



ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

THE EFFECT OF LEADERSHIP STYLE ON ORGANIZATIONAL
COMMITMENT THE CASE OF AKAKI KALITY ADMINISTRATION SUB
CITY

BY

YEABSIRA EYASU

JULY, 2022

ADDIS ABABA, ETHIOPIA

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DECLARATION

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

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St. Mary's University, Addis Ababa JULY, 2022

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

Advisor

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St. Mary's University, Addis Ababa JULY, 2022

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Acronyms

VIF	Variance inflation factor
ANOVA	Analysis of variance
SPSS	Statistical package for social science
MRA	Multiple Regression Analysis
KMO	Kaiser-Meyer-Olkin

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CHAPTER ONE

1. 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). He/she is resourceful, rewarding and enthusiastic; organized well, opens to change and interested in feedback. Leaders in organizations and nations make things happen.

Recent literature has defined leadership as a type of guidance that a person could give to a particular group, it manages relations in a way as to impact another individual's or group's behavior. Leadership is a mutual social power system in which leaders and superiors affect one another to accomplish corporate objectives. Leadership is a vital leadership function that requires the potential to inspire a set of people towards a common objective. Leadership centers on the growth expectations, and capacity building of followers (Klein et al., 2013). Focusing on the growth of staff's system of values, their degree of motivation and morals with the growth of their talents is essential for managers in leadership positions (Sougui, 2015). As they work in the corporate environment, this strategy can ultimately aid followers to achieve their goals. Followers will be motivated to be creative and responsive to completely new technologies and environmental changes (Khan et al. 2014).

According to scholars the role of leadership in an organization is crucial in terms of creating a vision, mission, determination and establishment of objectives, designing strategies, policies, and methods to achieve the organizational objectives effectively and efficiently along with directing and coordinating the efforts and organizational activities (Xu& Wang, 2008). High quality leadership is essential to achieve the mission and vision along with coping with the changes occurring in the external environment (Harris, et al., 2007).

Leadership styles have diverse effects on variables such as flexibility, standards, rewards, clarity and commitment and in some cases on organizational climates as the behavior of the leader

produce motivation mechanisms that have an effect on the conduct of individual's commitment in the organization, (Shamir, et al.2006). Thus, the essence of leadership is followership. Effective leadership is the extent to which a leader constantly and progressively leads and directs his or her followers, towards organizational commitment. However, swift changes in the business environment, organizational structures, technology and life styles are introducing a considerable rethinking of leadership development. Leadership concerns the ability to influence the behavior of others to move accord with the desire of the leader and pursuit of goals (Low, 2018). Organizational commitment is a multi-dimensional concept that describes an employee's attachment to an organization (Sloan, Buckham, & Lee, 2017). As a psychological construct, organizational commitment is measured by an employee's desire, need, and obligation to stay with an organization (Sloan et al., 2017). Employees who are committed to their organizations are proud to be members, support the organization's goals and values, and are higher performers (Leow, 2011).

In today's competitive world organizations face new challenges regarding the development of organizational commitment. Now no organization can be effective unless each employee is committed to the organization's vision, mission and objectives. Schein (2004) argued that the success of an organization depends on organizational commitment. Hence, it is important to understand the concept of organizational commitment. According to Dunnagan (2013), It is commonly believed that committed employees will also work harder and be more likely to "go the extra mile" to achieve organizational objectives. If employees are committed, they are satisfied and usually not appealed to look for other opportunities. Employees who are not committed, absenteeism and turnover will increase in the organization, which have ultimately negative effect on the performance of the organization (Maragakis and Schneiderjohn, 2013). "Commitment-based organizations believe that staff's organizational commitment contributes to workforce stability and better customer service, hence it increase business performance Retaining talented employees is an ambitious challenge for any organization" (Turner, & Vance, 2013).

1.2. Background of the organization

Akaki Aality is one of the 11 sub cities of Addis Ababa, the capital of Ethiopia. As of 2011 its population was of 195,273. Formerly, akaki kality was known as Woreda 26. Many industries are found in this sub city of Addis Ababa. The district is the southernmost suburb of the city and borders with the districts of Nifas Silk-Lafto and Bole. The administration of akaki kality sub city has many responsibilities as it controls the woredas in it and reports back to Addis Ababa city administration.

Akaki kality sub city has to make the sub city one of the middle-income cities in the world by 2017E.C with the help of an effective civil service management system by establishing a modern, efficient and equitable human resource management system in the sub city offices. They also have a mission that enable the executive bodies under this sub city administration to carry out their mission effectively: By creating effective organization and practice; Organizing and preparing human resource information, planning and development to build a competent, efficient, and effective civil service that supports modern equitable human resource management. Their ultimate goal is by using human resource management of the sub city based on fundamental change by creating a competent civil service that will make a tangible difference that satisfies the need of consumers by implementing equitable human resource management.

1.3 Statement of the problem

Leadership is perhaps one of the most important aspects of management (Weihrich & 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).

The general problem to be addressed is that the relationship between leadership style and organizational commitment face possible employee-employer relationship changes on an annual basis. Research conducted by Fu and Deshpande (2014) suggested that the employee's perception of the employee-employer relationship is a predictor of organizational commitment and found a significant positive relationship between organizational commitment and employee performance.

Additionally, Pradhan and Pradhan (2015) suggested significant positive relationships between both leadership style and organizational commitment and the contextual performance that adds to organizational performance. Since organizational commitment is positively related to employee and organizational performance, negative impacts to organizational commitment could result in reductions in employee and organizational performance (Setyaningrum, Setiawan, Surachman, & Irawanto, 2017). Conversely, positive impacts to organizational commitment, resulting from leadership styles, could result in improved employee and organizational performance. The specific problem to be addressed is that leadership style can have a direct impact on the organizational commitment of government contract employees who routinely face changes in the employee-employer relationship (Saha, 2016). Through an examination of organizational commitment and leadership style, leaders can determine how their style may be a factor impacting employee commitment.

According to Panayiotis, Pepper and Phillips (2011), organizational commitment is critical because it can influence organizational outcomes as performance, absenteeism, turnover intention, and positive citizenship behaviors, all of which may ultimately affect an organization's growth and success. If employees are committed, they are liable to increase their performance and devote their time to the organization. Due to the impact on performance and the success of an organization, leadership styles and organizational commitment received a lot of attention in workplace studies. Various evidences suggest that leadership style is positively associated with work attitude and behavior at both individual and organizational level (Dumdum, Lowe and Avolio, 2002). If there is effective leadership, there will be high work performance and the organization will become effective. According to a research conducted on leadership styles and its relationship with organizational commitment in South Africa (Garg and Ramjee, 2013), both transformational and transactional leadership styles positively correlated with organizational commitment. This shows that leadership is a critical factor to develop organizational commitment in the organization. Laissez-faire leadership style has negative correlation with affective organizational commitment. The finding has revealed that there is positive relationship between leadership styles and organizational commitment. Almutairi (2013) also confirmed that there is strong positive relationship between transformational leadership and organizational commitment. It means that giving attention to transformational leadership style can increase organizational commitment. Bučiūnienė and Škudienė, (2008) on their part indicated that transformational leadership style has

a great influence on organizational commitment by creating higher level of value and morale on leaders and followers to common vision, mission and organizational goal. Bycio, Hackett and Allen (1995) reported positive correlations between leadership behaviors such as charisma, intellectual stimulation, individualized consideration, and contingent reward on the one hand, and affective, continuance, and normative commitment, on the other hand.

The relationship between leadership styles and organizational commitment has been studied by different scholars, for example, Garge and Ramjee (2013), Dumdum, Lowe and Avolio (2002) and Temesgen (2011) but all studies have been specific to profit making organizations. The results show that leadership styles have positive relationship with organizational commitment.

One way to increase employee's commitment is to create good work relation among supervisors and subordinates. Leaders plays a vital role in communicating and implementing of organization plans and strategy, inspire and motivate their followers, and in creation of successor in the future. Therefore, the leadership style would have significant relationship with organizational commitment. Brockner, Tyler and Scheneider (1992) suggested that organizations largely depend on leadership style to implement business strategies, to gain competitive advantage, to optimize human capital and to encourage organizational commitment. The administrative nature of the public sector environment may be limiting the derivation of transformational leadership in the Public Sector Institution, and that the Tertiary Sector Institution is significantly a transformational organization compared with the Private Sector Corporation and the Public Sector Institution. Various past studies cover different aspects of leadership and its relationship with organizational commitment (Temesgen, 2011). Despite this, not enough empirical research studies on the drivers of organizational commitment amongst Ethiopian public sector knowledge workers have been published.

A major motivation for this study derives from the urgent challenge of attaining competitive advantage through the effective utilization and retention of skilled knowledge workers in a multi-cultural Ethiopia. These days the Akaki Kality sub city administration is repeatedly affected by loss of skilled and experienced employees who could play a major role in the development of the sub city. The performances of employees are low. This low performance and high rate of turnover could be the result of being lack of effective leadership style and organizational commitment.

These are the intentions to examine the relationship between leadership styles and organizational commitment at Akaki Kality sub city administration.

According to the researcher observation the sub city is facing the challenge of lack of good understanding of the concept of leadership and its application aligned with the organization's mission, vision and strategy which can help to achieve the organization's goals. Poor employee supervisor relation, due to lack of tolerance, irregular approach of some supervisors, poor support and supervision, inappropriate social relation, and lack of respect, furthermore employees turnover are sources of employees dissatisfaction in Akaki Kality sub city.

Therefore, one way of minimizing turn over, supervision problem, job satisfaction and other related gaps are through enhancing the preferred leadership by the subordinates and automatically employee's would be committed. Even though it is one of the challenges that governmental office are facing today. Hence, there is no much studies conducted in the subject area in Ethiopia. In order to address such problems, it is necessary to understand the behavior of leadership style which has positive effect on organizational commitment. Therefore, this study will fill the gap on the effect of leadership styles on organizational commitment of in Akaki Kality administration sub city.

1.4 Objectives of the Study

1.4.1 General objective

The main objective of the study was to investigate the effect of leadership style on organizational commitment in case of Akaki Kality administration sub city.

1.4.2 Specific Objective

1. To assess the perception of workers towards the leadership styles and organizational commitment.
2. To determine the effect of transformational leadership style on organizational commitment.
3. To test the effect of laissez-faire leadership style on organizational commitment.
4. To examine the effect of transactional leadership style on organizational commitment.
5. To investigate the effect of autocratic leadership style on organizational commitment.
6. To determine the effect of democratic leadership style on organizational commitment.

7. To examine the effect of leadership style on organizational commitment.

1.5 Significance of the Study

The significance of this study occurs in many ways. Firstly, it studies the impact of leadership on organizational management performance because this particular type of study had not been previously conducted on this organization. Therefore, its result is important to create awareness to leaders of above-mentioned organization about the most determinant variables that can influence the management performance.

Secondly, the results of this study add to the great deal of knowledge in other leadership and organization management performance. It can also be useful for individuals who choose to do more research on related subjects, as well as other organizations dealing with similar issues. Eventually, by analyzing the importance of leadership and their effect on organizational commitment, this study has contributed to the increasing body of research on indicators to leadership and organizational commitment. This study is thought to have added value to the research on leadership, especially in Ethiopian settings, where there is a common lack of research on the topic.

1.6 Scope of the Study

Conceptual scope: conceptually, the study was delimited to examine the effect of leadership styles on organizational commitment.

