as well as problems for the non-profit organizations like Save the Children.

Therefore, this study is considered important to determine the relationship between leadership styles of International non-profit organization's administers (i.e. transformational, transactional and laissez-faire leadership) and employee commitment of non-administers (i.e. affective, normative and continuance) in Save the Children International Ethiopia Country office.

1.4 Basic research questions

This study seeks to answer the following broad questions about the relationship between leadership styles and employee commitment in Save the Children International. The basic research questions that are to be addressed in this study are:

- ✓ What are the perceptions of the Save the Children employee's about leadership styles?
- ✓ What are the perceptions of Save the Children employee's about the belongingness of their organization?
- ✓ How employees of the Save the Children perceive to achieve the goals of the organization?
- ✓ What is the relationship between different leadership styles and employee commitment dimensions?
- ✓ Which type of leadership styles/styles is/are followed by Save the Children?
- ✓ What are the potential sources of challenges underlying the leadership styles
- ✓ What are the potential sources of challenges underlying the employee commitment in the Save the Children?

1.5 Objectives of the study

The overall aim of this study is to explore the relationship between leadership styles and employee commitment in the Save the Children International Ethiopia Country office. To achieve this aim, the specific objectives of this study are:

- ✚ To identify the employees perceptions about leadership styles and different dimensions of employee commitment in the Save the Children.
- ✚ To analyze the relationship between different leadership styles and employee commitment dimensions.
- ✚ To determine the potential sources of problems/challenges underlying the leadership styles and employee commitment in the organization.

1.6 Significance of the study

The significance of this study happens in many ways. The result of this study is important to create awareness to leaders of Save the Children International about the most factor that can influence the commitment level of their employees in the organization.

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

Confidently, this study has contributed to the growing body of research on experiences to leadership styles and organizational commitment by examining the three important leadership styles and its impact on organizational commitment. It can also find out the main challenges red light in decision the main bottle necks around the leadership styles and employee commitment.

1.7 Limitation and scope of the study

The main focus of this study is assess of the relationship between leadership styles and employee commitment in Save the Children. The unit of analysis of the study is limited to Save the Children only, so the study has limitation to include other INGO's leadership styles and employee commitment. Therefore, any term found in this study should be interpreted in relation to the leadership styles and employee commitment of Save the Children International Ethiopia Country office.

Considering the limited time and resources required to collect primary data from all field offices of Save the Children, the researcher has been forced to restrict the geographical coverage to collect the data from head office staffs who serves the organization for a year and above. Data have been collection from different departments, such as senior management, non-management and support staffs. In addition, due to the understanding of the leadership culture of the organization, because of the minimum experiences, employee who have been serving for less than one year are excluded from the population that has been studied.

To conduct this study, the researcher collected primary data using questionnaire from different departments and the primary data have been supported by secondary sources of data. First-hand information has been collected through questionnaire and secondary sources of information has

been obtained from related literature review, journal articles e-books, internet, the organization's consultant reports, HR manuals, project documents and websites of the organization.

Another barrier the researcher came across in the process of data collection was rejection by some leaders of the organization to formally complete the questionnaire for unconvincing reasons such as lack of time to fill up the questionnaire, fear of sensitivity of the questionnaire contents if its results are presented to public, etc. But it was declared in the questionnaire dashboard. Although the researcher has a great group of participants who were willing to fill the questionnaire but their stay in the organization is less than one year, there were also some employees who would not volunteer to be part of the study. Unluckily non returned questionnaires were also a limitation for this study. But out of the total questionnaire 85 percent responded and which is acceptable.

1.8 Organization of the study

The thesis is organized in to five main chapters. The first chapter deals with the introductory part of the research which includes background of the study, back ground of the Organization, significance of the study, objectives of the study, the research questions, potential ethical issues and statement of the problem and Scope of the study are incorporated.

The second chapter provides an overview of the state of the art analysis of the related literature and backed up with secondary data dealing with the literature review. In this chapter different theories and empirical evidences related to the research has been presented in detail. Third chapter presents the methodology used that has been in this study. The chapter includes in detail the research approach as well as describes the data collecting and analysis methods used for the study.

Under this chapter Research design, Sample, Sampling technique to be used, data source, and procedure of data collection and methods of data analysis was incorporated. Chapter four analyses and presents the research findings obtained through the thesis methodology by showing how each of the research questions has been answered and how these findings together contribute to the main purpose of the study. Finally, the last chapter, which is chapter five ends the thesis with conclusions and a set of suggestions derived from the research findings and the conclusions of this work.

At the end of the thesis document, references, organogram of the organization and appendices are included that contain the questionnaires of the survey forms used to collect primary data for this work and other supplementary documents of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

To build a context for the study and treatment of the relationship between leadership styles and employee commitment, this chapter analyzes the existing literature on the concept of leadership and its effect on the employee commitment from various prospective of leadership styles while narrowing its focus to the issues pertaining to non-profit organization, Save the Children International Ethiopia.

2.2 The concept of leadership

Leaders are made not born. If you have the desire and willpower, you can become an effective leader. Good leaders develop through a never ending process of self-study, education, training, and experience.

Hersey & Blanchard (1999) defines leadership as the process of influencing the activities of an individual or a group in efforts toward goal achievement in a given situation. Similarly, Bass (2002) defined leadership in different terms from earlier to the recent times. The earlier definitions identified leadership as a focus of group process and movement, personality in action. The next type considered it as the art of inducing compliance. The more recent definitions conceive leadership in terms of influence relationships, power differentials, persuasion, influence on goal achievement, role differentiation, reinforcement, initiation of structure, and perceived attributions of behavior that are consistent with what the perceivers believe leadership to be.

Therefore, leadership in the organizational context in this study is related to the person who is appointed by the organization or owner to follow up the whole or sub activities of the organization as well as the subordinates report to whom in the context of a work place relationship.

2.3 The development of leadership theories

The earliest theories of leadership focused on the performance of great man. Analysis of such heroic compliments gave rise to the Great Man Theory of Leadership, which contends that leaders are born, not made. This theory posits that certain individuals are endowed with leadership traits that cannot be learned (Parren & Burgoyne, 2001). A review of the leadership literature reveals an evolving series of 'schools of thought' from “Great Man” and “Trait” theories to “Transformational” leadership. Whilst early theories tend to focus upon the characteristics and behaviors of successful leaders, later theories begin to consider the role of followers and the contextual nature of leadership.

Great Man Theories: Based on the belief that, leaders are exceptional people born with innate qualities, destined to lead.

Trait Theories: The lists of traits or qualities associated with leadership exist in abundance and continue to be produced.

Behaviorist Theories: These concentrate on what leaders actually do rather than on their qualities. Different patterns of behavior are observed and categorized as 'styles of leadership'

Contingency Theory: This is a refinement of the situational viewpoint and focuses on identifying the situational variables which best predict the most appropriate or effective leadership style to fit the particular circumstances.

Transactional Theory: This approach emphasizes the importance of the relationship between leader and subordinates, focusing on the mutual benefits derived from a form of 'contract' through which the leader delivers such things as rewards or recognition in return for the commitment or loyalty of the subordinates.

Transformational Theory: The central concept here is change and the role of leadership in envisioning and implementing the transformation of organizational performance.

Each of these theories takes a rather individualistic perspective of the leader, although a school of thought gaining increasing recognition is that of “isolated” leadership. This approach, with its foundations in sociology, psychology and politics rather than management science.

The emphasis thus shifts from developing ‘leaders’ to developing ‘leaderful’ organizations with a collective responsibility for leadership (Bolden et al., 2003).

2.4 Full range leadership model (FRLM) and leadership styles

The full range leadership model (RLM) describes a full range of influencing styles from ‘non-leadership’ to powerful transformational leadership behaviors. The model captures different kinds of behaviors which make a difference to outcomes for associates of the leader. In other words, the range of behaviors starts with transformational leader behaviors to transactional leader behaviors reaching to the lowest leader interaction of laissez-faire leader behaviors.

Laissez-Faire leadership (LF)

Acts non-involved, displays indifference, overlooks achievements, and ignores problems.

Transactional Leadership Elements

Management by exception, passive (MBE-P): Only intervenes when standards are not met.

Management by exception, active (MBE-A): Monitor follower performance and takes immediate action when deviations occur.

Contingent reward (CR): Clarifies what needs to be done and exchanges psychic and material rewards for services rendered.

Transformational leadership Elements

Individualized consideration (IC): develops, coaches, and teaches each follower.

Idealized influence, attributed (II-A): instills pride and builds trust.

Idealized influence, behavior (II-B): emphasizes collective sense of mission, and talks about values and beliefs.

Intellectual stimulation (IS): Stimulates followers to view the world from new perspectives; encourages problem solving, critical thinking, and creativity.

Inspirational motivation (IM): expresses enthusiasm, optimism, and confidence.

Figure 2.1: Bernard Bass’s revised full range leadership model

2.4.1 Transformational Leadership

Transformational leadership is a leadership approach that causes change in individuals and social systems. In its ideal form, it creates valuable and positive change in the followers with the end goal of developing followers into leaders. Enacted in its authentic form, transformational leadership enhances the motivation, morale and performance of followers through a variety of mechanisms. These include connecting the follower's sense of identity and self to the mission and the collective identity of the organization; being a role model for followers that inspires them; challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, so the leader can align followers with tasks that optimize their performance.