Geographical scope: geographically the study was to single organization called Akaki Klity Administration Sub City found in Addis Ababa. The participants in this study are workers and representatives of the Akaki Kality administration sub city in Addis Ababa.

Methodological scope: the researcher used quantitative research approach in order to measure the effect of leadership styles on organizational commitment.

Limitation: The sampling frame for this study was limited to one sub city, so the findings cannot be applied to the other sub city or other types of organizations in the country.

1.7 Limitations of the Study

Due to time and financial constraints, it was not possible to use a significant sampling size that could nearly reflect the entire population of the study. I would have preferred to include a greater number of respondents in order to get a clearer view of the challenges in the various organizations. However, due to the time constraints imposed by our research schedule, this was not feasible. The study's content was also constrained by a scarcity of up-to-date reference materials and research works, especially in the Ethiopian context.

1.8 Organization of the study

The study was organized in to five chapters. Chapter one deals with introduction and consists of background of the study, background of the organization, statement of the problem, objectives of the study, scope of the study, significance of the study, limitation of the study, definition of key terms and organization of the study. Chapter two deals with literature review. The third chapter discusses about methodology, which covers data type and source, research design, sampling design and sampling technique, method of data collection, data processing, and method of data analysis. In chapter four data analysis, interpretation and presentation of data discussed. And then the summery of findings, conclusion and recommendation are presented in chapter five.

1.9 Definition of key terms

Leadership: is a behavior of an individual when that person is directing and coordinating the activities of a group toward the accomplishment of a shared goal.

Transformational leadership styles: The transformational leadership style is defined by leader follower relationships and the organizational results, and higher morality and motivation they achieve (Thomson, Rawson, Slade, & Bledsoe, 2016).

Transactional leadership styles: Bass (1985) argued that transactional leaders operate by recognizing what actions their followers must take to accomplish the desired outcome or performance, and then subsequently facilitating those actions.

Laissez-faire leadership styles: represents the absence of a transaction of sorts with respect to leadership in which the leader avoids making decisions, abdicates responsibility, and does not use their authority.

Autocratic leadership styles: Autocratic leaders are classic and bossy in nature. The autocratic leaders want their subordinates to work according to them.

Democratic leadership styles: have defined democratic leadership as the leadership in which the decision- making is decentralized and is shared by all the subordinates.

Charismatic leadership styles: is considered to be one of the most successful leadership styles, where the charismatic leaders develop a vision and the followers are asked to follow and execute the vision.

Chapter Two

2. Review of Related Literature

2.1 Theoretical Review of Related Literature

2.1.1 History of Leadership Styles

A number of scholars had forwarded the roles and the history leadership Styles different time. The widespread acceptance of leadership playing a vital role as a competitive advantage for organizations (McCall, 1998; Petrick, Scherer, Brodzinski, Quinn, & Ainina, 1999) has led to enormous amounts of spends in the field of leadership development programmes and training (Avolio & Hannah, 2008). It is important for the purpose of the study to trace the emergence of the theory. The history of leadership theory started with an emphasis on traits, the notion that it is the make-up of the leader that makes all the difference. This approach dominated research up to the late 1940's. But further researches have proven that traits do not always predict leadership commitment, and so researchers have shifted to look at the behavior or style of the leader.

As many passages in Herodotus make it clear, freedom for the victorious aristocrats and plutocrats meant the freedom to rule over others. This is when Miltiades urged the pole march Callimachus to cast his tiebreaking vote in favors of engaging the enemy at Marathon "it is now in your hands, Callimachus" he said, "either to enslave Athens, or to make her free and to leave behind you for all future generations a memory more glorious than even Harmonies and Aristogeiton left.... if we fight and win, then this city of ours may well grow to pre-eminence amongst all the cities of Greece...." Miltiades' words prevailed... In the battle of Marathon some 6400 Persians were killed; the losses of the Athenians were 192. (Herodotus, 363, 365) The language was typical. The enormously influential Simonides wrote "...men died in the battle "to leave to their children their city prospering in freedom". Thus, the Battle of Marathon as recorded by the ancient historian Herodotus (1954/400 B.C.E), fought in the fifth century BCE, and provides an early record of leadership exemplified by the general Miltiades who displayed the qualities of charisma and inspirational motivation.

Burns (1978) and Bass (1985) have associated these two constructs with the concept of transformational leadership, identified in Western scholarly literature over 2,000 years later. These constructs, in association with those of intellectual stimulation and individualized consideration

(Bass, 1998), form the basis for a leadership style which, while apparently efficacious for the ancient Greeks, has been proposed as the optimum style to effect the radical changes needed in 21st century organizations. Fisher (1985) writes, “Leadership is probably the most written about social phenomenon of all time” (p.168), and laments that it is still not well understood due to its complexity, defined by the number of variables associated with the concept of leadership, variables that encompass the entire social process.

2.1.2 Leadership Styles

The definition of “leadership style” has been used widely. Hersey and Blanchard (1981) defined leadership style as “the consistent patterns of behavior which you exhibit, as perceived by others, when attempting to influence others” (p. 34). Leadership style is also defined as a technique that the leader uses to achieve the goal of organization (Stojkovic, Kalinich, & Klofas, 2003). Casimir (2001) states leadership style as “a pattern of emphases, indexed by frequency or intensity of specific leadership behavior or attitudes, which a leader places on the different leadership functions” (p. 246). In summary, leadership style is a technique that leaders use to achieve the goals of an organization (Stojkovic et al., 2003). Burns (1978) conceptualized the concept of transformational and transactional leadership characteristics. Transformational leadership is based on the leader and follower engaging where the leader encourages followers to raise their level of motivation, whereas transactional leadership is based on the exchange relationship between leader and follower. This study focused on the leadership of politicians. Bass’s (1985) work extended this specific area into general organizations. In this study, Bass utilized three types of leadership styles: transformational leadership, transactional leadership, and laissez-faire leadership (Schimmoeller, 2010).

2.1.2.1 Transformational leadership

The transformational leadership style is defined by leader follower relationships and the organizational results, and higher morality and motivation they achieve (Thomson, Rawson, Slade, & Bledsoe, 2016). Research conducted by Thomson et al. (2016) associated transformational leadership with organizational increases in citizenship, culture, vision, and employee increases in empowerment, satisfaction, trust, self-efficiency, beliefs, motivation, and decreases in voluntary turnover. Mathew and Gupta (2015) also focused on the relationship factor in describing the transformational leadership style as one that drives the emotions of followers and influences them

to go about expectations. McCaffrey and Reinoso (2017) suggested that transformational leadership motivates people to the desired change using a strong vision, inspirational guidance, and intellectual stimulation. The authors associated transformational leaders with new idea creation, fundamental change in complex situations, and conflict resolution (McCaffrey & Reinoso, 2017).

When studying the relationship between transformational leadership style and emotional intelligence, Mathew and Gupta (2015) confirmed that transformational leadership is related to the awareness of emotions in self and others, the ability to manage emotions, self-motivation, and empathy, found in emotional intelligence. In a study on psychological empowerment, which is the intrinsic motivation that enhances self-efficacy, drives work meaning, and a desire to have an impact, Rabindra, Madhusmita, and Lalatendu (2017) found a positive relationship to the transformational leadership style. Chen, Wang, and Lee (2018) also found that transformational leadership promotes meaningfulness in work and intrinsic motivation. Additionally, Chen et al. (2018) found that transformational leadership results in increased employee voice behaviors, which are the source of innovative ideas, can inhibit negative organizational consequences, and can result in improved performance and organizational benefits. The direct impact and relationship of the transformational leader style has been widely researched and additional factors such as employee voluntary turnover, social entrepreneurs, corporate entrepreneurship, self-esteem, and organizational growth, have been revealed (Chang, Chang, & Chen, 2017; Katou, 2015; Matzler, Bauer, & Mooradian, 2015; Muralidharan & Pathak, 2018; Sahu, Pathardikar, & Kumar, 2018).

While some researchers have found a significant positive relationship between the segments of transformational leadership and organizational commitment, others have found only a partial relationship (Ibrahim, Ghavifekr, Ling, Siraj, & Azeez, 2014; Joo & Lim, 2013; Mehar, Sarwar, Rauf, & Asif, 2015; Rana, Malik, & Hussain, 2016).

2.1.2.2 Transactional Leadership Style

Bass (1985) argued that transactional leaders operate by recognizing what actions their followers must take to accomplish the desired outcome or performance, and then subsequently facilitating those actions. Bass emphasized that contingent reward and punishment have an effect on the

performance of followers. Therefore, this approach is labeled as the “carrot or stick” (Bass, 1997b). Yukl (1998) refers to transactional leadership as a tool to stimulate followers by appealing to their self-interest. Yukl (1998) also argued that “Transactional leadership involves values, but they are values relevant to the exchange process, such as honesty, fairness, responsibility, and reciprocity” (p. 325). Waldman, Bass, and Einstein (1987) stated that transactional leadership is useful when the goals are short-term. Zaleznik (1977) pointed out the available tasks within transactional leadership as “Management selects goals, directs resources and activities, rewards performance, strategizes the best ways to accomplish tasks, negotiates and bargains, penalizes for non-performance, and ensures the skills for task completion” (p. 69). Transactional leadership can be divided into three dimensions: contingent reward, active management-by-exception, and passive management-by-exception. According to Bass (1985), contingent reward refers to the agreement to roles and responsibilities between the leader and follower to achieve agreed goals and tasks. Bass (1997a) describes contingent reward as “leader engage in a constructive path-goal transaction of reward for performance” (p. 134). Active management-by-exception is the characteristic of a leader in which a leader monitors followers to avoid mistake while passive management-by-exception is characteristic of acceptance of the status-quo until they become a serious problem (Avolio & Bass, 1990; Bass, 1997a). Bass (1997a) defines active management-by-exception as “leaders monitor followers’ performance and take corrective action if deviations from standards occur” (p. 134). Bass (1997a) also defines passive management-by-exception as “leaders fail to intervene until problems become serious” (p. 134).

Of the three characteristics of transactional leadership, contingent reward is the more effective element. The middle recommended strategy is active management-by-exception. The worst of the three choices is passive management-by-exception (Avolio & Bass, 1990; Bass, 1997a). Bass and Avolio (2004) described contingent reward as “Provide others with assistance in exchange for their efforts”, “Discuss in specific terms who is responsible for achieving performance targets”, “Make clear what one can expect to receive when performance goals are achieved”, and “Express satisfaction when others meet expectations” (p. 95). They described management by exception (active) as “Focus attention on irregularities, mistakes, exceptions, and deviations from standards”, “Concentrate my full attention on dealing with mistakes, complaints and failures”, “Keep track of all mistakes”, and “Direct my attention toward failures to meet standards” (p. 95). They also described management by exception (passive) as “Fail to interfere until problems become serious”,

“Wait for things to go wrong before taking action”, “Show a firm belief in if it isn’t broke, don’t fix it”, and “Demonstrate that problems must become chronic before I take action” (p. 95-96).

2.1.2.3 Laissez-Faire Leadership Style

Laissez-faire in French literally means to let people do as they choose. Laissez-faire leadership represents the absence of a transaction of sorts with respect to leadership in which the leader avoids making decisions, abdicates responsibility, and does not use their authority. It is considered active to the extent that the leader chooses to avoid taking action. This component is generally considered the most passive and ineffective form of leadership (Antonakis et al., 2003). Yukl (2008) further argued that laissez-faire leader shows passive indifference about the task and subordinates for example ignoring problems and ignoring subordinate needs. It is best described as the absence of effective leadership rather than as an example of transactional leadership. Deluga (1990) also describes the laissezfaire leader as an extreme passive leader who is reluctant to influence subordinates’ considerable freedom, to the point of abdicating his/her responsibilities. There is no relationship exchange between the leader and the followers. The key indicators of this leadership style are those leaders who avoid making decisions, abdicate responsibilities, refuse to take sides in a dispute and shows lack of interest in what is going on.

2.1.2.4 Autocratic Leadership style

Autocratic leaders are classic and bossy in nature. The autocratic leaders want their subordinates to work according to them. Typically, autocratic leaders retain the decision -making rights with them (Obiwuru,et al., 2011). The autocratic leaders ‘force their followers to execute the services and strategies according to the narrow way. Iqbal, Anwar, and Haider (2015) conducted a study to determine the impact of leadership styles on the organizational commitment. The study stated that autocratic leadership is also known as the authoritarian leadership style. The autocratic leaders are less creative and only promote one- sided conversation. This severely affects the motivation and satisfaction level of the employees. The autocratic leadership style is however, known to be effective in the short term.

Autocratic leadership restricts the workplace socialization and communication which is cordial for effective organizational commitment. The autocratic leadership also leads to organizational conflicts which negatively affect the overall commitment (Iqbal, et al., 2015). Bhargavi and Yaseen(2016) suggested that the autocratic leadership style has a positive impact on the

organizational commitment. This leadership style is more suitable when the projects are to be completed within provided deadlines (Bhargavi & Yaseen, 2016). Igbaekemen and Odivwri (2015) also conducted a study on the impact of leadership styles on the commitment of the organizations. The author stated that an autocratic leader is the one who determines the activities, techniques and policies to the employees and expects the employees to follow the same. In addition, such leaders do not have much faith on their followers.

2.1.2.5 Democratic Leadership style

Tannenbaum and Schmidt (2012) have defined democratic leadership as the leadership in which the decision-making is decentralized and is shared by all the subordinates. In the democratic leadership style, the potential for weak execution and poor decision-making is high. However, the democratic leadership is also known to motivate the employees to perform better, as their views and opinions are valued. Another big problem associated with democratic leadership is the assumption that everyone involved has an equal stake in the decision-making with a shared level of expertise (Rukmani, et al., 2010).

The study by Elenkov (2002) indicated that the democratic leadership has a positive impact on organizational commitment. The democratic leadership allows the employees to make decisions along with sharing them with the group and the manager. In this type of leadership style, praises and criticism are given objectively and a sense of responsibility is also developed among the employees (Elenkov, 2002). Bhargavi and Yaseen (2016) also analyzed the impact of democratic leadership on organizational commitment. As per their findings, democratic leadership positively affects the commitment of the organization as it provides opportunities to the employees' to express and implements their creative ideas and takes part in the decision making process. This leadership style also prepares future leaders and helps the organization in the long run. Choi (2007) also stated that a democratic leader is the one who focuses on the group discussion and group participation and as a result it positively influences the commitment of the followers. Therefore, the democratic leadership style can be used for improving the organizational commitment as well as the efficiency. Hence, it can be stated that democratic leadership has a positive impact on the organizational commitment (Elenkov, 2002).

2.1.2.6 Charismatic Leadership Style

Charismatic leadership is considered to be one of the most successful leadership styles, where the charismatic leaders develop a vision and the followers are asked to follow and execute the vision. The charismatic leadership invites innovation and creativity and is considered to be motivational for the employees. But the major drawback of this style of leadership is that the followers are totally dependent on the leader and once the leader leaves the organization, they become directionless. The problem worsens as charismatic leaders do not train their subordinates to act as their replacements in the future. This leadership style results in “happy followers, but few future leaders”. Thus; it can have a long -term negative effect on the organizational commitment (Germano, 2010). Ojukuku et al (2012) also stated similar results through their research. They conducted a quantitative research on the employee of twenty banks based in Nigeria through a survey questionnaire. The findings of their research suggested that the charismatic leadership bears a negative relationship with the organizational leadership. It does not motivate and induce the employees enough to retrieve the expected commitments out of them (Ojukuku, et al., 2012).

2.1.3 Leadership theories

As Yukl (2010) one of the more useful ways to classify leadership theory and research were according to the type of variable that emphasized the most. Three types of variables that are relevant for understanding leadership effectiveness include (1) characteristics of leaders, (2) characteristics of followers, and (3) characteristics of the situation. Another common practice is to limit the focus to one type of leader characteristic, namely traits, behavior, or power.

To be consistent with most of the leadership literature, the theories and empirical research reviewed in (Yukl, 2010) are classified into the following five approaches:

1. The trait approach,
2. The behavior approach,
3. The power-influence approach,
4. The situational approach, and
5. The integrative approach.

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. However, the following literatures showed that series of schools of thought from Great Man and Trait theories to Transformational leadership.

2.1.3.1 Great Man Theories

Great Man Theories assume that the capacity for leadership is inherent – that great leaders are born, not made with certain traits which makes them leaders (Cherry, n.d.). This assumption argued that leaders are exceptional people, born with innate qualities intended to lead. These theories often describe great leaders as heroic, mythic and destined to rise to leadership when needed (Bolden et al., 2003). The term "Great Man" was used because, at the time, leadership was thought of primarily as a male quality, especially in terms of military leadership.

2.1.3.2 Behavioral Theories of Leadership

As Yukl (2010) one of the earliest approaches for studying leadership was the trait approach. This approach emphasizes attributes of leaders such as personality, motives, values, and skills. Underlying this approach was the assumption that some people are natural leaders, endowed with certain traits not possessed by other people. Early leadership theories attributed managerial success to extraordinary abilities such as tireless, energy, penetrating intuition, uncanny foresight, and irresistible persuasive powers.

Behavioral theories of leadership are based upon the belief that great leaders are made, not born. Rooted in behaviorism, this leadership theory focuses on the actions of leaders not on mental qualities or internal states. According to this theory, there are behavioral determinants of leadership which can be learned and people can learn to become leaders through teaching and observation (Cherry, n.d.). Bolden et al. argued that these theories concentrate on what leaders actually do rather than on their qualities.

2.1.3.3 Situational Theories

The situational approach emphasizes the importance of contextual factors that influence leadership processes. Major situational variables include the characteristics of followers, the nature of the work performed by the leader's unit, the type of organization, and the nature of the external environment. This approach has two major subcategories. One line of research is an attempt to discover the extent to which leadership processes are the same or unique across different types of organizations, levels of management, and cultures (Yukl, 2010).

2.1.3.4 Contingency Theories

As Yukl, (2010), theories that explain leadership effectiveness in terms of situational moderator variables are called contingency theories of leadership. This type of theory is most useful when it includes intervening variables to explain why the effect of behavior on outcomes varies across situations. Contingency theories of leadership: path-goal theory, situational leadership theory, leader substitute's theory, the multiple-linkage model, LPC contingency theory, and cognitive resources 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. According to Contingency Theory, no leadership style is best in all situations. Success depends upon a number of variables, including the leadership style, qualities of the followers and aspects of the situation (Cherry, n.d.).

2.1.4 Organizational Commitment

There have been many definitions that appeared over the years of organizational commitment. Porter and Steers(1982) cited in Kondalkar (2007) define organizational commitment as a strong desire to remain member of a particular organization, willingness to exert high level of effort on behalf of the organization and a definite belief in and acceptance of value and goals of the organization. In other words, employees display an attitude of belonging to the organization. It indicates that committed employees devote their time to the organization and they consider themselves as a part of the organization. According to Allen and Meyer (1990), organizational commitment is defined 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. It is the psychological bond of the employees with the organization because of shared beliefs and values. In relation to this, organizational commitment is the relative strength of the employee's identification with and involvement in a particular organization. Employees who are strongly committed are those who are least likely to leave the organization. Due to this commitment, employees who has positive contribution to the success of the organization by

devoting full time, accepting and implementing the organizational goals and objectives. In other words they are ready to work extra time for the sake of the success of the organization.

Research shows that organizational commitment is critical because it can influence organizational outcomes as performance, absenteeism, quitting or turnover intention, and positive citizenship behaviours, all of which may ultimately affect an organization's growth and success (Panayiotis et al., 2011). If employees are committed, they are liable to dedicate full working time to the organization which directly decrease absenteeism and employee turnover in the organization. In general, organizational commitment is a psychological bond of the employees with the organization because of shared vision, beliefs and value, employees' willingness to make use of high level of effort, acceptance of value and goals for the sake of long term success of the organization. If there is high level of organizational commitment in the organization, employees understand and share the value and beliefs of the organization, they want to be part of the organization and working in the organization give maximum effort to reach the goals of the organization.

2.1.4.1 The concept of Organizational 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.”

2.1.4.2 Types of organizational commitment

As the need of retaining good employees increase, it is particularly beneficial to establish a stronger connection between these employees and their employing organizations. Based on the type of connection employees have with their employer, organizational commitment can be affective, continual, and normative (Wilson, 2014). This sub-section of the literature review covers relevant studies related to three types of organizational commitment: affective commitment, continuance commitment, and normative commitment.

2.1.4.2.1 Affective Commitment

Affective commitment represents the individual's emotional attachment to the organization. According to (Allen & Meyer, 1990), affective commitment refers to an employee's emotional attachment to, involvement in, and identification with the organization and its goals. Affective commitment involves three aspects such as the formation of an emotional attachment to an organization, identification with, and the desire to maintain organizational membership. In this context, affective commitment reflects the identification and commitment situation where the employees stay in the organization with their own will. Allen and Meyer (1990) further argued that individuals will develop emotional attachment to an organization when they identify with the goals of the organization and are willing to assist the organization in achieving these goals. They further explain that identification with an organization happens when the employee's own values are in harmony with organizational values and the employee is able to internalize the values and goals of the organization.

Affective commitment is an attitudinal based and in this situation the employees look at themselves as a part of the organization. Individuals with high levels of affective commitment continue employment because they want to. Therefore, it is very important for organizations to have employees feeling affective commitment since strong affective commitment means employees willing to stay in the organization and accepting its objectives and values (Allen & Meyer, 1990).

2.1.4.2.2 Continuance Commitment

Continuance commitment involves a person's bond to an organization based on what it would cost that person to leave the organization. It originates from the needs of employees to stay in the organization considering the costs of leaving. It refers to an awareness of the costs associated with

leaving the organization as well as the willingness to remain in an organization because of the investment that the employee has with non-transferable investments that include things such as retirement, relationships with other employees, or things that are special to the organization (Allen & Meyer, 1990). These authors further explained continuance commitment as a form of psychological attachment to an employing organization that reflects an employee's presence in an organization as the high costs involved in leaving the current organization. Allen and Meyer (1990) again indicated that, in addition to the fear of losing investments, individuals develop this commitment because of a perceived lack of alternatives and this would be based on perceptions of employment options outside the organization where employees believe they do not have the skills required to compete for positions in another field or who work in environments where the skills and training they get are very industry specific. As a result, such employees could feel compelled to commit to the organization because of the monetary, social, psychological and other costs associated with leaving the organization. Therefore, in order to retain employees who are continuance committed, the organization needs to give more attention and recognition to elements that improve employees' morale to be affectively committed.

2.1.4.2.3 Normative commitment

Normative commitment involves a feeling of moral obligation to continue working for a particular organization. Employees with a high level of normative commitment feel they ought to remain with the organization (Allen & Meyer, 1990). These authors argue that the moral obligation of normative commitment arises either through the process of socialization within the society or the organization. It can be explained by other commitments such as marriage, family, religion, etc. Therefore, when it comes to one's commitment to their place of employment, they often feel like they have a moral obligation to the organization (Meyer et al., 2001).