In a transformational style, there is generally a sense of purpose and a feeling of family. Leaders and followers share mutual interests and a sense of shared fates and interdependence. They go beyond their self-interests or expected rewards for the good of the team and the good of the organization. The inclusion of transformational assumptions, norms, and values does not preclude individuals pursuing their own goals and rewards. Superiors serve as mentors, coaches, role models, and leaders, socializing members into the culture, not necessarily because they are expected to do so but because they feel a personal obligation to help new members assimilate into the culture.

According to Bass et al., (2003), transformational leaders will focus on developing their followers by tapping them of their potentials, inspiring them, promoting collaboration, motivating them, and by reinforcing positive behaviors. The employees often develop a high level of trust and confidence in such a leader. The employees are proud to identify themselves with the leader and develop a strong sense of loyalty to them. Similarly, (Bass, 2002) argues that transformational leaders are pertinent especially during turbulent times when rapid changes and globalization takes place.

Transformational leadership fosters capacity development and brings higher levels of personal commitment amongst 'followers' to organizational objectives. According to (Bass et al., 1993) transformational leadership occurs when leaders broaden and raise the interests of their employees, when they generate awareness and acceptance of the purposes and mission of the

group, and when they stir employees to look beyond their own self-interest for the good of the group. Together, heightened capacity and commitment are held to lead to additional effort and greater productivity (Lok & Crawford, 2010).

According to Bass (2002) the goal of transformational leadership is to ‘transform’ people and organizations in a literal sense – to change them in mind and heart; enlarge vision, insight, and understanding; clarify purposes; make behavior congruent with beliefs, principles, or values; and bring about changes that are permanent, self-perpetuating, and momentum building. Trottier et al., (2008) preferred to explain transformational leadership based on five factors.

The five components as suggested by the above authors are: individualized considerations, intellectual stimulation, inspirational motivation, idealized influence (attributes) and idealized influence.

2.4.2 Transactional leadership

Transactional Leadership is a managerial leadership, focuses on the role of supervision, organization, and group performance; transactional leadership is a style of leadership in which the leader promotes compliance of his/her followers through both rewards and punishments.

Transactional leadership is based more on "exchanges" between the leader and follower, in which followers are rewarded for meeting specific goals or performance criteria (Trottier et al., 2008). Rewards and positive reinforcement are provided or mediated by the leader. Thus transactional leadership is more practical in nature because of its emphasis on meeting specific targets or objectives (James & Collins, 2008). An effective transactional leader is able to recognize and reward followers' accomplishments in a timely way. However, subordinates of transactional leaders are not necessarily expected to think innovatively and may be monitored on the basis of predetermined criteria. Poor transactional leaders may be less likely to anticipate problems and to intervene before problems come to the fore, whereas more effective transactional leaders take appropriate action in a timely manner (Bass et al., 2003)

Transactional leaders display behaviors associated with constructive and corrective transactions. The constructive style is labeled Contingent Reward and the corrective style is labeled Management-by-Exception (active and passive). Transactional leadership defines expectations

and promotes performance to achieve these levels. Contingent Reward and Management-by-Exception are two core behaviors associated with 'management' functions in organizations.

When we compare transactional and transformational leadership styles, a transactional leadership style is appropriate in many settings and may support adherence to practice standards but not necessarily openness to innovation and risk taking. A transformational leadership style creates a vision and inspires subordinates to strive beyond required expectations, whereas transactional leadership focuses more on extrinsic motivation for the performance of job tasks (Bolden et al., 2003). Thus it is likely that transformational leadership would influence attitudes by inspiring acceptance of innovation through the development of enthusiasm, trust, and openness, whereas transactional leadership would lead to acceptance of innovation through reinforcement and reward.

Bass outlines the beginnings of his theory of leadership, in which both transactional and transformational leadership are needed to enhance performance. Bass developed the full range leadership model based on his belief that transformational leadership and transactional leadership are not ends on a single continuum but rather are leadership patterns that all leaders possess and use in differing amounts. For exceptional performance, transformational leadership behaviors need to augment transactional leadership behaviors (Bass and Avolio, 1993). Therefore, according to Bass, the best performance is the result of using both transactional and transformational leadership behaviors with subordinates.

2.4.3 Laissez-faire leadership

The laissez-faire leadership style involves non-interference policy, allows complete freedom to all workers and has no particular way of attaining goals. However, there is no one best style of leadership. The effectiveness of a particular style is dependent on the organizational situation.

Organization is an entity which is set up for a purpose. Organization can be defined as the human co-ordination of a number of persons or individuals in the service of mutual help for the achievement of common goals through the division of labor and functions, and through hierarchy of authority.

Researchers have consistently reported that laissez-faire leadership is the least satisfying and least effective style of leadership. That is because these leadership behaviors are accompanied by little sense of accomplishment, little clarity, little sense of group unity, and followers do not hold as much respect for their supervisors (Trottier et al., 2008). It is probably for these reasons that many researchers choose to exclude laissez-faire leadership from their research involving only transformational and transactional leadership.

2.5 The concept of employee commitment

Employee commitment¹ has been studied in the public, private, and non-profit sector, and more recently internationally. Early research focused on defining the concept whereas current research continues to examine organizational commitment through two popular approaches, commitment-related attitudes and commitment-related behaviors. A variety of antecedents and outcomes have been identified in the past thirty years (Shore & Wayne, 1993). Furthermore, Lok and Crawford (2010) state that the reasons for studying organizational commitment are related to “employee behaviors and performance effectiveness; attitudinal, affective, and cognitive constructs such as job satisfaction; characteristics of the employee’s job and role such as responsibility; personal characteristics of the employee such as age, job tenancy.”

Multiple definitions of employee commitment are found in the literature. The way employee commitment is defined depends on the approach to commitment that one is adhering to (Hunt et al. 2004) state that organizational commitment has been operationally defined as “multidimensional in nature, involving an employee’s loyalty to the organization, willingness to exert effort on behalf of the organization, degree of goal and value congruency with the organization, and desire to maintain membership.”

When looking at employee commitment within an organization, it is the relative strength of an individual's identification with and involvement in a particular organization. In relation to this, (Allen & Meyer, 1997) define employee commitment as a psychological state that characterizes the employee's relationship with the organization and has implications for the decision to continue employment with the organization. Similarly, Meyer & Becker (2004) define a committed employee as being one “stays with an organization, attends work regularly, puts in a full day and more, protects corporate assets, and believes in the organizational goals”. This

employee positively contributes to the organization because of its commitment to the organization.

Meyer and Becker (2004) define a committed employee as being one “stays with an organization, attends work regularly, puts in a full day and more, protects corporate assets, and believes in the organizational goals”. This employee positively contributes to the organization because of its commitment to the organization. Research shows that individuals and organizations are adversely affected when commitment is low, and that both benefit when commitment is high (Brockner et al., 1992). Organizational commitment is associated with increased satisfaction, performance, and organizational adaptability (Lok & Crawford, 2010), as well as decreased absenteeism and employee turnover.

2.6 The Relationship between leadership styles and employee commitment

A relationship between commitment and leadership style has been reported in the organizational and management literatures. Several studies found a positive relationship between the two variables. For instance, (Lo et al., 2010) concluded that the leadership styles of supervisors are important dimensions of the social context because they shape subordinates’ organizational commitment in various important ways. Likewise, (Ponnu & Tennakoon, 2009) indicate that ethical leadership behavior has a positive impact on employee organizational commitment and employee trust in leaders.

In another study involving 156 participants, (Lo et al., 2009) examined leadership styles and employees’ organizational commitment in Malaysia manufacturing industry to ensure the successful management of employees and to improve productivity and achievements of an organization. They discovered that several dimensions of transactional and transformational leadership have positive relationship with organizational commitment but the impacts are stronger for transactional leadership style. Similarly, (Marmaya et al., 2011) investigated the employees’ perceptions of leadership style among Malaysian managers and its impact on organizational commitment and then found that leadership tends to be more transformational than transactional.

The study by Bučiūnienė & Škudienė (2008), has investigated the relationship between employees' organizational commitment dimensions and leadership styles and found positive correlations between a transformational leadership style and affective and normative employee commitments whereas a laissez-faire leadership style was found to be negatively associated with employees' affective commitment. Davenport (2010), also measured the relationship between leadership style and organizational commitment as moderated by follower's locus of control and reported that suggests that separately leader style and focus of control are important drivers of organizational commitment.

Research findings have consistently highlighted the positive influence of transformational leadership on organizational outcomes. For instance, transformational leadership was found to result in lower employee turnover, increased organizational citizenship behavior and lead to stronger organizational commitment (Bučiūnienė & Škudienė, 2008).

Likewise, Tennakoon (2009), examined how transformational leadership and transactional leadership affected employee levels of affective commitment, continuance commitment, and normative commitment. Findings revealed that transformational leadership was a better predictor of affective, continuance, and normative commitment than transactional leadership.

Consistent with previous studies, (Avolio and Meyer, 2004), found a positive association between transformational leadership and organizational commitment. Contrary to the previous research, they found that transformational leadership at the indirect senior level had a more positive relationship with employees' level of organizational commitment as compared to the relationship between commitment and ratings of transformational leadership of the followers' immediate supervisor.

Bučiūnienė and Škudienė (2008), studied the impact of transformational leadership on organizational commitment and found that transformational leadership has a positive linkage with normative and affective commitment. On the other hand, a negative relationship was found between transformational leadership and continuance commitment.