2.1.5. Theoretical foundation of the study

2.1.5.1. Social exchange theories

Social exchange theory focuses on the benefit and disadvantages to be achieved depending on the degree of fulfillment of one's obligations. Social exchange theory is different from economic exchange. The benefit provided in the face of its economic exchange has a definite value; it is

also known in advance of when it will take place. On the contrary, in social change, the benefit to be provided is not complete and exact, and the time is not exactly clear.

It is not guaranteed to achieve the expected gain as a result of mutual interaction in social exchange theory so trust gains importance. Besides, employees expect a fair reward depending on how much contributed to the company. Regardless, employees expect a fair reward depending on how much contributed to the company. However, when employees cannot achieve a fair and balanced gain, dissatisfaction and psychological tension occur between the parties (Aydın, 2017:549).

2.2 Empirical Review of Related Literature

Earlier researches have dedicated a great deal of attention to the relationship between leadership style and organizational commitment. But the findings in this area are not consistent. Several researchers discovered that the dimensions of leadership style (transformational, transactional and laissez-fair) have positive relationship with organizational commitment. For instance, Ponnu and Tennakoon (2009) indicated that ethical leadership behavior has a positive impact on employees' organizational commitment. Similarly, some investigated employees' perceptions of leadership style among leaders and its impact on organizational commitment and found that leadership style plays an important role in employees' organizational commitment. Garg and Ramjee (2013) concluded that the leadership style of a manager can lead to higher measure of organizational commitment. Similarly, Bass and Avolio (1993) also 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. It is assumed that transformational leadership style has positive impact on the organizational commitment. In contrast, researchers discovered no association between leadership style and organizational commitment. For instance, Awan and Mahmood (2009) in their study indicated that laissez-fair leadership style has no effect on organizational commitment.

Lee (2004) found out that transformational leadership correlates significantly with organizational commitment with samples of research and development professional in Singapore. Contrary, transactional leadership does not have significant relationship with organizational commitment.

On the other hand, Hayward, Goss and Tolmay (2004) noted that transformational leadership has moderate positive correlation with affective commitment. Lower correlation coefficients between transformational leadership and normative and continuance commitment were also found. The findings have further indicated that no correlation was found between transactional leadership and affective, normative and continuance commitment. Transformational leadership helps to increase trust, commitment and team efficacy (Arnold, Barling and Kelloway, 2001). Other researchers such as Kent and Chelladurai (2001) posited that individualized consideration has positive relationship with both affective commitment and normative commitment. Similarly, positive correlations was found between intellectual stimulation and both affective commitment and normative commitment. Bass and Avolio (1994) revealed that transformational leaders who encourage their followers to think critically and creatively can have an influence on their followers' commitment. This is further supported by Walumbwa and Lawler (2003) that transformational leaders can motivate and increase followers' motivation and organizational commitment by getting them to solve problems creatively and also understanding their needs. Price (1997) further suggests that employees are far more likely to be committed to the organization if they have confidence with their leaders.

2.3 Conceptual Framework

There are independent and dependent variables in this analysis. The action of the leader is an independent variable, while the engagement of the leader and organizational commitment are dependent variables.

Independent variable of the study

Leadership Styles / Factors
Transformational Leadership style
Transactional Leadership style
Laissez-faire Leadership style
Democratic Leadership style
Autocratic Leadership style
Charismatic Leadership style

Dependent variable of the study

Organizational Commitment
Affective Commitment
Continuance Commitment
Normative Commitment

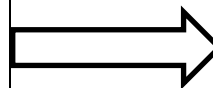


Figure 2. 1 Conceptual Framework

2.4 Hypotheses test

The following are the key and relevant hypotheses test that was answer in this analysis in terms of the above objectives:

Ha1: There is a statistical significant positive or negative effect of transformational leadership style on organizational commitment.

Ha2: There is a statistical significant positive or negative effect of laissez-faire leadership style on organizational commitment.

Ha3: There is a statistical significant positive or negative effect of transactional leadership style on organizational commitment.

Ha4: There is a statistical significant positive or negative effect of Autocratic leadership style on organizational commitment.

Ha5: There is a statistical significant positive or negative effect of Democratic leadership style on organizational commitment.

Ha6: There is a statistical significant positive or negative effect of Charismatic leadership style on organizational commitment.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

According to Kothari (2004:8), research methodology may be defined as a technique that indicates how a research is done systematically. It refers to the way how a research problem can be solved systematically through exhaustive investigation (Kothari, 2006). and it is the general principle that guides one's research practice (Dawson, 2002:14). It includes research processes, tools and procedures or steps to be taken in accomplishing the research. Thus, this chapter presents the research methodology that comprises, based on the above conceptualization, the research approach and design, the research instruments and type of data collection techniques which the researcher used. The chapter also describes how the data organized, summarized, analyzed and interpreted by using appropriate statistical methods based on the type of data. Moreover, this chapter also comes out with the discussion on the validity and reliability of the research and the ethical considerations involved in pursuing of the informants.

3.2 RESEARCH APPROCH AND DESIGN

3.2.1 Research Design

The researcher applied a combination of descriptive and explanatory research design. This type of design seeks to gather data after an event has happened. The study design was examine the explanations for the situation's conduct, as well as the situation's weaknesses and strengths.

3.2.2 Research Approach

According to John (2007), Research design is the blueprint for fulfilling research objectives and answering research questions. In other words, it is a master plan specifying the methods and procedures for collecting and analyzing the needed information. In order to meet this study's objectives, descriptive and explanatory or causal research design was used. The approach involves collecting data that represents events and then organizing, tabulating, depicting, and describing the data. For the purpose of this study quantitative data was utilized.

3.3 Population, Sampling Techniques and Sample size for the Study

3.3.1 Population of the Study

Population can be defined as the totality of observation with which the study is concerned (Saunders et. al. 2007). By referring Orodho (2003) and (Jaeger, 1988) Grace Akoth Dola (2015), survey design is a technique of collecting population's attitude opinions or views by using interview or questionnaire by studying a sample of that population. Again Akoth Dola (2015) stated that sampling is the means of selecting a studying population. It is the process of selecting sample from the studying population and the selected samples should be representative of the total population as much as possible. In this study, the populations comprised of managers, employees of Akaki Kality Sub-City, in Addis Ababa. The total number of employee in the sub city is 1750.

3.3.2 Sample Size

The research uses a statistical instrument algorithm to assess the sample size and whether it is representative of the target population. According to Yemane (1967), studies with a large population scale use the formula.

$$n = \frac{N}{1+Ne^2}$$
$$n = \frac{1750}{1 + (1750 \times (0.07)^2)}$$

$$n = 183$$

Where: n= Sample size of the respondent

N= 1750 (Total Population size)

e = error margin=0.07

Then, sample populations will be taken from 183 of the total population with 95% confidence level.

A total of 183 questionnaires were sent to Akaki Kality Sub-City workers

3.3.3 Sampling Technique

The aim of the study was to determine the effect of leadership style on organizational commitment in Akaki Kality Administrative Sub-City, as well as to describe each element and dimension related to leadership style and organization commitment. The various records of the Akaki Kality Sub-City show that commitment differs among individuals, given the fact that plans and processes are alike. The sample was drawn based on stratified random sample technique to gather a correct representation of the target population.

3.4 Data Sources and Data Collection Instruments

The data collection method is described as the specific approach used to gather information and the choice of methods depends on research objectives and questions to be addressed Van-Zyl (2005). The data collected for this study comprises of both primary and secondary data. Data gathered from Akaki Kality Administrative Sub-City staff member and managers used to measure the level of their organizational commitment. The researcher employed data collection tools such questionnaire for the quantitative phase. Details of the data collection instruments are explained in the following sub-sections.

3.4.1 Primary Data

Primary data can be defined as the fresh information gathered for the first time and happens to be original in character. Kothari, (2006) described primary data as the original work of research or raw data without interpretation or pronouncements presented in official opinion or position. According to the nature of the study structured questionnaires used as the tool for collecting primary data used in the study.

3.4.1.1 Questionnaires

According to Kothari (2006), a questionnaire is a set of questions which are usually sent to selected respondents to answer at their own convenient time and subsequently return them to the investigator. Both close and open ended questionnaires employed in the study as they are easier and more convenient to be filled by respondent. The questionnaires were completed by respondents, asking the respondents to rate the relationship between leadership styles and organizational commitment in Akaki Kality Administrative Sub-City.

3.4.2 Secondary Data

Secondary data are those data obtained from a literature source. These are the ones that have already been collected by the other people for some other purposes. These are the second hand information and include published ones (Sunders et al, 2007). The most important source of literature on the field of leadership styles and Akaki Kality Administrative Sub-City employer as an aid to gain a better understanding of the relationship between leadership styles and organizational commitment included; relevant books concerning the relationship between leadership styles and organizational commitment offered by public institutions, published and unpublished dissertations, and articles from journal and newspaper reports.

3.5 Method of Data Presentation and Analysis

The collected data are clearly presented by using tables, graphs and charts which are expressed in the form of frequency, percentage, mean standard deviation and variance. The data collected from the departments were given a separate section and it helped to give a different perspective and a different set of factors that were discussed. The same was done in the case of other data collected from other sources. Data were analyzed by multiple regression analysis. In this context, a multiple regression analysis was performed by making use of all the dependent and independent variables available in the dataset. The dependent variable is organizational commitment and laissez faire, transactional and transformational are independent variables.

Multiple regression analysis was performed to identify the predictors of organizational commitment. What is the relationship between leadership style and organizational commitment? To answer this question, inferential statistical technique of Multiple Regression Analysis (MRA) was used. The data which were collected from questionnaire first give code or recording variables on Statistical package social science (SPSS) program. Based on descriptive data analysis techniques frequency, percentage, mean, standard deviation and graphic representation were made. Furthermore, hypothesis tests were performed using regression analysis. Kerlinger and Lee (2000) pointed that regression analysis is a statistical method that relates one dependent variable to a linear combination of one or more independent variables. A regression analysis technique identifies how much each independent variable has an impact on dependent variable.

3.6 Reliability and Validity

3.6.1 Reliability Test

Reliability is an attribute in which data collection procedures can be repeated with the same results. According to Kothari (2004), measuring instrument is reliable if it provides consistent results. In this paper to come up with this issue, the researcher ensured that external sources of data to become less weakness as much as possible through using offices' website to access secondary information. Moreover, to increase the reliability of measurements, the researcher distributed questionnaires through the researcher himself and the assistant to avoid variations from employee to employee since they had the best stand point of sight at different location and position in addition to this, as much as it required, the researcher provided explanations concerning on the questions to the respondents before they gave answer for it.

Cronbach's alpha was used to determine the reliability of the questionnaire used in the study. Cronbach's values range between 0 and 1; while 1. Implicates perfect reliability, the value 0.70 is deemed to be the lower level of acceptability (Lohr, 2010). Hence the coefficient alpha of this study shows 0.813, it shows that the internal consistency of the research instrument is satisfactory and reliable.

Table 3.1 Reliability test Statistics

Variables	No of item	Cronbach's Alpha
Organizational commitment	7	0.763
Transformational leadership style	7	0.916
Laissez faire(free-rein) style	8	0.821
Transactional leadership style	5	0.715
Democratic leadership style	6	0.840
Autocratic leadership style	5	0.728
Charismatic leadership style	6	0.825

As shown from the above table Cronbach's Alpha for all variables are all at an acceptable level. In general, the six factors in this study's measuring variable are consistent.

3.6.2 Validity Test

Validity refers to the extent to which the instrument measures what the researcher(s) actually wish to measure Kothari (2004). Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure. In order to ensure the quality of this research, content validity of the research instrument was checked. The content validity was verified by the advisor of this research, who looks into the appropriateness of questions and the scales of measurement. Peer discussion with other researchers conducted since it is another way of checking the appropriateness of questions. Moreover, copies of the questionnaire were distributed to ten respondents as a pilot test. This was done to find out whether the developing instruments measures what it meant to measure and also to check the clarity, length, structure and wording of the questions. This test also helped the researcher to get valuable comments to modify some questions.

3.7 Ethical Consideration

In this study, formal consent was obtained from each participant/sampling unit before data collection was commenced. Informed consent was sought from the management of the selected study area before the commencement of this research initiative.

The researcher undertook to protect the rights of the respondents by:

- Ensuring that none of the respondents were not named during the research or subsequent thesis;
- Respondents were selected to participate without compulsion;
- All respondents were properly informed of the reason and purpose of the research

CHAPTER FOUR

4. RESULTS AND DISCUSSION

4.1 INTRODUCTION

The main objective of this study was to examine the effect of leadership styles on organizational commitment of Akaki Kality Administration Sub-City. Therefore, this chapter contains data presentation, the data analysis and interpretation of the research findings. The questionnaire were arranged in to five scales ranging from five to one; where 5 represents strongly agree, 4 agree, 3 Neutral, 2 disagree, and 1 strongly disagree. To test the effect of independent variable on dependent variable, regression analysis was used in this study. To realize the extended objectives, in this study 183 questionnaires were distributed to Akaki Kality Administration Sub-City employers. Among the distributed questionnaires, 168 (91.8%) questionnaire were obtained valid and used for analysis. To answer the research questions the collected data were processed using SPSS 20 software.

4.2. Demographic Characteristics of Respondents

Table4.1 Frequency Distributions of Respondent with respect to their Gender

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	108	64.3	64.3	64.3
Valid female	60	35.7	35.7	100.0
Total	168	100.0	100.0	

There were a total sample of 168, who participated in this study from various departments and positions of Akaki Kality Administrative Sub-City employer. Table 4.1 indicate that the gender allocation of the sample of respondent from the Akaki Kality Administrative Sub-City employer which the research was conducted. As depicted on Table 4.1, 64.3 % were male, while the remaining 35.7% comprised of female respondents. This implies that the numbers of female employees in Akaki Kality Administrative Sub-City are lesser than male employees.

Table 4.2 Frequency Distributions of Respondent with respect to their Age

		your age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below 25	48	28.6	28.6	28.6
	25 - 35	62	36.9	36.9	65.5
	above 35	58	34.5	34.5	100.0
	Total	168	100.0	100.0	

According to Table 4.2 the age of majority employees were between 25 to 35 years old that account 36.9% employees who were below 25 years are 28.6% and above 35 years olds were 34.5%. This implies that most of the staffs are under the age category which commonly identified as young. So that having a group of employees that belong to the most active and energetic age group might help the organization to give better service to community.

Table 4.3 Frequency Distributions of Respondent with respect to their Educational background

		what is your level of education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	certificate diploma	54	32.1	32.1	32.1
	Degree	94	56.0	56.0	88.1
	Masters	20	11.9	11.9	100.0
	Total	168	100.0	100.0	

As shown from the above table 4.3 the respondent education level divided in to three groups i.e. 32.1% were certificate diploma, 56.0% were first degree holders and the remaining 11.9% were second degree holders. Here we can say that respondent are educated ,this implies that the respondent the Akaki Kality Administrative Sub-City has taken advantage of utilizing its human resource for organizational management performance application and they can gives the project competitive advantage were the competition will exist in the future.

**Table 4.4 Distributions of Respondent with respect to their Work Experience
how long have you served as an employee**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid below 5 years	36	21.4	21.4	21.4
Valid 6 -10 years	101	60.1	60.1	81.5
Valid above 10 years	31	18.5	18.5	100.0
Total	168	100.0	100.0	

In order to determine the length of service in the Akaki Kality Administrative Sub-City, 21.4% of the respondents worked below 5 years where 60.1% of the respondents worked between 6 to 10 years, 18.5% worked above 10 years respectively. This indicates that most of the employees have well experienced in the Akaki Kality Administrative Sub-City so that they may know well about the Organization and how that leadership style related to their organizational commitment in the sub city and that there is a relatively lower employee turnover as a result the Akaki Kality Administrative Sub-City reduce cost of hiring new employee and saves time. As a result the Akaki Kality Administrative Sub-City can achieve its objective and can maximize its profit.

Table 4.5 Frequency Distributions of Respondent with respect to their marital status

		marital status		
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid single	46	27.4	27.4	27.4
Valid married	97	57.7	57.7	85.1
Valid divorced	25	14.9	14.9	100.0
Total	168	100.0	100.0	

The above table shows that most of the respondents were married that accounts 57.7% of the total participants of the study. 27.4 % of the respondents were single and others are divorced. This indicates that most of the respondents have had family administration role in addition to their work and professional persons. This indicates that they were expected to be responsible in their office tasks. Overall, the respondents of this study were comprised from well-educated and family-oriented workers. It is believed that the study got data from responsible and accountable persons.

Table 4.6 Do you believe that giving advice without putting pressure on employee is quality of a strong leader?

Do you believe that giving advice without putting pressure on employees is quality of a strong leader?

	Frequency	Percent	Valid Percent	Cumulative Percent
yes	109	64.9	64.9	64.9
Valid no	59	35.1	35.1	100.0
Total	168	100.0	100.0	

From the above figure 4.6, 109 respondents out of 168 believe that giving advice without putting pressure on employees is quality of a strong leader but 59 of the respondents said we cannot believe that giving advice without putting pressure on employees is quality of a strong leader.

Table 4.7 Are you exactly doing the task you are chosen for?

Are you exactly doing the task you are chosen for?

	Frequency	Percent	Valid Percent	Cumulative Percent
yes	126	75.0	75.0	75.0
Valid no	42	25.0	25.0	100.0
Total	168	100.0	100.0	

From the above figure 4.7, 126 respondents out of 168 were doing exactly the task they were chosen for but 42 of the respondents said they are not doing the chosen task. This shows that more respondents of employ work by interest.

Table 4.8 Are you encouraged to use the standard procedures?

Are you encouraged to use the standard procedures ?

	Frequency	Percent	Valid Percent	Cumulative Percent
always	81	48.2	48.2	48.2
Valid rarely	39	23.2	23.2	71.4
never	48	28.6	28.6	100.0
Total	168	100.0	100.0	

From the above figure 4.8, 81 respondents stated that they are always encouraged to use the standard procedures and 39 respondents replied that they are rarely encouraged to use the standard procedures. 48 respondents replied never to this question. This means that the Akaki Kality administrative sub city has strong policy to encourage the use of standard procedures.

Table 4.9 Do you have Freedom of action?

do you have freedom of action ?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	always	115	68.5	68.5
	some times	28	16.7	85.1
	never	25	14.9	100.0
	Total	168	100.0	100.0

From the above figure 4.9, 115 respondents out of 168 said that they always have freedom of action whereas 28 of them replied that they sometimes have freedom of action and 25 said never have freedom of action. This shows that most of the people in the Akaki Kality administrative sub city have freedom of action regarding their work issues.

Table 4.10 Are you pushed for improved quality?

Are you pushed for improved quality?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	always	73	43.5	43.5
	some times	72	42.9	86.3
	never	23	13.7	100.0
	Total	168	100.0	100.0

From the above figure 4.10, 73 Respondents out of 168 are always pushed for improved quality. 72 of them said that this happens sometimes and there was 23 saying that Akaki Kality administrative sub city do not go for improvements in quality. This means that management in the project is well organized.

Table 4.11 Are you motivated towards accomplishing the task?

Are you motivated towards accomplishing the task?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	always	44	26.2	26.2
	some times	80	47.6	73.8
	never	44	26.2	100.0
	Total	168	100.0	100.0

From the above figure 4.11, there are 44 respondents out of 168 who said that they are always motivated towards accomplishing the task. 80 of the respondents said there is motivation

sometimes whereas 44 said that there is lack of motivation. This means that the employees are highly motivated towards their tasks in the company.

Table 4.12 Are you allowed to have their own judgment in solving problems?

Are you allowed to have own judgment in solving problems?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid always	92	54.8	54.8	54.8
Valid some times	72	42.9	42.9	97.6
Valid never	4	2.4	2.4	100.0
Total	168	100.0	100.0	

From the above figure 4.12, 92 out of 168 respondents said that they are allowed to have their own judgment in solving problems but 72 of them said that it happens sometimes. There are two respondents who said never about the allowance of own judgment in solving problems. This means that the Akaki Kality administrative sub city also gives the chance to the employees to be broad minded.

Table 4.13 Do you get support for building a team?

Do you get support for building a team?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid always	70	41.7	41.7	41.7
Valid some times	60	35.7	35.7	77.4
Valid Never	38	22.6	22.6	100.0
Total	168	100.0	100.0	

There are 70 respondents who said that they get support for building a team, however, 60 of them said they get the help sometimes and 38 of them said that they do not get the needed support. This means that there are good team leaders and the managers in the Akaki Kality administrative sub city to support their teams.

Table 4.14 Do you get complete freedom in your work?

do you get complete freedom in your work ?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid always	110	65.5	65.5	65.5
Valid some times	35	20.8	20.8	86.3
Valid Never	23	13.7	13.7	100.0
Total	168	100.0	100.0	

From the above figure 4.14, 110 respondents out of 168 said that they always had freedom of action in their work. 35 of them said that they have the freedom sometimes and 23 of them responded never to get freedom of work.

Table 4.15 Do you get the opportunity to work in the best way you think?

do you get the Opportunity to work in the best way you think?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	always	58	34.5	34.5
	some times	60	35.7	70.2
	Never	50	29.8	100.0
	Total	168	100.0	100.0

From the above figure 4.15, out of 168 respondents said that they had the opportunity work in the best way they think. 60 of them told that they said sometimes have the opportunity to work in the way they think is best. 50 of the respondents replied that they never had this opportunity.

4.3 The Relationship between Leadership style and organizational Commitment

Correlation is a statistical method used to determine whether a relationship between variables exists and to determine whether two or more variables are related and to determine the strength of the relationship between or among the variables are used Allan, (2009). If the correlation result lies between -1 and 0, the two variables are negatively related. But if the correlation result of the two variables lies between 0 and 1, the two variables are positively related. When we come to this study, the research would identify the relationship between leadership style and organizational commitment. The relationship between leadership style and organizational commitment was investigated using a two-tailed Pearson analysis. This provided correlation coefficients which indicated the strength and direction of linear relationship. The p-value indicated the probability of this relationship's significance. The significance of relationship was determined by p-value.

For this study significance level of 0.05 or 0.01 were taken as the standard for a two-tailed test of correlation. For this research, if the p-value is less than the alpha level of 0.05 ($P < 0.05$) or 0.01 ($P < 0.01$), the researcher rejected the null hypothesis and conclude that there is significant correlation between leadership styles and organizational commitment. On the other hand, if the p-value is not less than the alpha level of 0.05 ($P > 0.05$) or 0.01 ($P > 0.01$), the researcher failed to reject the null hypothesis and conclude that there is no significant relationship between the two variables. The results of the correlation analysis are presented below Table 16.