Bass and Avolio (1993), claimed that organizations have a kind of culture, which is represented by the leaders who use transactional or transformational leadership styles. According to their

findings, transactional culture creates only short-term commitment, whereas transformational culture creates long-term commitment. (Mannheim & Halamish, 2008), argued that when transformational leadership is enacted, members of organizations no longer seek merely self-interest, but that which is beneficial to the organization as a whole.

The findings of Brown (2003) as cited in Bučiūnienė & Škudienė, 2008 indicated a strong correlation between transformational leadership dimensions and affective commitment, a weaker but still strong positive correlation with normative commitment and no relationship with continuance commitment. A negative relationship was found between transactional leadership dimensions and affective and normative commitments, and a statistically significant correlation found with continuance commitment (Brown and Dodd, 2005).

To sum up, as we have seen in this chapter there is plenty in the literature that describes leadership styles and employee commitment from a multitude of angles and views. Many articles also repeat the same topics and findings and the author chose to include just to show that the findings are similar but from a wide range of domains. In many researches in the literature it was determined that there was a strong relationship between leadership styles and employee commitment (Lo *et al.*, 2010).

These studies were generally conducted in business organizations, yet there have been few researches conducted in non-profit international organizations specifically in Ethiopia.

Thus, the purpose of this research is to determine the relationship between leadership styles and employee commitment in the Save the Children International Ethiopia Country office.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research design and approach

The research method focused on the methods and tools of data collection from the primary and secondary sources. Basically, the information was produced from primary sources in order to triangulate data from different perspectives regarding the research problem. The secondary sources of information used to provide the conceptual framework and acquire a general picture of the problem.

While the collection of the required data and information from the primary sources, questionnaire was used to get information on frame work of the study. Participants' data was collected through in one survey with five points scale questionnaire. The systematic observation of the researcher in the whole process of the study was also experienced. Descriptive research method was used to elaborate the relationship of leadership styles and employee commitment of the organization which are organized in a descriptive way from the most general to the most specific one.

The study adopted a quantitative research approach because the quantitative data have been used for the study, which was collected through questionnaire.

3.2 Sample design and procedure

The targeted population for this study was the Save the Children International Ethiopia Country office staff (senior management team, Managers and other support team) by using an online random number generator from the web site *www.phychicscience.org*.

The method used to construct this table is given in J Carvalho, "Archival application of mathematical sampling techniques", *Records Management Quarterly* 18:63 (1984).

Table 3.1 Determining sample size

Population size	Sample size		
	low	medium	high
51-90	5	13	20
91-150	8	20	31
151-280	13	32	50
281-500	20	50	80
501-1,200	32	80	125
1,201-3,200	50	125	200
3,201-10,000	80	200	315

Source: J Carvalho, "Archival application of mathematical sampling techniques", Records Management Quarterly 18:63 (1984).

The total population of the study was 418 SCI Addis Ababa employees. As per the above sample method and sampling mechanism, the sample falls in the range of 281-500. Accordingly, the total population of the study is 418 employees and the sample used is 104 which is 25 percent of the total sample population. As summarized in Table 3.1, the sample consisted of participants of this study surveyed from the Save the Children International Ethiopia Country office head office only. The researcher distributed questionnaires to 40 leaders out of 159 total population and distributed questionnaires to 64 subordinates. From the 40 leaders 34 are responded and out of 64 subordinates 54 questionnaires were successfully completed and returned back. The total non-response rate was 15 percent and 25 percent, respectively. Finally, the total sample size of 88 respondents, including leaders and subordinates, were used in this study amounting to a total non-response rate of approximately 15% from the original sample.

Table 3.2 Population sample and response rate

	Managers (Leaders)	Subordinates
Population	159	259
Sample	40	64
Response	34	54
Non-respondent	6	10
Total sample	40	64

Source: Own survey 2016

3.3 Data collection instrument and administration

Two questionnaires were used in this research to obtain information on leadership and organizational commitment, respectively, namely the Multifactor Leadership Questionnaire (MLQ) and Organizational commitment questionnaire (OCQ).

Multifactor Leadership Questionnaire

The MLQ was formulated from the full range leadership development theory (Bass, B.M; Avolio, B.J, 1997), and has been improved and tested since 1985 with the result that many versions of the questionnaire have been developed. The full range leadership development theory is a suitable theoretical construct of leadership. However, reliability of this instrument was tested in this study and average Cronbach's alpha reliability coefficient for the questionnaire used was 0.852

In this study, leaders completed the self-rater MLQ, by rating themselves in terms of the transformational, transactional or laissez-faire leadership factors. Subordinates completed the Rater version of the same questionnaire. The leaders were rated in terms of the same criteria on which they rated themselves. In order to gain an accurate picture of the leader's ability, the rater MLQ was completed by three or more respondents (Bass, 1985). Examples of items from the transformational, transactional and laissez-faire leadership are shown in Table 3 below:

Table 3.3 Items from the transformational, transactional and laissez-faire leadership styles

Transformational Leadership	Example
Idealized influence (attributed)	I express satisfaction when others meet expectations
Idealized influence (behavior)	I emphasize the importance of having a collective sense of mission
Inspirational motivation	I emphasize the importance of having a collective sense of mission
Individualized consideration	I spend time by mentoring and coaching others
Intellectual stimulation	I re-examine critical assumptions to question whether they are appropriate
Transactional Leadership	
Contingent rewards	I provide others with assistance in exchange for their efforts
Management-by-exception-active	I focus attention on irregularities, mistakes, exceptions and deviations from standards
Management-by-exception-passive	I fail to interfere until problems become serious
Laissez-Faire	
Laissez-faire	I avoid getting involved when important issues arise

Source: Organizational Commitment Questionnaire [OCQ]

Meyer and Allen (1984) initially distinguished between two types of commitment: affective commitment and continuance commitment. Affective commitment denoted a sense of belonging and emotional attachment to the organization, whereas continuance commitment emphasized the perceived costs of leaving the organization.

This study found the average Cronbach’s alpha reliability coefficient for the OCQ instrument to be 0.857, which is good. The individual factors for the OCQ namely; affective commitment, normative commitment and continuance commitment. Therefore, for this research, the OCQ instrument was a reliable measure of affective commitment, continuance commitment and normative commitment. These sub-variables were the affective commitment scale, continuance commitment scale and normative commitment scale of the OCQ. Sub-variables measuring full range leadership behaviors were considered separately. The sub-variables for these variables are

idealized influence (attributed), idealized influence (behavior), inspirational motivation, intellectual stimulation, individualized consideration, contingent reward, management-by-exception (active), management-by-exception (passive) and Laissez-faire.

3.4 Independent and dependent variables of the study

The variables those are used in measuring Full Range Leadership behaviors were considered separately as independent variables. The subscales for these variables are contained in the multifactor leadership questionnaire. On the other hand, three separate measures of employee commitment were used as dependent variables. These measures are the affective commitment scale, continuance commitment scale, and normative commitment scale of the OCQ.

Table 3.4: Independent and dependent variables

Independent variable Measures		
<i>Instrument</i>	<i>Variables</i>	<i>Scales/Subscales</i>
<i>Multifactor Leadership Questionnaire(MLQ Form 5X)</i>	Transformational Leadership	Idealized influence (attributed) Idealized influence (behavior) Inspirational motivation Intellectual stimulation Individual consideration
	Transactional Leadership	Contingent reward Management-by-exception (active) Management-by-exception (passive)
	Laissez-Faire	Laissez-Faire
Dependent variable Measures		
<i>Instrument</i>	<i>Variables</i>	<i>Scales/Subscales</i>
<i>Organizational Commitment Questionnaire(OCQ)</i>	Employee Commitment	Affective commitment Continuance commitment Normative commitment

Source: *Organizational Commitment Questionnaire [OCQ]*

3.5 Data collection procedures

For the purposes of this research, the questionnaires were used to gather the necessary information. In an attempt not to disrupt business operations and to ensure that the respondents would receive the documents in the shortest possible time, questionnaires were distributed through the internal mailing system. Each questionnaire was accompanied by a further covering letter explaining the purpose of the study to the prospective respondent. This technique of data collection addressed issues of cost, time and geographical constraints.

In both measuring instruments, the respondents were informed that they will be allowed to leave a question/answer blank if the question appeared unclear or ambiguous. Contact details were provided on the covering letter, offering the manager and employees the opportunity to contact the researcher in the event of any queries or problems that may arise. The covering letter requested the respondents to return the questionnaire and answer sheet, via the internal mailing system or hand deliver, to the researcher.

Once the questionnaires had been completed, the authors then coded the responses in each questionnaire. These scores were captured in a Microsoft Excel spreadsheet for statistical analysis with respect to Leader, Rater, and Organizational Commitment; were then exported into SPSS.

3.6 Data processing procedures

After the data collected, it is necessary to utilize statistical techniques to analyze the information as this study is quantitative in nature. Therefore, the survey data was processed using an IBM SPSS. First the relevant data was coded, summarized and then transferred to SPSS to be analyzed and presented.

Frequency tables were used to summarize the respondents profile in the form of frequency and percentages whereas, the descriptive statistics such as mean and standard deviations of employees' answers to leadership styles and employee commitment scales were calculated in order to determine employees' perceptions of leadership styles and employees' organizational commitment. Descriptive statistics was also used to calculate mean and standard deviations of leaders' answers to leadership styles in order to determine their perceptions.

Subsequently, the correlation analysis supported in determining both the form and degree of the relationship between the leadership styles and employee commitment.