Table 4.16 Analyses of Correlations overall organizational commitment
Correlations

		Organizational commitment
Transformational leadership style	Pearson correlation	.243**
	Sig. (2-tailed)	.001
	N	168
Laissez faire(free-rein) style	Pearson correlation	.261**
	Sig. (2-tailed)	.001
	N	168
Transactional leadership style	Pearson correlation	.324**
	Sig. (2-tailed)	.000
	N	168
Democratic leadership style	Pearson correlation	.079
	Sig. (2-tailed)	.309
	N	168
Autocratic leadership style	Pearson correlation	-.091
	Sig. (2-tailed)	.241
	N	168
Charismatic leadership style	Pearson correlation	-.156*
	Sig. (2-tailed)	.044
	N	168

Table 16 presents the results of correlations between leadership styles and organizational commitment and the associated p-values. This result suggests that significant and a positive relationship exists between transformational, laissez faire and transactional leadership styles and organizational commitment of Akaki Kality Administrative Sub-City.

Furthermore, there is a negative and significant relationship between the Charismatic leadership style and organizational commitment of Akaki Kality Administrative Sub-City. Democratic leadership styles are significant and positive relationship with organizational commitment But Autocratic leadership styles are insignificant and negative relationship with organizational commitment of Akaki Kality Administrative sub city.

Table 4.17 correlation analyses of dimensions of organizational commitment

Correlations

		Affective commitment	continual commitment	Normative commitment
Transformational leadership style	Pearson correlation	-.084	.155*	.398**
	Sig. (2-tailed)	.280	.045	.000
	N	168	168	168
Laissez faire(free-rein) style	Pearson correlation	-.219**	.184*	.513**
	Sig. (2-tailed)	.004	.017	.000
	N	168	168	168
Transactional leadership style	Pearson correlation	.099	.388**	.200**
	Sig. (2-tailed)	.203	.000	.009
	N	168	168	168
Democratic leadership style	Pearson correlation	-.107	.125	.125
	Sig. (2-tailed)	.168	.106	.107
	N	168	168	168
Autocratic leadership style	Pearson correlation	-.104	-.026	-.087
	Sig. (2-tailed)	.180	.739	.262
	N	168	168	168
Charismatic leadership style	Pearson correlation	-.219**	-.107	-.039
	Sig. (2-tailed)	.004	.168	.618
	N	168	168	168

From the table 4.17 above it is evident that there is a weak but insignificant negative relationship between transformational leadership and affective commitment ($r = -0.084$, $P > 0.05$). Since the P-value was 0.280 which is greater than 0.05, the null hypothesis was not rejected. As a result, it can be concluded that there is sufficient evidence at the 5% level of confidence that there is a negative relationship between transformational leadership and affective commitment at Akaki Kaliti Administrative Sub-City.

From the table 4.17 above it is clear that there is a relatively weak but significant positive relationship between transformational leadership and continuance commitment ($r = 0.155$, $P < 0.045$). Since the P-value was 0.045 which is less than 0.05, the null hypothesis was rejected. As a result, it can be concluded that there is sufficient evidence at the 5% level of confidence that there is a positive weak relationship between transformational leadership and continuance commitment at Akaki Kaliti Administrative Sub-City.

From table 4.17 above it is clear that there is a relatively medium but significant positive relationship between transformational leadership and normative commitment ($r = 0.399$, $P < 0.000$). Since the P-value was 0.000 which is less than 0.05, the null hypothesis was rejected. As a result,

it can be concluded that there is sufficient evidence at the 5% level of confidence that there is a positive relationship between transformational leadership and normative commitment at Akaki Kality Administrative Sub-City.

From table 4.17 above it is clear that there is a weak and significant negative relationship between Laissez faire leadership style and Affective commitment ($r = -0.219$, $P < 0.000$). Since the P-value was 0.004 which is less than 0.05, the null hypothesis was rejected. As a result, it can be concluded that there is sufficient evidence at the 5% level of confidence that there is a negative relationship between Laissez faire leadership style and Affective commitment at Akaki Kality Administrative Sub-City.

From table 4.17 above it is clear that there is a weak and significant positive relationship between Laissez faire leadership style and continual commitment ($r = 0.184$, $P < 0.000$). Since the P-value was 0.017 which is less than 0.05, the null hypothesis was rejected. As a result, it can be concluded that there is sufficient evidence at the 5% level of confidence that there is a positive relationship between Laissez faire leadership style and continual commitment at Akaki Kality Administrative Sub-City.

From table 4.17 above it is clear that there is moderate and significant positive relationship between Laissez faire leadership style and normative commitment ($r = 0.513$, $P < 0.000$). Since the P-value was 0.000 which is less than 0.05, the null hypothesis was rejected. As a result, it can be concluded that there is sufficient evidence at the 5% level of confidence that there is a positive relationship between Laissez faire leadership style and normative commitment at Akaki Kality Administrative Sub-City.

There is an extremely weak, positive but insignificant relationship between transactional leadership and affective commitment ($r = 0.099$, $p < 0.203$). The researcher therefore does not reject the null hypothesis and concludes that there is insufficient evidence, at the 95% level of significance, of a significant relationship between transactional leadership and affective commitment.

There is a weak, but significant, positive relationship between transactional leadership and continual commitment ($r = 0.388$, $p < 0.000$). The researcher therefore rejects the null hypothesis and concludes that there is sufficient evidence, at the 95% level of significance, of a significant relationship between transactional leadership and continual commitment.

There is a weak, but significant, positive relationship between transactional leadership and normative commitment ($r = 0.200$, $p < 0.009$). The researcher therefore rejects the null hypothesis and concludes that there is sufficient evidence, at the 95% level of significance, of a significant relationship between transactional leadership and normative commitment.

There is an extremely weak, negative but insignificant relationship between democratic leadership and affective commitment ($r = 0.107$, $p < 0.168$). The researcher therefore does not reject the null hypothesis and concludes that there is insufficient evidence, at the 95% level of significance, of a significant relationship between democratic leadership and affective commitment.

There is an extremely weak, positive but insignificant relationship between democratic leadership and continual commitment ($r = 0.125$, $p < 0.106$). The researcher therefore does not reject the null hypothesis and concludes that there is insufficient evidence, at the 95% level of significance, of a significant relationship between democratic leadership and continual commitment.

There is an extremely weak, positive but insignificant relationship between democratic leadership and normative commitment ($r = 0.125$, $p < 0.107$). The researcher therefore does not reject the null hypothesis and concludes that there is insufficient evidence, at the 95% level of significance, of a significant relationship between democratic leadership and normative commitment.

There is an extremely weak, negative but insignificant relationship between Autocratic leadership style and affective commitment ($r = -0.104$, $p < 0.180$). The researcher therefore does not reject the null hypothesis and concludes that there is insufficient evidence, at the 95% level of significance, of a significant relationship between Autocratic leadership style and affective commitment.

There is an extremely weak, negative but insignificant relationship between Autocratic leadership style and continual commitment ($r = -0.026$, $p < 0.739$). The researcher therefore does not reject the null hypothesis and concludes that there is insufficient evidence, at the 95% level of significance, of a significant relationship between Autocratic leadership style and continual commitment.

There is an extremely weak, negative but insignificant relationship between Autocratic leadership style and normative commitment ($r = -0.087$, $p < 0.262$). The researcher therefore does not reject the null hypothesis and concludes that there is insufficient evidence, at the 95% level of significance, of a significant relationship between Autocratic leadership style and normative commitment.

There is a weak, but significant, negative relationship between Charismatic leadership style and affective commitment ($r = -0.219, p < 0.004$). The researcher rejects the null hypothesis and concludes that there is sufficient evidence, at the 95% level of significance, that there is a significant negative relationship between Charismatic leadership style and affective commitment. There is an extremely weak, negative but insignificant relationship between Charismatic leadership style and continual commitment ($r = -0.107, p < 0.168$). The researcher therefore does not reject the null hypothesis and concludes that there is insufficient evidence, at the 95% level of significance, of a significant relationship between Charismatic leadership style and continual commitment.

There is an extremely weak, negative but insignificant relationship between Charismatic leadership style and normative commitment ($r = -0.039, p < 0.618$). Therefore the researchers do not reject the null hypothesis and concludes that there is insufficient evidence, at the 95% level of significance, of a significant relationship between Charismatic leadership style and normative commitment.

4.4 Multiple linear regression

According to Pallant (2005), multiple regressions is not just one technique but a family of techniques that can be used to explore the relationship between one continuous dependent variable and a number of independent variables or predictors (usually continuous). And so, critical information can be obtained from Multiple Linear Regression; such as the overall significance of the model, the variance in the dependent variable that comes from the set of independent variables in the model, the statistical significance of each individual independent variable (controlling for the others), the direct effect (the direction of the effect) of each independent variable on the dependent variable and the relevant strength of the independent variable. However, before the actual regression analysis is made, it is necessary to check the assumptions of multiple linear regressions.

4.4.1 Assumptions of multiple linear regressions

4.4.1.1 Normality Test

Table 4.18 Assumptions of multiple linear regressions Normality test

Descriptive statistics

	N	Skewness	Kurtosis
--	---	----------	----------

	Statistic	Statistic	Std. Error	Statistic	Std. Error
Transformational leadership style	168	-2.035	.187	1.757	.373
Laissez faire(free-rein) style	168	-1.006	.187	-.013	.373
Transactional leadership style	168	-1.535	.187	2.167	.373
Organizational commitment	168	-2.159	.187	1.998	.373
Democratic leadership style	168	-1.584	.187	2.084	.373
Autocratic leadership style	168	-1.216	.187	.931	.373
Charismatic leadership style	168	-1.163	.187	.819	.373
Valid n (listwise)	168				

As we can see from the above descriptive statistic from Table 4.18, Kurtosis and Skewness statistics calculation demonstrates that the distribution is normal because Kurtosis and Skewness are in between -2 and +2, thus data is normally distributed and had a reasonable variance to use subsequent analysis.

4.4.1.2 No autocorrelation problem by Durbin –Watson test

The Durbin -Watson method is used to check the presence or absence of autocorrelation. If the Durbin -Watson values are between 1 and 2 there is no autocorrelation problem. However, if its' value out of this interval there is autocorrelation problem. As we see the model summary from the table 4.19 Durbin –Watson test is 1.408, it satisfies the rule and this tells us that the model have no autocorrelation problem. Now, the model was satisfying one of the assumption multiple linear regression.

Table 4.19 Model Summary autocorrelation test

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.486 ^a	.236	.207	.40626	1.408

4.4.1.3 Testing of multi co linearity

Multi collinearity refers to a situation in which there is exact (or nearly exact) linear relation among two or more of the input variables (Uma, 2003). The VIF (Variance Inflation Factor) for each term in the model measures the combined effect of dependence among the repressors on the variance of that term. One or more large VIF indicate multi collinearity. Practical experience indicates that if any of the VIF results exceeds 10, it is an indication that the associated regression coefficients are poorly estimated because of multi colinearity (Uma, 2003).

Test of Multi co linearity by using Tolerance and Variance inflation factors (VIF) From the below table 4.20 we observe that the model variables are free from multi co linearity problem this is due to VIF less than 10 and Tolerance approximately greater than 0.2 . Therefore, we conclude that the model was really meets one of the assumption multiple linear regression which is no multi co linearity problem.