3.7 Ethical consideration

For this purpose data quality has been assured and measured through internal validity instrument in to correct research instruments application for accurately measuring the variables during the data collection procedures. Besides, data consistency was checked using reliability test (Cronbach’s alpha methods). Here, while doing the study (collecting and analyzing the obtained data), researcher honestly followed all ethical standards expected from him.

3.8 Assessing reliability

The reliabilities were assessed with Cronbach’s Alpha as presented in the Table 3.4 below. The alpha coefficient for the two items is 0.92, suggesting that the items have relatively high internal consistency. Therefore, a reliability coefficient of 0.70 or higher is considered “acceptable” in most social science research situations.

Reliability Statistics

Table 3.5: Reliability Test

Survey respondents	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Leader	.852	.858	20
Subordinates	.857	.868	20
All employee	.924	.923	12

Source: SPSS Output 2016

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents and discusses the results of the study. Several key findings emerged that shed light on leadership styles and its association with employee commitment. Findings about the demographics of study participants, and the statistical analyzes used to answer the research questions also presented. This helped to interpret and understand the results.

4.2 Response rate

A total of 104 questionnaires were administered to employees of save the children international Ethiopian country offices, out of which 88 were completely filled the questioners and returned for the analysis. The remaining 16 questionnaires were not collected due to refusal to give response for the questionnaires. This gave a response rate of 84.62 percent. According to Mugenda the statistically significant response rate for analysis should be at least 50 percent (Mugenda, 2003).

4.3 General information

4.3.1 Respondent gender & marital status

There were a total sample of 104 full-time employees were selected from the organization for the purpose of this study. From the total sample 40 of them were leaders and 64 of them were subordinates, who participated in this study from various departments and positions of Save the Children International Ethiopia Country office in Addis Ababa. From Table 4.1 presented below the summary of respondent gender and marital status, from the total 88 respondents about 55 (62.50 percent) were males the remaining 33 (37.50 percent) of respondents were females. From the Save the Children staff participants, when we observe at their marital status most of them that means 64 of our respondents were married and here 42 (65.63 percent) of them are males and the remaining 22 (34.38 percent) are females. From the total participants, 20 of our respondents happened to be single; here 45 percent are Men and the remaining 11 (55 percent) are females. In this study 4 respondents were in the category divorced and all are Males. This implies that the gender distribution of Save the Children International Ethiopian country office is not balanced

since from the total sample collected 62.50 percent are males which are almost double the number of female respondents. When we see their marital status almost 73 percent of the respondents were married.

Table 4.1: Respondent Gender and Marital Status

		Marital Status						Total	
		Married		Single		Divorced		Frequency	By %
		Frequency	By %	Frequency	By %	Frequency	By %		
Gender	Male	42	65.63%	9	45%	4	100%	55	62.50%
	Female	22	34.38%	11	55%	0	0%	33	37.50%
Total		64	100%	20	100%	4	100%	88	100%

Source: Own survey 2016

4.3.2 Respondents age

There were a total of 88 respondents from the sample selected with 16 participant's non-respondents. From the total respondents in the study, 34 of them were leaders and 54 of them were subordinates (employees), who have responded the questioner in this study from various departments and positions of Save the Children International Ethiopia Country office head office staff. As presented in summary Table 4.2 below, from the total 88 respondents at the Save the Children; 25 of them or 28.41 percent were found at the age bracket 20-35 years, the majority of them, 32 (36.36 percent) were found in the age bracket 36-45 years, 24 (27.27 percent) of them are found in the age bracket 46 -60 years and the remaining respondents like 7.95 percent of the respondents were found at the age bracket above 60 years. When we observe the age bracket on the aggregate respondents in this study, 73 percent or from a total of 88 respondents 63 of them were found at the age bracket above or equal to 36 years. This indicates most of Save the Children employees are a mix of age levels working in the organization. Therefore, the researcher believes that they were well versed with relevant information for this study.

Table 4.2: Age Brackets of Respondent

Age Bracket	Frequency	Percent	Valid Percent	Cumulative Percent
20 to 35 years	25	28.41%	28.41%	28.41%
36 to 45 years	32	36.36%	36.36%	64.77%
46 to 60 years	24	27.27%	27.27%	92.05%
Above 60 years	7	7.95%	7.95%	100%
Total	88	100%	100%	100%

Source: Own survey 2016

4.3.3 Educational background of respondents

As presented below in Table 4.3 education levels of the participant groups varied, from the total number of the respondents for the study, which was 88 respondents in total in Save the Children, with 1.14% having a diploma, first degrees (BA/BSc Degree) 46.59 percent of the respondents, and 47.73 percent falling the range of Master's degree to having some Post Graduate degree credits and 4.53 percent have Doctorate degree for both leaders and employees, respectively

Table 4.3: Respondents Education Status

Highest level of Education				
	Frequency	Percent	Valid Percent	Cumulative Percent
College Diploma or equivalent	1	1.14%	1.14%	1.14%
Undergraduate Degree	41	46.59%	46.59%	47.73%
Postgraduate Degree	42	47.73%	47.73%	95.45%
Doctorate and above	4	4.55%	4.55%	100%
Total	88	100%	100%	100%

Source: Own Survey 2016

4.3.4 Respondents position

As presented in Table 4.4 below, we can see that from a total 88 respondents at SCI 12 of them or 13.64 percent of them are higher level or senior management team, 25 percent of our respondents were middle level managers or unit heads and the remaining 54 (61.36 percent) of our respondents were lower level employees. This implies the information gathered for this study were collected from the concerned bodies in this organization and we get data from all levels of governmental health facilities and the researcher believes that the information we get from those persons are accurate and relevant for the study.

Table 4.4: Position in the Save the Children

Respondents working Unit/level					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Higher level (Senior Management Team)	12	14%	13.64%	13.64%
	Middle level (Unit heads, Managers)	22	25%	25.00%	38.64%
	Lower level (Coordinators & below)	54	61%	61.36%	100%
	Total	88	100%	100%	100%

Source: Own Survey 2016

4.3.5 Descriptive statistics for leadership styles and employee commitment

The descriptive statistics was used as a way to examine the mean, standard deviation and staffs' perception to leadership style and organizational commitment. Table 4.5 below contains descriptive data (mean and standard deviations) for the five transformational leadership subscales, three transactional leadership subscales, one laissez-faire subscale, and three employee commitment scales as indicated by the respondents. In all cases, the distribution of scores for the sample contained reasonable variance and normality for use in subsequent analyses.

Table 4.5: *Leadership Styles Commonly Practiced at Save the Children Ethiopia*

Variables	Mean	Std. Deviation
Contingent Reward	2.0132	0.85234
Idealized Influence (Attributed)	1.8553	1.25117
Idealized Influence (Behaviors)	2.0746	0.86512
Individualized Consideration	1.9035	0.76945
Inspirational Motivation	2.6886	0.98181
Intellectual Stimulation	2.5395	0.81553
Laissez-Faire	1.9079	0.68049
Management by Exception (Passive)	1.7961	1.04619

Source: SPSS Output 2016

The researcher sought to look leadership styles and employee commitment at save the children international Ethiopian country office. Here the respondents were taught to respond to the statements on a 5 point scale and indicate the extent of their agreement with the statements that is: 4-frequently, if not always, 3-fairly often, 2-sometimes, 1- once in a while and 0- not at all. Therefore Table 4.6 above contains descriptive data (mean and standard deviations) for the four transformational leadership subscales, two transactional leadership subscales, and one non transactional as indicated by the respondents. In all cases, the distribution of scores for the sample contained reasonable variance and normality for use in subsequent analyses.

4.3.6 Relationship between different leadership styles and employee commitment

As presented in the below Table 4.6; the Pearson’s correlation indicated that there was a positive relationship between the non-transactional leadership style (expected by employees in their immediate superior) of the director or unit head of save the children international Ethiopian country office and organizational commitment of employees at a significant level (level of confidence at 0.01) These results can be used as a refer to answer a research question “What is the relationship between different leadership styles and employee commitment dimensions? . As per the result non- transactional leadership styles and employee commitment dimension has a positive relationship. Management by Exception (Passive) leadership style (Transactional Leadership style) of the Directors/ unit heads of save the children international Ethiopian country office had no significant relationship with the level of organizational commitment of employees

and when we look the contingent reward leadership style it has a significant correlation with continuance commitment and it has insignificant correlation with both the affective and normative commitments.

Correlations

Table 4.6: Correlations of leadership styles and organizational commitment

Correlations			
	Affective Commitment	Continuance Commitment	Normative Commitment
Laissez-Faire	.503**	.580**	.434**
Management by Exception (Passive)	0.148	0.144	-0.033
Contingent Reward	-0.133	.356**	0.125

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

Source: SPSS Output 2016

From the below table 4.7 the results of the correlation analyses revealed that the transformational Leadership style of the Directors/ unit heads of Save the Children International had no significant relationship with the level of organizational commitment of employees.