Table 4.20 Assumptions of multiple linear regressions Multi co linearity test

Coefficients^a

Model	Collinearity statistics	
	Tolerance	Vif
Transformational leadership style	.331	3.022
Laissez faire(free-rein) style	.737	1.357
1 Transactional leadership style	.643	1.555
Democratic leadership style	.491	2.037
Autocratic leadership style	.653	1.533
Charismatic leadership style	.770	1.299

As we can see from the above table 4.20 collinearity Statistics shows that the VIF value of Transformational leadership style, Transactional leadership style, Democratic Leadership, Autocratic Leadership, Charismatic Leadership and Laissez-fair Leadership are 3.022, 1.555, 2.037, 1.533, 1.299 and 1.357 respectively which is less than 10 so we conclude that no collinearity is observed on this data.

4.4.2 Model Summary of Regression Analysis

Regression analysis shows that independent variables explain the dependent variable, a regression analysis was performed. The regression was made between the independent variables and the dependent variable organizational commitment. The multiple regression models are the Model Summary table. This table provides the R, R square (R^2) adjusted R square (R^2), and the standard error of the estimate, which can be used to determine how well a regression model fits the data. The multiple correlation coefficients, R, can be considered to be one measure of the quality of the prediction of the dependent variable. The R square value (also called the coefficient of

determination) is the proportion of variance in the dependent variable that can be explained by the independent variables.

Table 4.21 Model Summary

Model	R	R square	Adjusted r square	Std. Error of the estimate	Durbin-Watson
1	.486 ^a	.236	.207	.40626	1.408

A. Predictors: (constant), charismatic leadership style, transactional leadership style, laissez faire (free-rein) style, autocratic leadership style, democratic leadership style, transformational leadership style
 B. Dependent variable: organizational commitment
 From the above table 4.21, it can be observed that, R=0.486 is approximately indicates that there is strong relation between dependent and independent variables. Also R² and R² (adjusted) were good. More over R²=0.236 indicates that about 23.6% of the total variation of dependent variables organizational commitment is explained by the independent variables. The remaining 76.4% is explained by another factor not included in the model. However, R square tends to somewhat overestimate when applied to the real world, so an Adjusted R² is calculated which takes into account the number of variables and the number of observations. Adjusted R Square value 0.207 it means; about 20.7% of variability in the organizational commitment is explained by the total variability of independent variables in the estimated regression and other non-mentioned factors in the estimated regression.

4.4.3 The overall test of multiple linear regression model (ANOVA)

The ANOVA (Analysis of Variance) table shows that the overall significance/acceptability of the model from a statistical perspective. F test is a part of ANOVA table which shows the significance of the whole model. The model is considered to be significant if the F calculated value is greater than the F tabulated value i.e. F_{cal} > F_{tab} or P value is less than α value.

Table 4.22 ANOVA TABLE

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	8.199	6	1.367	8.280	.000 ^b
Residual	26.573	161	.165		
Total	34.772	167			

a. Dependent Variable: ORGANIZATIONAL COMMITMENT

B. Predictors: (constant), charismatic leadership style, transactional leadership style, laissez faire(free-rein) style , autocratic leadership style, democratic leadership style, transformational leadership style

From the above ANOVA table we simply conclude that the overall test of the model is significant, because as we can see from this table the P-value is 0.000 which is less than the alpha value α -0.05 (5% level of significance). This is the indication of the goodness of the overall model. Simply it can be said that the model fit the data well.

Ho: $\beta_j = 0$

H1: $\beta_j \neq 0$ at least one of the parameters is different from zero where $j=1, 2, 3, 4$.

The significance value was 0.000 which was less than 0.01 thus the model was statistically significance in predicting how Transformational leadership style, Transactional leadership style, Democratic Leadership, Autocratic Leadership, Charismatic Leadership and Laissez-fair Leadership influence organizational commitment of Akaki Kality Administrative Sub-City. The F critical at 5% level of significance was 0.000. Therefore, we have enough evidence to reject the null hypothesis.

From the above decision rule, it can be concluded that the model of above estimated (ANOVA) model are significance. This also indicates that there is a linear relationship between dependent and independents variables.

4.4.4 Tests and results discussion for the individual parameter coefficients

4.5.4.1 Interpretation of significance variable

In regression, an interaction effect exists when the effect of an independent variable on a dependent variable changes, depending on the value(s) of one or more other independent variables. Thus, in a regression equation, an interaction effect is represented as follows: The general form of the multiple regression equation with k independent variables is

$$Y = b_0 + b_1x X_1 + b_2xX_2 \bullet\bullet\bullet b_kxk + \epsilon$$

Where Y = the Predicted Variable is organizational commitment

b_0 = Constant b_1, b_2 and b_n unstandardized regression coefficients

X_1, X_2 and X_n are the explanatory variables and the error term ϵ (the Greek letter epsilon) is a random variable. Source: (bluman, 2007)

Table 4.22 multiple linear regression Coefficients

Coefficients^a

Model	Unstandardized coefficients		Standardized coefficients	T	Sig.
	B	Std. Error	Beta		
(constant)	2.459	.226		10.855	.000
Transformational leadership style	.304	.093	.394	3.287	.001
Laissez faire(free-rein) style	.052	.047	.088	1.098	.274
1 Transactional leadership style	.187	.064	.250	2.913	.004
Democratic leadership style	-.129	.065	-.195	-1.985	.049
Autocratic leadership style	-.131	.046	-.244	-2.863	.005
Charismatic leadership style	-.102	.043	-.187	-2.387	.018

A. Dependent variable: organizational commitment

Table 4.23 above reveal that the relationship between the dependent variable (organizational commitment) and the independent variables (Democratic Leadership, Transformational leadership style, Autocratic Leadership, Charismatic Leadership, Transactional leadership style and Laissez-fair Leadership) including the constant parameter can be expressed linearly as the regression equation obtained after the analyses of the data is as follows:

$$\text{Organizational commitment} = 2.459 - 0.129 \text{ Democratic Leadership} - 0.131 \text{ Autocratic Leadership} - 0.102 \text{ Charismatic Leadership} + 0.052 \text{ Laissez fair Leadership} + 0.304 \text{ Transformational leadership style} + 0.187 \text{ Transactional leadership style}$$

The regression equation above established that taking all factors into account (Democratic Leadership, Transformational leadership style, Autocratic Leadership, Charismatic Leadership, Transactional leadership style and Laissez-fair Leadership) constant at zero, organizational commitment of Akaki Kality Administrative Sub-City will be an index of 2.459.

The findings presented also showed that taking all other independent variables at zero, a unit increase in Democratic Leadership would lead to a 0.129 decrease in organizational commitment of Akaki Kality Administrative Sub-City. The P-value was 0.049 which is less than 0.05 and thus the relationship was negative and significant.

The findings presented also showed that taking all other independent variables at zero, a unit increase in Autocratic Leadership style will lead to a 0.131 decrease in organizational commitment of Akaki Kality Administrative Sub-City. The P-value was 0.005 which is less than 0.05 thus the relationship was negative and significant. Autocratic Leadership has negative relationship with organizational commitment and statistically significant at 5% level of significance. Autocratic Leadership input to the organizational commitment is significant effect in the Akaki Kality Administrative Sub-City.

The findings presented also shows that taking all other independent variables at zero, a unit increase in Charismatic Leadership will lead to a 0.102 decrease in organizational commitment of Akaki Kality Administrative Sub-City. The P value was 0.018 which is less 0.05 and thus the relationship was negative and significant.

The findings presented also showed that taking all other independent variables at zero, a unit increase in Laissez-fair Leadership will lead to a 0.052 increase in organizational commitment of Akaki Kality Administrative Sub-City. The P-value was 0.274 which is greater than 0.05 and thus the relationship was positive and not significant effect on organizational commitment.

The findings presented also showed that taking all other independent variables at zero, a unit increase in Transformational leadership style will lead to a 0.304 increase in organizational commitment of Akaki Kality Administrative Sub-City. The P-value was 0.001 which is less than 0.05 and thus the relationship was positive and significant.

Finally the findings presented also showed that taking all other independent variables at zero, a unit increase in Transactional leadership style will lead to a 0.187 increase in organizational commitment of Akaki Kality Administrative Sub-City. The P-value was 0.004 which is less than 0.05 and thus the relationship was positive and significant.

4.5 DISCUSSIONS

The main objective of this study is to find out the relationship between leadership styles and organizational commitment in Akaki Kality Administrative Sub-City Office.

The correlation results have shown that each of the leadership styles was at different level significantly correlated with overall organizational commitment. The results are entirely consistent with the views that different leadership styles have both a positive and a negative relationship on the organizational commitment. Transformational leadership style, Transactional leadership style

and laissez-fair leadership styles were found to have a positive influence on organizational commitment. But, Charismatic leadership style was found to have a negative relationship on the organizational commitment in the organization taken for study. This study reveals that organizational commitment is associated with the leadership style. This finding is strongly agreed with the view of Lawal, et al (2002), that managers have effective leadership style that enhances organizations' commitment. Many of the respondents are of the opinion that the effective leadership style enhances organizational commitment. Transformational leadership possesses a stronger relationship with organizational Commitment. The results of this study are consistent with other studies that demonstrated a significant correlation between leadership style and organizational commitment, including Bass's 1985 study. Bass discovered that transformational leadership factors have a stronger relationship on organizational commitment. Results of this study also support the findings of Lo et al. Lo, et al.'s 2009 research examined leadership styles and organizational commitment. They found that leaders who practiced transformational leadership achieved higher levels of organizational commitment from their employees than leaders who practiced transactional leadership.

Laissez faire leadership style has positive relationship with continual commitment and normative commitment but laissez-faire leadership style correlated negatively with affective commitment. This negative and weak relationship found in the present study between laissez-faire leadership and affective commitment was similar to that found by Bučiūnienė and Škudienė (2008) observed that laissez-faire leadership correlated negatively with affective commitment. Contrary to this, however, Limsila and Ogunlana (2007) observed that laissez-faire leadership correlated positively with affective commitment. In addition to this, the result was consistent with some previous study for example Temesgen (2011) who indicated that laissez-faire leadership behaviors have negative relationship with affective commitment.

Previous studies also determined that transactional leadership possesses either only a weak relationship or no relationship at all, with organizational commitment (Catano et al., 2001; Emery & Barker, 2007; Napp, 2011). However, this study verified that there is indeed a relationship between transactional leadership and organizational commitment.

Chapter Five

5. Summary, Conclusions and Recommendations

5.1 Summary

The results are entirely consistent with the views that different leadership styles have both a positive and a negative relationship on the organizational commitment. Transformational leadership style, Transactional leadership style and laissez-fair leadership styles were found to have a positive influence on organizational commitment. But, Charismatic leadership style was found to have a negative relationship on the organizational commitment in the organization taken for study. This study reveals that organizational commitment is associated with the leadership style. This finding is strongly agreed with the view of Lawal, et al (2002), that managers have effective leadership style that enhances organizations' commitment. Many of the respondents are of the opinion that the effective leadership style enhances organizational commitment. Transformational leadership possesses a stronger relationship with organizational Commitment. The results of this study are consistent with other studies that demonstrated a significant correlation between leadership style and organizational commitment, including Bass's 1985 study. Bass discovered that transformational leadership factors have a stronger relationship on organizational commitment.

Results of this study also support the findings of Lo et al. Lo, et al.'s 2009 research examined leadership styles and organizational commitment. They found that leaders who practiced transformational leadership achieved higher levels of organizational commitment from their employees than leaders who practiced transactional leadership.

Laissez faire leadership style has positive relationship with continual commitment and normative commitment but laissez-faire leadership style correlated negatively with affective commitment.