Table 4.7: Correlations of Transformational leadership styles (perceived) with organizational commitment

Correlations				
		Affective Commitment	Continuance Commitment	Normative Commitment
Intellectual Stimulation	Pearson Correlation	-.390	.179	.052
	Sig. (2-tailed)	.211	.578	.872
	N	12	12	12
Inspirational Motivation	Pearson Correlation	-.464	-.040	-.258
	Sig. (2-tailed)	.128	.902	.419
	N	12	12	12
Individualized Consideration	Pearson Correlation	-.403	-.125	-.328
	Sig. (2-tailed)	.194	.699	.298
	N	12	12	12
Idealized Influence (Behaviors)	Pearson Correlation	-.478	-.140	-.334
	Sig. (2-tailed)	.116	.663	.288
	N	12	12	12

** . Correlation is significant at the 0.01 level (2-tailed).
 * . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output 2016

4.3.7 Comparisons of overall correlations among the variables

According to the analysis results presented in the below table 4.8, there is very weak, but positive and significant relationship between transactional leadership style and continuance commitment (.281**) but there is no statistically significant correlation with affective commitment (0.002) and normative commitment (-0.001). It can also be said that 1 percent of the variance in normative commitment originates from the transactional leadership behaviors when coefficient of determination ($r^2=0.01$) is taken into consideration. Non-transactional leadership style has a positive and significant relationship with affective, continuance, and normative commitment with a correlation coefficient of 0.495**, 0.529** and 0.367**, respectively. We can also say 1 percent of the variance in those commitments was originated from non-transactional leadership style. But transformational leadership style does not have significant relationship with organizational commitments i.e. transformational leadership style has

insignificant relationship with affective commitments as-well-as normative commitments with the same correlation coefficient of -0.104; but this leadership style also have a positive insignificant relationship with a continuance commitment with a correlation coefficient of 0.172.

Correlations

Table 4.8: *Correlations of Overall leadership styles (perceived) with organizational commitment in SCI*

		Affective Commitment	Continuance Commitment	Normative Commitment	Total Commitment
Transactional	Pearson Correlation	.002	.281**	-.001	.111
	Sig. (2-tailed)	.989	.008	.993	.305
	N	88	88	88	88
Laissez-Faire	Pearson Correlation	.495**	.529**	.367**	.525**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	88	88	88	88
Transformational	Pearson Correlation	-.104	.172	-.104	-.010
	Sig. (2-tailed)	.335	.109	.336	.929
	N	88	88	88	88

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

* . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output 2016

4.4 Regression analysis for leadership style and organizational commitments

In this section of the study the researcher presented stepwise regression for each commitment component and for the overall organizational commitment in order to describe the level of change explained by (attributed to) each leadership style.

4.4.1 Regression analysis affective commitment of employees as a dependent variable

The below model summary indicates 33.6 percent the variation in Affective Commitment can be attributed to the combined effect of the predictor variables transformational, Non-transactional and transactional leadership styles and This means that the majority or 62.2 percent the changes can be attributed to other factors.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.599 ^a	.359	.336	.62227

a. Table 4.9: Predictors: (Constant), transformational, Non-Transactional, Transactional
 Source: SPSS Output 2016

From the below ANOVA table 4.10 below; the P-value is 0.000 which indicates that the regression relationship is significant in predicting how the three leadership styles i.e. transformational, non-Transactional, transactional leadership styles influence the affective commitment of employees the Save the Children. The F critical at 5 percent level of significance is 2.71. Since F calculated is 15.7 is greater than the F critical (value = 2.71) thus showing that the model is significant.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.247	3	6.082	15.708	.000 ^b
	Residual	32.526	84	.387		
	Total	50.773	87			

Table 4.10: Dependent Variable: Affective Commitment
 Source: SPSS Output 2016

From the below beta coefficient table there is fundamental association between the independent variables transactional and non-Transactional leadership style and the dependent variable affective commitment of employees in Save the Children; since the p-value for those predictors and the dependent variable are less than 0.05 and the remaining leadership style listed in this

table show as insignificant relationship with employees affective commitment in SCI since the P-value is greater than 0.05 as shown.

Coefficients						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.726	.252		6.847	.000
	Transactional	-.374	.140	-.333	-2.667	.009
	Non-Transactional	.808	.121	.706	6.704	.000
	transformational	-.095	.105	-.097	-.903	.369

Table 4.11: Dependent Variable: Affective Commitment
 Source: SPSS Output 2016

4.4.2 Regression analysis continuance commitment of employees as a dependent variable

The below model summary indicates 25.7 percent the variation in continuance Commitment can be attributed to the combined effect of the predictor variables transformational, Non-transactional and transactional leadership styles and this means that the majority or 74.3 percent the changes can be attributed to other factors.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.532 ^a	.283	.257	.74119

Table 4.12: Predictors: (Constant), transformational, Non-Transactional, Transactional
 Source: SPSS Output 2016

From the below ANOVA table 4.13 below; the P-value is 0.000 which indicates that the regression relationship is significant in predicting how the three leadership styles i.e. transformational, Non-Transactional, Transactional leadership styles influence the Continuance commitment of employees in Save the Children. The F critical at 5 percent level of significance is 2.71. Since F calculated is 11.032 is greater than the F critical (value = 2.71) thus showing that the model is significant.

ANOVA^a Predictors: (Constant), transformational, Non-Transactional, Transactional

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.182	3	6.061	11.032	.000 ^b
	Residual	46.147	84	.549		
	Total	64.330	87			

Table 4.13: Dependent Variable: Continuance Commitment

Source: SPSS Output 2016

From the below beta coefficient table there is significant association between the independent variables Non-Transactional leadership style and the dependent variable Continuance commitment of employees in SCI; since the p-value for those predictors and the dependent variable are less than 0.05 and the remaining leadership style listed in this table show as insignificant relationship with employees Continuance commitment in SCI since the P-value is greater than 0.05 as shown.

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
	(Constant)	.292	.300		.974	.333
1	Transactional	-.070	.167	-.055	-.417	.678
	Non-Transactional	.701	.144	.544	4.880	.000
	transformational	.065	.125	.060	.522	.603

Table 4.14: Dependent Variable: Continuance Commitment

Source: SPSS Output 2016

4.4.3 Regression analysis normative commitment of employees as a dependent variable

The below model summary indicates that 17.5 percent the variation in normative commitment can be attributed to the combined effect of the predictor variables transformational, non-transactional and transactional leadership styles and this means that the majority or 82.5 % the changes can be attributed by other factors.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.451 ^a	.203	.175	.78483

Table 4.15: Predictors: (Constant), transformational, non-Transactional, transactional

Source: SPSS Output 2016

From the below ANOVA table; the P-value is 0.000 which indicates that the regression relationship is significant in predicting how the three leadership styles i.e. transformational, non-transactional, transactional leadership styles influence the normative commitment of employees in Save the Children. The F critical at 5 percent level of significance is 2.71. Since F calculated is 7.151 is greater than the F critical (value = 2.71) thus showing that the model is significant.

ANOVA^a Predictors: (Constant), transformational, Non-Transactional, Transactional

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.213	3	4.404	7.151	.000 ^b
	Residual	51.741	84	.616		
	Total	64.955	87			

Table 4.16: Dependent Variable: Normative Commitment

Source: SPSS Output 2016

From the below beta coefficient table there is significant association between the independent variables non-Transactional leadership style and the dependent variable Normative commitment of employees in Save the Children. Because the p-value for those predictors and the dependent variable are less than 0.05 and the remaining leadership style listed in this table shows as insignificant relationship with Save the Children employee's normative commitment since their P-value is greater than 0.05 as shown in the table.

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.307	.318		4.111	.000

Transactional	-.286	.177	-.226	-1.619	.109
Non-Transactional	.676	.152	.522	4.444	.000
transformational	-.122	.132	-.111	-.923	.359

Table 4.17: Dependent Variable: Normative Commitment

Source: SPSS Output 2016

4.5 Regression for leadership style and the overall employee commitments

The below model summary indicates 30 percent variation in the overall commitment of employees in Save the Children. Which can be attributed to the combined effect of the predictor variables transformational, non-transactional and transactional leadership styles and it means that the majority or 70 percent of the changes can be attributed by other factors.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.570 ^a	.325	.300	.61129

Table 4.18: Predictors: (Constant), transformational, Non-Transactional, Transactional

Source: SPSS Output 2016

From the below ANOVA table; the P-value is 0.000 which indicates that the regression relationship is significant in predicting how the three leadership styles i.e. transformational, Non-Transactional, Transactional leadership styles influence the overall commitment of employees in SCI. The F critical at 5 percent level of significance is 2.71. Since F calculated is 13.4 is greater than the F critical (value = 2.71) thus showing that the model is significant.

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	15.082	3	5.027	13.454	.000 ^b
Residual	31.389	84	.374		
Total	46.471	87			

Table 4.19 Dependent Variable: Total Commitment

Source: SPSS Output 2016

The below beta coefficient table shows there is significant association between the independent variables non-transactional leadership style and the overall Save the Children employees commitment in the organization; since the p-value for those predictors is less than 0.05 and but the remaining leadership style listed in this table 4.20 below shows insignificant relationship with Save the Children employees overall commitments since their P-value is greater than 0.05 as shown.

Coefficients						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.108	.248		4.477	.000
	Transactional	-.243	.138	-.227	-1.767	.081
	Non-Transactional	.728	.118	.665	6.149	.000
	transformational	-.051	.103	-.054	-.490	.625

Table 4.20 Dependent Variable: Total Commitment

Source: SPSS Output 2016

4.6 Potential sources of problems and challenges underlying the leadership styles and employee commitment in the organization.

Finally the researcher asked the participants by giving open comment space in order to provide and challenges and problems related to leadership styles and employee commitment in the organization. To the view their overall reflection on how Save the Children improve leadership styles with respect to the employee commitment and with regards to the opportunities, motivation, skill development and working environment. Participants responded that Save the Children management team should critically review the policy and procedure and make reasonable changes on the following main issues in order to minimize the challenges and problems with favor to the leadership styles;

- ✚ Participate employees on decision making inputs, policy revision inputs and develop good working relationship with senior management team as well as immediate supervisors.

- ✚ Readjust salary and benefit based on market assessment as per the living condition of the country
- ✚ Organize discussion forums with the staff and plainly discuss issues of concerns and seek solutions for them and timely review feedback sent to the appeal committee in a quarterly basis to improve leadership styles.
- ✚ Job assignment should be based on qualification and experience
- ✚ Develop clear and transparent policy and procedure.
- ✚ Avoid continuous restructuring of staff and working units

Regarding challenges and problems regarding the leadership styles that are not mentioned by the researcher, the possibility of having ample resources, addressing the need of many vulnerable children, having more job opportunities, exposure to use centralized and web based data management systems and the opportunity to work with different people having different culture are some of the opportunities that Save the children enjoyed. On the other hand lack of uniformity in the working procedure, continuous restructuring, in equitability of salaries between employees, and continuous staff turnover were some the challenges that affects Save the Children employees commitment to achieve the objective and goals office of the organization.

4.7 Discussions

The statistical results have indicated a positive direct relationship between three dimensions of transformational leadership styles, namely intellectual stimulation, idealized influence, and inspirational motivation, with affective and normative commitment. Similarly, two dimensions of transformational leadership, namely, intellectual stimulation and individualized consideration were found to have positive relationship with continuance commitment. As stated by Meyer and Allen (1997), employees who stay with an organization because they feel obligated or having no choice do not exhibit the same eagerness and involvement as employees who stay with an organization. As such, transformational leadership behaviors are not as strongly related to continuance commitment as to affective and normative commitment. This is also supported by a research done by Arnold, Barling and Kelloway (2001) and they further commented that Non-transactional leadership helps to increase trust, commitment and team efficacy. This implies that the leaders who give advices, supports, and pay attention to the individual needs of followers will enhance the level of organizational commitment of the employees (Kent and Chelladurai, 2001).

Most previous studies have been focused on the affective commitment dimension of organizational commitment. While a relationship between transformational leadership and affective organizational commitment has been empirically established (e.g. Castro, Periñan & Bueno, 2008; Bycio et al., 1995). The relationship between transformational leadership and employees' normative commitment has only been theoretically supported (Simosi & Xenikou, 2010). This may be explained by the extensive literature on the determinants of affective commitment, while there have been relatively few empirical investigations examining the antecedents of normative and continuance commitment. Despite the difficulties associated with the measurement of their backgrounds, it is important to continue to investigate how continuance and normative commitment develop (Meyer et al., 2002).

Generally, the present study has exhibited that Laissez-Faire (Non-Transactional) leaders has a more significant and stronger relationship with organizational employee commitment. This is consistent with previous studies by Shamir et al, (1998) and Walumbwa and Lawler (2003) who explained that leaders who exhibit Non-transactional and transformational leadership styles are more effective in achieving significantly higher commitment levels than transactional leaders.

On the other hand, Brower, Schoorman and Tan (2000) stated that effective managers do not work in isolation from their subordinates, instead they would prefer to work with their subordinates, and the nature of the relationship between the manager and subordinate has been acknowledged as complex, interactive, and exist mutuality in the employee commitment. As per the research result, the most Save the Children International leaders are following Laissez-Faire leadership style. Finding, conclusions and recommendations are presented in the next chapter.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

As stated in chapter one of this research paper the overall aim of this study was to explore the relationship between leadership styles and employee commitment of Save the Children International Ethiopia Country office. After analyzing the information gathered through structured questionnaires, the following major findings are presented.

5.2 Summary of major findings

1. There is positive relationship between the non-transactional leadership style (expected by employees in their immediate superior) of the director or unit head of Save the Children and organizational commitment of employees at a significant level of 0.01
2. The contingent reward and management by exception (passive) leadership styles (Transactional leadership style) of the Directors/ unit heads of save the children international Ethiopian country office had no significant negative relationship with the level of organizational commitment of employees.
3. Transformational Leadership style of the Directors/ unit heads of save the children international Ethiopian country office had insignificant relationship with the level of organizational commitment of employees
4. From overall correlation variables the researcher found that:-
 - a. There is very weak, but positive and significant relationship between transactional leadership style and Continuance commitment (.281**) and also there is statistically significant correlation with affective commitment (0.002) and Normative commitment (-0.001). It can also be said that 1 percent of the variance in normative commitment originates from the transactional leadership behaviors when coefficient of determination ($r^2=0.01$) is taken into consideration.
 - b. Non-transactional leadership style has a positive and significant relationship with affective, continuance, and normative commitment with a correlation coefficient of 0.495**, 0.529** and 0.367** respectively. We can also say 1 percent of the

variance in those commitments was originated from non-transactional leadership style.

- c. Transformational leadership style has insignificant relationship with affective commitments as-well-as normative commitments with the same correlation coefficient of -0.104; but this leadership style also have a positive insignificant relationship with a continuance commitment with a correlation coefficient of 0.172.
5. According to the questionnaire distributed 84.62 percent of the employees from the total sample are happy respond to the questionnaire and 15.5 percent of the total sample are not respondent. This shows that the total number of respondents with 84.62 percent is informative and tells reliable result for the study.
6. Gender distribution of save the children international Ethiopian country office is not balanced since from the total samples collected 62.50 percent are males which are almost double the number of female respondents i.e. 33 in number and 37.50 percent. From the total population of Save the Children employees males are dominating as per the list provided by human resource department as well.

5.3 Conclusions

The objective of the research is to examine the relationship between leadership styles and employees' commitment. Regression was used to investigate the relationship between these two variables. The findings have indicated that transformational leaders are more able to bring in commitment in employees than transactional leaders. This study represents the theoretical and empirical research regarding leadership styles and employee commitment in the Save the Children. There have been very few empirical researches on employee commitment in the international non-profit organizations. Inevitably, this study has contributed to the growing body of research on antecedents to leadership styles and employee commitment by examining the three important leadership styles and its impact on employee commitment. It is believed that this study would have added value to the literatures on supervisors' leadership styles, especially in the NGO settings since there were limited literatures done on similar setting.

From the research findings in chapter four and the summary of findings in the previous section; the researcher conclude that most of save the children international Ethiopia country office's

department heads/ unit heads apply a leadership styles called Contingency Reward, Idealized Influence (attributed), idealized influence (attributed), individualized consideration, inspirational motivation, intellectual stimulation, laissez-fair and management by exception (passive). And almost all employees experience all the three or at list two of the three commitments i.e. affective, continuance and normative commitments. There is very weak, but positive and significant relationship between transactional leadership style and Continuance commitment that needs further work to the leaders of the organization.

From the correlation analysis findings the researcher concludes that there is a relationship between the leadership styles and employee's commitment i.e. non-transactional leadership style has a positive significant relationship with those three employees commitment. And when we see the transactional leadership style it has significant positive relationship with Continuance commitment but it has also have insignificant relationship with the remaining two employee's commitment i.e. affective and normative commitments. Transformational leadership style has insignificant negative relation with both affective and normative employee's commitment and also this leadership style has insignificant positive relation with continuance employee's commitment.

The entire study showed that all the variables of leadership are accepted and are positively related to employee commitment. From the supported material and results of the study it is also concluded that the leadership effect on employee commitment is significant and there is strong positive relationship between the two.

Finally, the study advanced our understanding of the behaviors of transformational leadership styles that can help employee commitment in the organization and of the contingencies that may outshine on every dimension to meet organization goals and objectives.

5.4 Recommendations

Despite the limitations of the present study, it is one of the attempts to empirically investigate relationship between leadership styles and employee commitment in Save the Children International.

It is suggested that the leaders of Save the Children should pay more attention to developing efficient team work and express warm concern and trust to co-workers through transformational leadership behaviors. This is because leaders can play a role in building commitment by assuring that the organization makes effort to address both the work content and the work context by engaging in management practices to increase psychological attachment of employees to the organization.

Because both transformational and transactional leadership styles has been found to have a significant and positive relationship with employee commitment, the institutions should attempt to maintain these leadership styles within their organizations as committed employees are most desirable. For transactional leadership, recognizing accomplishments and expectations, and taking immediate action rather than waiting for problems to become serious.

Based on the findings that revealed the significant relationships between leadership styles and employee commitment, it is imperative to establish a sound system of benefits, trainings, promotion, and development in order to increase employees' organizational commitment and then raise productivity by minimizing labor turnover. These are major factors which influence the decisions of employees about want to, need to or ought to stay in the current organization.

Moreover, researchers might further examine the particular circumstances under which leadership behaviors might influence continuous commitment. Emphasis in this area could improve leaders' ability to have a positive influence on employees who stay with the organization because they feel they have no other choice.

Taken as a whole, the suggestions for future research offer additional opportunities to further investigate the amount of variance that the three leadership styles explain in all types of employee commitment.

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Annex I Questionnaire

St. Mary's University

School of Post Graduate Study

Questionnaire to Identify Relationship between Leadership Styles and Employee Commitment

Dear respondent,

The purpose of this questionnaire is to gather information about the relationship between leadership styles and employee commitment. Your organization is selected for the study. The collected data will be utilized as a primary data in the study which I am conducting as a partial fulfillment of the requirement for the successful completion of the Master's Degree in Business Administration.

Please spare few minutes of your time and respond to the questionnaires below as honestly as you can. The information provided by you will be for academic purposes only and will be treated as private and confidential.