5.2 Conclusions

The main objective of this study was to examine the relationship between leadership styles and organizational commitments at Akaki Kality Administrative Sub-City. Based on the major findings of the study, the following conclusions were drawn.

The relationship between leadership style and organizational commitment was examined by using Pearson correlation coefficient. Transformational leadership style had a positive and significant relationship with continuance and normative commitment at Akaki Kality Administrative Sub-City. But Transformational leadership style had a negative and insignificant relationship with affective commitment. Transformational leadership style which involve building high level of trust and confidence, developing strong sense of loyalty, inspiring shared vision, encouraging creativity, providing training and coaching are somewhat positively related to the feeling of employees about their willingness to stay, their obligation to commit to and their moral obligation to continue working with Akaki Kality Administrative Sub-City. Hence, it is possible to conclude that transformational leadership behaviors play major role on the development and improvement of organizational commitment at Akaki Kality Administrative Sub-City. If the leaders exercise more of transformational leadership style, employees may want to, need to or feel moral obligated to stay in Akaki Kality Administrative Sub-City.

Similarly, the study revealed that transactional leadership styles were positively related to continuance commitment and normative commitment at Akaki Kality Administrative Sub-City but its relationship was not strong. But transactional leadership style had a negative and insignificant relationship with affective commitment Transactional leadership style which include clarification of goals, exchange of rewards for meeting agreed-on objectives, monitoring deviance and taking corrective action quickly, and ignoring problems or waiting for problems to become serious before

taking actions are somewhat positively related to the feeling of employees about their willingness to stay, obligation to commit and moral obligation to stay in Akaki Kality Administrative Sub-City. Hence, it is affirmed that transactional leadership style has positive effect on the development and improvement of organizational commitment at Akaki Kality Administrative Sub-City. It means that leaders may be able to develop and improve organizational commitment by exercising transactional leadership behaviors at Akaki Kality Administrative Sub-City.

The finding also reveals that laissez-faire leadership style had negative and significant relationship with affective commitment but there is a positive and significant relationship with continuance commitment and normative commitment at Akaki Kality Administrative Sub-City. Laissez-fair leadership style includes avoiding getting involved when problem arise, avoiding making decision, abdicating responsibilities, ignoring problem and subordinates' needs. From this finding, it is possible to say that laissez-faire leadership style had positive and negative relationship with organizational commitment at the Akaki Kality Administrative Sub-City.

In general, the findings have indicated that Charismatic leadership style was negatively affecting and significantly relationship with affective commitment whereas Charismatic leadership style was negative and insignificant weak relationship with continual and normative commitment. Autocratic leadership style was negative and insignificant relationship correlates with affective commitment, continuance commitment and normative commitment. According to the overall findings of this study, transformational, Laissez faire (free-rein) style and transactional leadership styles had a positive and significant relationship with organizational commitment. But Charismatic leadership style had a negative and significant relationship with organizational commitment. However, Democratic leadership style and Autocratic leadership style had no relationship with organizational commitment.

With regard to recognizing to what extent leadership styles can affect organizational performance, regression analysis was made. Based on the analysis, the R square (R^2) explain that 23.6% change in Organizational commitment can be predicted by the combination of the six leadership styles.

With respect to the coefficients of regression analysis, transformational leadership style ($B= 0.304$, $p=.001$) and Transactional leadership style ($B= 0.187$, $p=.004$) having positive and a significant effect at 5% level of significance on the dependent variable organizational commitment while

Democratic leadership style ($B = -0.129$, $p = .049$), Autocratic leadership style ($B = -0.131$, $p = .005$) and Charismatic leadership style ($B = -0.102$, $p = .018$) having negative and a significant effect at 5% level of significance on the dependent variable organizational commitment. But Laissez faire leadership style ($B = 0.052$, $p = 0.274$) has positive effect on organizational commitment and not statistically significant at 5% level of significance. Laissez-fair Leadership style input to the organizational commitment is not significant effect in the Akaki Kality Administrative Sub-City.

The study proved that leadership styles have a pronounced effect on organizational commitment. Commitment of an organization is significant effect to leadership styles especially in transactional leadership style, transformational leadership style, Democratic leadership style, Autocratic leadership style and Charismatic leadership style. In case of Laissez Faire leadership style it is not significant effects on organizational commitment in Akaki kality administrative sub city.

Therefore, the combinations of the six dimensions of leadership style (transactional leadership style, transformational leadership style, Democratic leadership style, Autocratic leadership style, Charismatic leadership style and Laissez faire leadership style) are playing their own role in enhancing organizational performance. Therefore, transactional leadership style, transformational leadership style, Democratic leadership style, Autocratic leadership style and Charismatic leadership style in Akaki kality administrative sub city will bring more influence on organizational commitment.

5.3 Recommendations

This study has found out the impacts of leadership styles on organizational effectiveness in Akaki Kality Sub-City Micro and Small Enterprise Office. Based on the conclusion drawn above and the findings of the study, the following recommendations are given.

- ✓ 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. Since there is evidence that transformational leadership can be taught, the schools needs to enhance transformational leadership behaviors through

different leadership development initiatives such as training, coaching, symposia and workshops.

- ✓ Autocratic leadership style was found to have a negative significant effect on the organizational commitment in the organization. Hence, organizations should look carefully in order not to develop such leadership style.
- ✓ Charismatic leaders are reluctant to train the workers to act as their replacements in the future. So, AkakiKality Administrative Sub-City Office should train the workers to develop future leaders.
- ✓ Leadership styles have significant relationship with organizational commitment. As a result, leaders should satisfy workers through various packages of benefits.
- ✓ Generally, leaders must be able to give more attention to exercise more transformational, transactional leadership, democratic, autocratic and charismatic leadership style in order to develop and improve organizational commitment at AkakiKality Administrative Sub-City.

5.2.1 Recommendation for Further Studies

This study has found out the relationship between leadership styles and organizational commitment in Akaki Kality Administrative Sub-City. Hence, the results are confined to this organization. This means further studies needs to be carried out in other institutions to investigate the relationship between leadership styles and organizational commitment. Moreover, further studies needs to be carried out in other public and private institutions to check whether the relationship is the same and to investigate the factors that affect organizational commitment.

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Appendix 1 Questioner

St. MARY UNIVERSITY

SCHOOL OF GRADUATE STUDIES

MBA PROGRAM

Dear respondent:

I am student of masters of business Administration, at St. Mary University. As partial fulfillment of the program; I am carrying out a research on the relationship between leadership style & organizational commitment in case of Akaki Kality administration sub city. You have been selected to participate in this survey, and I would like to appreciate you for answering all the questions. The research result could be used as an input for decision makers, professionals, academician and other interested groups to play their respective role for the achievement of project objectives.

It is believed that your participation in this research will contribute in achieving the objectives of the research. Thus, the quality of your response towards the question items determines the quality of the research results. Therefore, please answer the questions as thoroughly, objectively and honestly as possible according to the instructions contained in the body of the questionnaire. Finally, I want to assure you that all information provided in this survey will be treated with strict confidentiality and allowed to serve only for the purpose of the research under consideration.

Interested participant of this study will be given feedback on the overall research results after the completion of the research work.

SECTION A: DEMOGRAPHIC INFORMATION

Please give us your answer for the following questions and tell us what you feel about the statements. Tick only one box.

- 1. Sex Male Female
- 2. Age Under 25 years 25-35 36-45 46-55 above 55
- 3. Educational background? Certificate or below Diploma
Degree MSc and above
- 4. Marital status
Single Married divorce
- 5. How many years of experience do you have you served as an employee?
 1-5 6-10 11-20 more than 20 years

SECTION 2: LEADERSHIP STYLE

In return of leadership style practice of Akaki Kality administration sub city, tick the right alternative that corresponds to your opinion from the key alternatives. Rate your response on scale of five units where by:

1= strong disagree 2= Disagree 3=neutral 4= agree 5=strongly Agree

Transformational leadership style		1	2	3	4	5
1	The manager is concerned about the employee's job as well as his personal problems.					
2	My supervising official Believes that when true learning and development appear, mistakes will occur.					
3	My manager creates team sprites.					
4	My manager is very flexible and welcoming to new ideas.					
5	My manager treats all of his subordinates as if they are his friends.					
6	My boss uses the expression WE rather than I.					
7	My boss encourages people to participate in decision-making.					

LAISSEZFAIRE LEADERSHIP STYLE		1	2	3	4	5
1	When creating performance standards, the supervisor relies solely on his or her own decision.					

2	My manager does not make me follow any measures.					
3	In my department, there is a lot of room for leadership.					
4	My department works well and there are no obstacles in the way of leadership. Or, in the case of an obstacle, I inspire others to follow in my footsteps.					
5	When my point of view differs from that of my leader, I am not treated unfairly.					
	My boss gives me the freedom to express myself freely.					
	Whenever I have a different point of view from that of my leader am not mistreated					
6	My supervisor allows me to express my point of view openly.					

Autocratic Leadership Style		1	2	3	4	5
1	Your leaders give negative and personalized feedback; and use threats of discipline or punishment as a motivational tool.					
2	Your leaders provide clear direction; but in a tactful manner					
3	Your leaders expect immediate subordinate compliance or obedience					
4	Your leaders are reward adequate effectiveness and rarely punish or give negative feedback subordinate input					
5	Your leaders established trust by avoiding unnecessary specific direction and close supervision. Your leaders control tightly, often by requiring many detailed reports					
6	Your leaders believe subordinates should participate in decisions that affect their work and prefer to make decisions by consensus					

Charismatic Leadership Style		1	2	3	4	5
1	Your leaders are good communicators. They are able to share the message loud and clear.					
2	Your leaders are able to think outside of the box in order to create meaningful change in the organization.					
3	Your leaders are visionary means being open to chance and understanding that constant improvement is required for progress.					
4	Your leaders are able to sense the other person's expectations and properly approach them with your vision. In short, they are able to sense the mood and be able to adjust to it.					

5	Your leaders are willing to take risks as well they are accountable for any problems that might arise.					
6	Your leaders are good communicators. They are able to share the message loud and clear.					

SECTION 3: Levels of Organizational commitment in Akaki Kality administration sub city

NO	Affective Commitment Scale					
		1	2	3	4	5
1	I would be very happy to spend the rest of my career with this organization.					
2	I really feel as if this organization's problems are my own.					

NO	Continuance Commitment Scale	Frequency				
		1	2	3	4	5
1	Right now, staying with my organization is a matter of necessity as much as desire.					
2	I was a regular attendee at work meetings and training sessions.					
3	It would be very hard for me to leave my organization right now, even if I wanted to.					

NO	Normative Commitment Scale	Frequency				
		1	2	3	4	5
1	I do not feel any obligation to remain with my current employer.					
2	Even if it were to my advantage, I do not feel it would be right to leave my organization now.					

1. Do you get the opportunity to work in the best way you think?

Always Sometimes never

2. Do you get complete freedom in your work?

Always Sometimes never

3. Do you get support for building a team?

Always Sometimes never

4. Are you allowed to have their own judgment in solving problems?

Always Sometimes never

5. Are you motivated towards accomplishing the task?

Always Sometimes never

6. Are you pushed for improved quality?

Always Sometimes never

7. Do you have Freedom of action?

Always Sometimes never

8. Are you encouraged to use the standard procedures?

Always Sometimes never

9. Are you exactly doing the task you are chosen for?

Yes no

10. Do you believe that giving advice without putting pressure on employee is quality of a strong leader?

Yes no