Your genuine and timely responses are quite vital to determine the success of this study. So, I kindly request your contribution in filling the questionnaire below.

Instruction:

- No need of writing name;
- Kindly answer the following questions by ticking the appropriate box or provide your answer or suggestion /comments whenever appropriate.
- Please respond as accurately as possible and at your earliest possible time

Thank you for your commitment & cooperation in advance.

Tadele Solomon

Email: tadeles9@gmail.com

Section A. Personal Information (Leaders and Employees)

1. Gender Male Female

2. Age

20 to 35 years

36 to 45 years

46 to 60 years

Above 60 years

3. What is your marital status?

Married

Single

Divorce

4. What is your highest level of education?

High School complete

College Diploma or equivalent

Undergraduate Degree

Postgraduate Degree

Doctorate and above

Other (please specify) _____

5. Which department you are currently working? _____

6. In which Unit/level are you working currently?

Higher level Senior Management **...if yes please complete section B and D only**

Middle level (Unit heads, Mgrs) **.....if yes please complete section C& D only**

Lower level (Coordinators & below) **.....if yes please complete section C& D only**

7. How long did you work for Save the Children International?

1-5 Years	<input type="checkbox"/>
6-10 Years	<input type="checkbox"/>
11-15 Years	<input type="checkbox"/>
Above 15 Years	<input type="checkbox"/>

8. How long have you been working on the current position? (**Only for a leader/manager**):- _____ years

9. How long have you worked with your current leader? _____ years.

10. How long is your previous work experience on the same position? (**Only for a leader/manager**) _____ years

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

This questionnaire is designed to help you to describe your leadership style as you perceive it. Please answer items below by circling a number from 0 to 4 that best reflects your perception. Judge how frequently each statement fits your view. The word "others" meant for your peers, clients, direct reports, supervisors, and/or all of these individuals. If you are unsure or do not know the answer, leave the answer blank. Whatever information you give me is strictly confidential and could be used for academic purpose only. Use the below rating scale.

S. No	Questionnaire for Leader Opinion Survey	Not at all	Once in a while	Sometimes	Fairly Often	Frequently, if not always
		0	1	2	3	4
1	I provide others with assistance in exchange for their efforts					
2	I re-examine critical assumptions to question whether they are appropriate					
3	I fail to interfere until problems become serious					
4	I avoid getting involved when important issues arise					
5	I talk about my most important values and beliefs					

6	I talk positively about the future with my colleagues					
7	I discuss in specific terms with whom responsible for achieving performance targets					
8	I talk actively about what needs to be accomplished					
9	I spend time by mentoring and coaching others					
10	I go beyond self-interest for the good of the teams					
11	I treat others as individuals rather than just as a member of a group					
12	I demonstrate that problems must become chronic before I take action					
13	I consider the moral and ethical consequences of decisions					
14	I avoid making wrong decisions					
15	I help others to develop their strengths					
16	I suggest new ways of looking at how to complete assignments					
17	I delay responding to urgent questions					
18	I emphasize the importance of having a collective sense of mission					
19	I express satisfaction when others meet expectations					
20	I express confidence towards the goals to be achieved					

Any comments

===== Thank you for your co-operation!!=====

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

Please indicate the extent of your agreement or disagreement with each statement as objectively as you can by circling a number from **0 to 4**. Whatever information you give me is strictly confidential and could be used for academic purpose only, so please respond honestly. Use the following rating scale.

S. No	Questionnaire for Employee Opinion Survey	Not at all	Once in a while	Some times	Fairly Often	Frequently, if not always
		0	1	2	3	4
1	My leader/supervisor provides me with assistance in exchange for my efforts					
2	My leader/supervisor re-examines critical assumptions to question whether they are appropriate					
3	My leader/supervisor avoids getting involved when important issues arise					
4	My leader/supervisor seeks contradictory standpoints when solving problems					
5	My leader/supervisor talks optimistically about the future					
6	My leader/supervisor discusses in specific terms who is responsible for achieving performance targets					
7	My leader/supervisor waits for things to go wrong before taking action					
8	My leader/supervisor talks willingly about what needs to be accomplished					
9	My leader/supervisor goes beyond self-interest for the good of the group					
10	My leader/supervisor treats me as an individual rather than just as a member of a group					
11	My leader/supervisor demonstrates that problems must become chronic before taking action					

12	My leader/supervisor considers the moral and ethical consequences of decisions					
13	My leader/supervisor directs my attention toward failures to meet standards					
14	My leader/supervisor avoids making decisions					
15	My leader/supervisor helps me to develop my strengths					
16	My leader/supervisor suggests new ways of looking at how to complete assignments					
17	My leader/supervisor delays responding to urgent questions					
18	My leader/supervisor emphasizes the importance of having a collective sense of mission					
19	My leader/supervisor expresses satisfaction when I meet expectations					
20	My leader/supervisor expresses confidence that goals will be achieved					

Any comments

===== Thank you for your co-operation!!=====

Section D: Employee Opinion Survey- Organizational Commitment Questionnaire (OCQ)

Please indicate the extent of your agreement or disagreement with each statement as objectively as you can by circling a number from **0 to 4**. Whatever information you give me is strictly confidential and could be used for academic purpose only, so please respond honestly. Use the following rating scale.

S. No	Questionnaire for Employee Opinion Survey	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		0	1	2	3	4
1	I feel like part of the family at this organization					
2	Too much of my life would be disrupted if I decide to leave this organization now					
3	I would not leave this organization right now because of what I would stand to lose					
4	This organization have a great deal of personal meaning for me					
5	It would be very costly for me to leave this organization right now					
6	For me personally, the cost of leaving this organization would be far greater than the benefit					
7	Even if it were to my advantage, I do not feel it would be right to leave my organization now					
8	I would violate a trust if I resign my job with this organization now					
9	I feel a strong sense of belonging to this organization					
10	I feel that I am emotionally attached to this organization					
11	I would feel guilty if I leave my organization now					
12	I would not leave this organization right now because, I have a sense of obligation to the people in it					

Any comments

===== Thank you for your co-operation!!=====

Annex II Organogram of Save the Children Ethiopia Country office



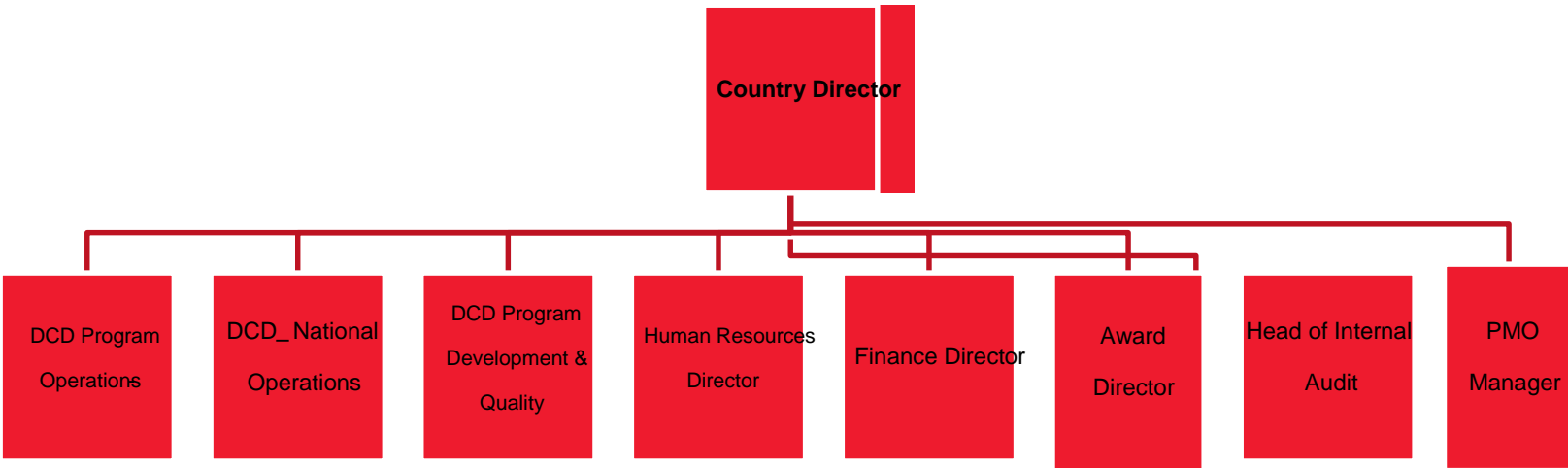
Save the Children

Ethiopia Country Office Organization Design

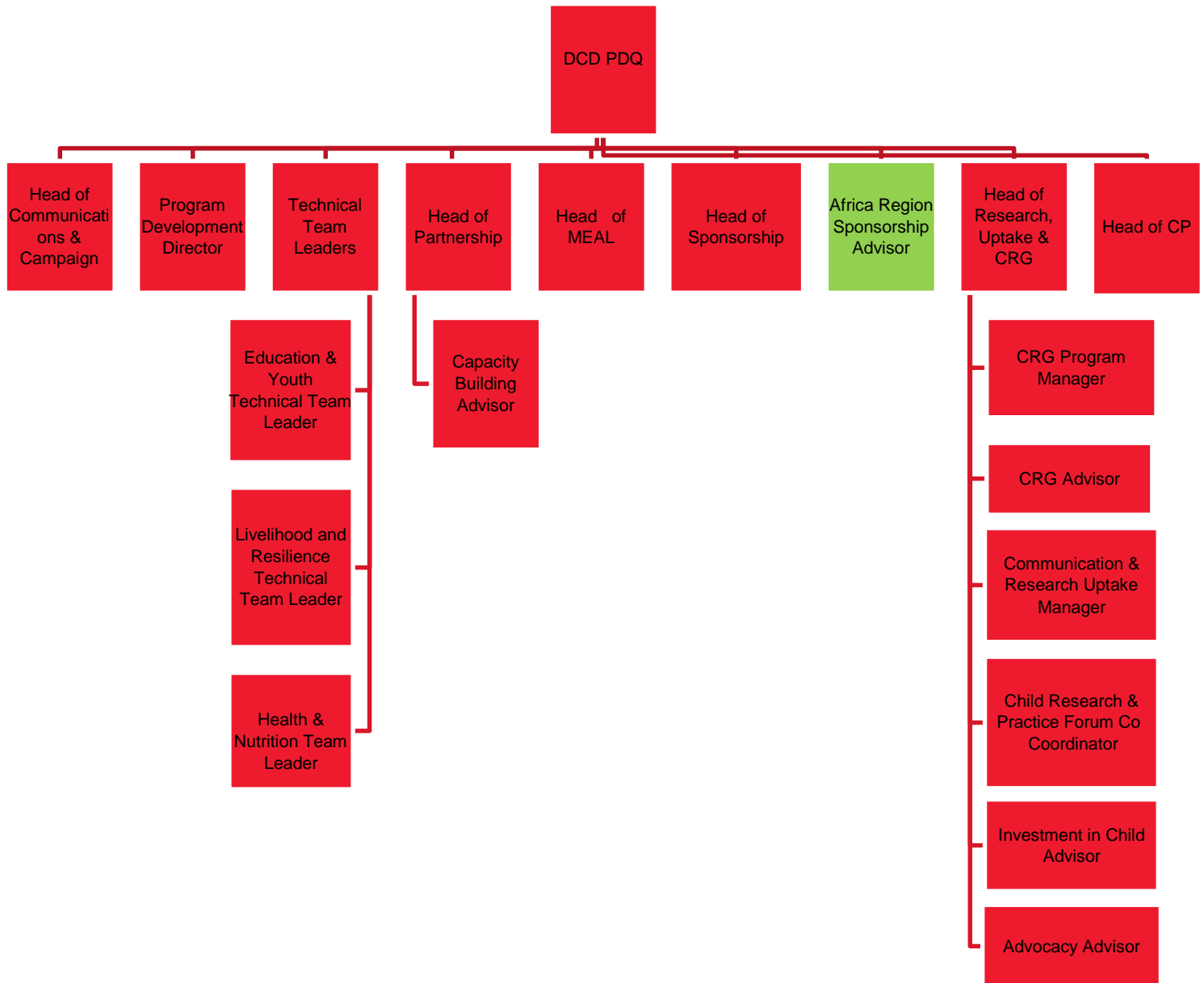


Save the Children®

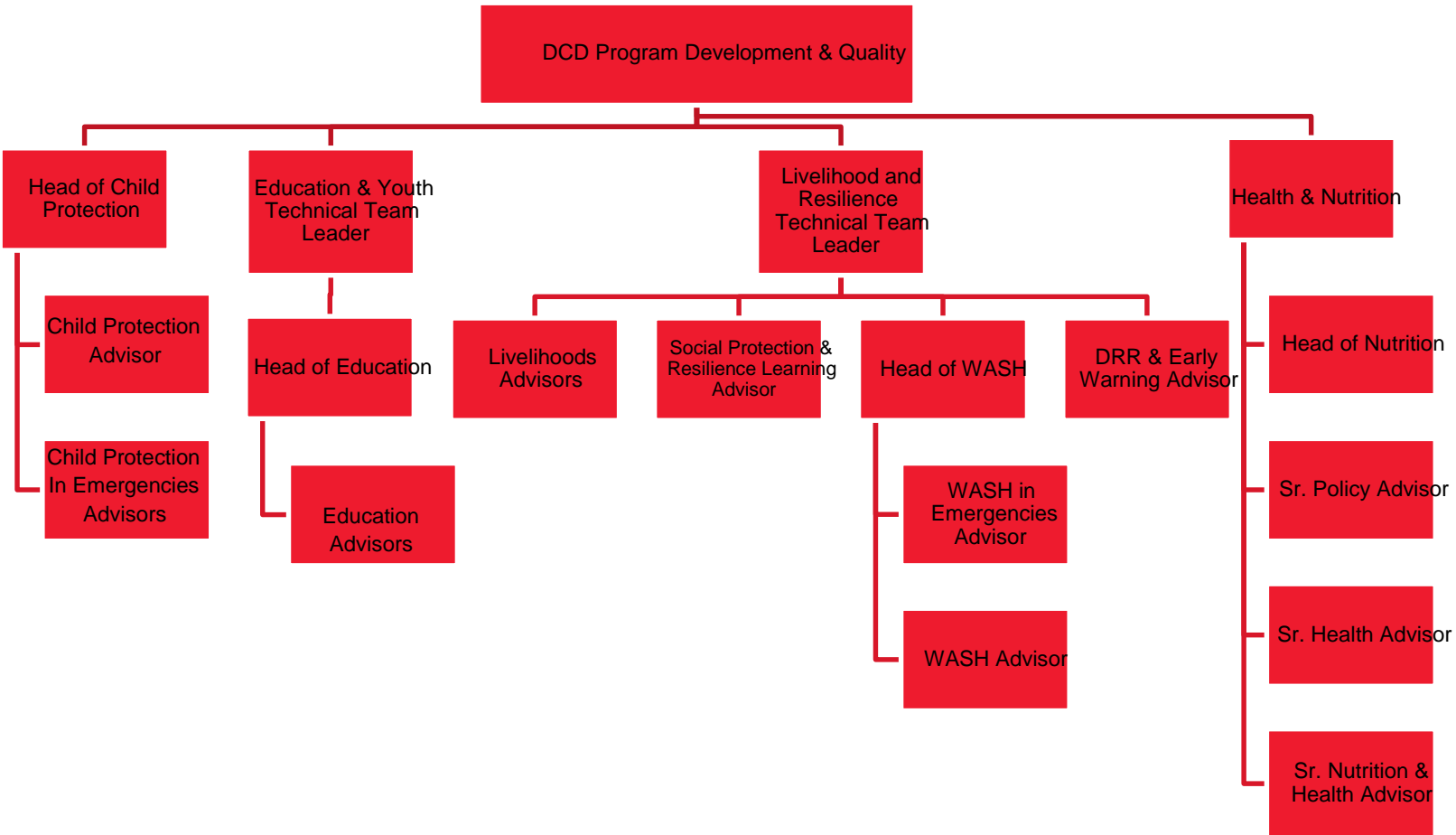
Country Director Reporting



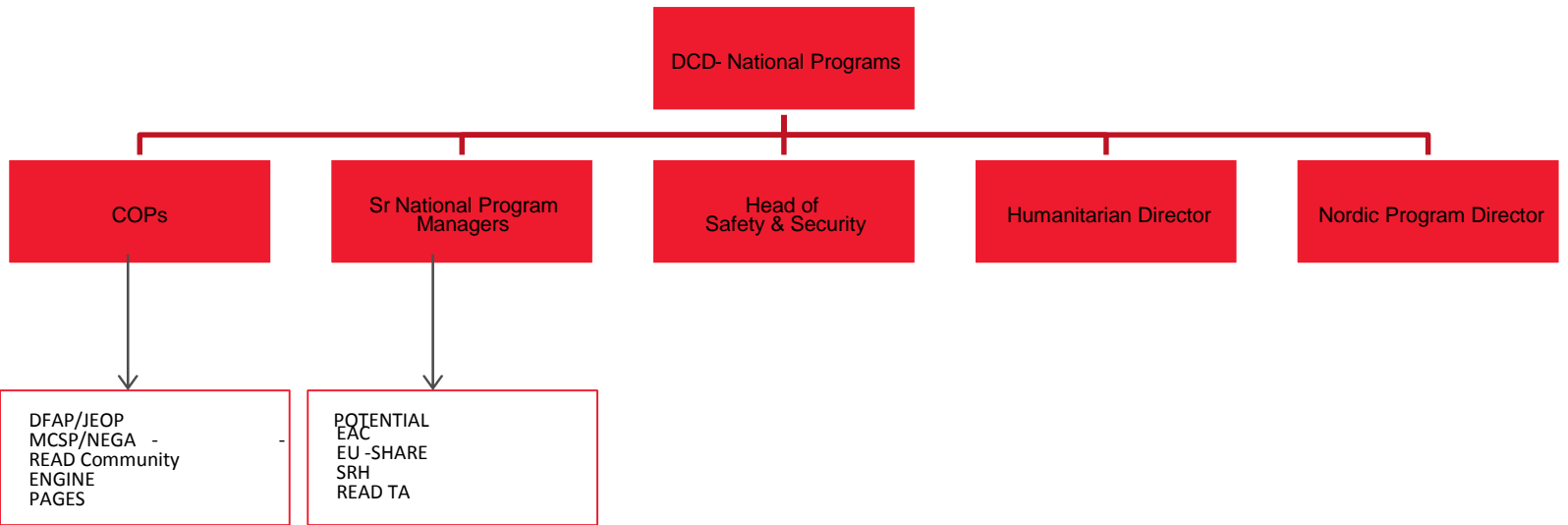
DCD Program Development & Quality



DCD Program Operations



National Program Managers



DCD Program Operations

