

**Addis Ababa University**

**College of Business and Economics**

**Department of public Administration and Development Management**

**TITLE: The Effect of Leadership Styles on Employee Commitment (in Case of Addis Ababa University Business and Economics Campus)**

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**Purpose**: The purpose of this study is to examine the relationship between leadership styles and employee commitment within the context of Addis Ababa University Business and Economics Campus. Leadership styles play a crucial role in shaping organizational culture, employee attitudes, and overall organizational performance. Understanding how different leadership approaches influence employee commitment is essential for fostering a positive work environment and enhancing organizational effectiveness.

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I would like to express my first and for most gratitude special thanks and sincere appreciation to my advisor Fetiya Ahmed for assistance constructive criticism and dedication. Next to God I would like to express my deepest gratitude and appreciation for genuine cooperation to my family and relatives for financial supporting throughout my academic life and relatives for financial supporting throughout our academic life. My deepest gratitude also extends to Addis Ababa University for unwavering support in providing infrastructure.

# ABSTRACT

This study investigates the relationship between leadership styles and employee commitment at Addis Ababa University Business and Economics Campus. Leadership plays a pivotal role in shaping organizational dynamics and employee attitudes. The aim of this research is to understand how different leadership styles—namely transnational, transnational, and laissez-faire leadership—affect employee commitment levels among faculty and staff. The study employs a mixed-methods approach, utilizing surveys and interviews to gather data on employees' perceptions of leadership behaviors and their commitment to the organization. Findings reveal insights into the effectiveness of various leadership styles in fostering employee commitment and engagement. Additionally, the study uncovers underlying mechanisms through which leadership styles influence commitment, including trust, communication, and organizational support. The results provide valuable implications for organizational leaders and managers seeking to enhance leadership practices and cultivate a culture of commitment within academic institutions.

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# CHAPTER ONE

## 1. **INTRODUCTION**

## 1.1 Background of the study

In Africa, and specifically in Ethiopia, organizations, both public and commercial, are established with the primary goal of achieving predetermined aims and objectives. The significance of the human element, comprising employees and leadership, in realizing these objectives cannot be overstated (Abasilim, Gberevbie, & Osibanjo, 2019; Mottoh, 2015). Within Ethiopia, Addis Ababa University Business and Economics Campus stands as a notable institution dedicated to academic excellence and organizational success. As such, understanding the interplay between leadership styles and employee commitment within this specific context is paramount for optimizing organizational effectiveness and fostering a conducive work environment.

Leadership, as a critical component within organizations, is instrumental in harnessing the potential of human resources to achieve organizational goals (Armstrong, 2006; Jain, Duggal, & Research, 2015; Popli & Rizvi, 2016). Effective leadership not only motivates employees but also facilitates the optimal utilization of other organizational resources, such as financial, technological, and physical assets. Within the realm of leadership, various styles have been identified, each exerting different influences on employee motivation, commitment, and performance (Northouse, 2018). As suggested by Armstrong (2006), factors contributing to enhanced employee and organizational performance include not only creative compensation structures and employee benefits but also a supportive work environment, alignment with organizational values, and opportunities for career advancement and recognition. The leadership approach adopted within an organization significantly influences the manifestation and efficacy of these elements, thereby shaping employee engagement, commitment, and ultimately organizational success. Thus, understanding the interplay between leadership styles and these performance-enhancing factors is essential for promoting organizational effectiveness and cultivating a motivated and committed workforce.窗体底端

Enhancing their professional, social, and personal lives through leadership can be achieved.Companies look for people with leadership potential because they think these people provide unique qualities to their companies and eventually boost profits (NawoseIng’ollan, Roussel, & Science, 2017). It is both a pressing issue and a poorly understood concept in the business world. The history of leadership spans several paradigm shifts and a vast body of knowledge (Ayalew, 2019).

Transformation leadership, transnational leadership, and laissez-faire leadership styles have been classified as the most usually embraced styles utilized in organizational leadership studies (Abasilim et al., 2019). These styles were all discussed, depending on the demands of the role and the type of task that needed to be completed in accordance with the intended standards. All leadership styles had their own advantages and disadvantageous. The leaders may have more than one leadership style.

Transformation leaders make an effort to immerse themselves in the situation and assist their subordinates in carrying out the assignment more effectively. These leaders adhere to the idea of encouraging and resolving conflicts (Sethuraman & Suresh, 2014). Transnational leadership is more focused on a transnational and gives/takes approach, a transnational leader is more focused on process and follows the system in which he/she controls the tasks based on their targets and rewards subordinates based on their performance(Bass & Bass Bernard, 1985). An inactive style of leadership is known as laissez-faire. It takes a detached approach to leadership. The laissez-faire leader is one who respects the employees' right to make decisions and disregards them so they can take care of themselves.

Employee commitment is significantly impacted by leadership styles. Following an employee's departure from the company, a recruitment, selection, and training process is initiated to find a replacement. Employee commitment has been shown to be significantly and favorably correlated with both transformation and transnational leadership styles; as a result, institutions should make an effort to retain these leadership philosophies within their workforce's(Lemma, 2018).

## 1.2 Statement of the problems

The success of any organization hinges on its adept utilization of resources, encompassing financial, human, and material assets, alongside employee commitment. Employees serve as the linchpin in translating inputs into outputs and delivering high-quality services, making their commitment indispensable to organizational achievement (Bass & Riggio, 2006).

Employee commitment emerges as a primary determinant of organizational success, with contented workers exhibiting dedication, collaboration, and reduced absenteeism. Conversely, low employee commitment can lead to absenteeism, lateness, and poor work attitudes, posing significant challenges to organizational performance (Balassiano & Salles, 2012).

Leadership styles play a pivotal role in shaping employee commitment. However, contemporary leaders encounter challenges in retaining valuable employees who contribute to organizational value. Therefore, assessing the impact of leadership styles on employee commitment becomes crucial, particularly within the context of Addis Ababa University.

Existing research has explored the relationship between leadership styles and organizational commitment across various cultural backgrounds, yielding ambiguous findings. Additionally, limited data exist regarding the influence of leadership styles on employee commitment in governmental universities. Thus, this study aims to address these gaps by assessing the effect of leadership styles on employee commitment at Addis Ababa University.

By undertaking this study, we seek to contribute to the existing body of knowledge by providing insights specific to the context of Addis Ababa University. My research aims to elucidate the nuances of leadership styles and their impact on employee commitment, offering valuable implications for organizational leadership practices and strategies for enhancing employee engagement and retention.

## 1.3 Objectives of the study

### **1.3.1 General objective**

The general objective of this study is to assess the effect of leadership styles on employee commitment at Addis Ababa University.

### **1.3.2 Specific objectives**

Specific objectives are clear and measurable statements that articulate the precise goals or aims of a research study. They provide a focused direction for the research and guide the methodology and analysis.

* To analyze the prevailing leadership styles among academic and administrative leaders at Addis Ababa University Business and Economics Campus.
* To assess the level of employee commitment among faculty and staff members at Addis Ababa University Business and Economics Campus.
* To examine the relationship between different leadership styles and employee commitment levels within the university context.
* To identify the most influential leadership styles in fostering high levels of employee commitment at Addis Ababa University Business and Economics Campus.
* To explore the underlying mechanisms through which leadership styles impact employee commitment, including factors such as trust, communication, and organizational support.

## 1.4 Research questions

* What are the predominant leadership styles exhibited by academic and administrative leaders at Addis Ababa University Business and Economics Campus?
* How would you assess the level of employee commitment among faculty and staff members at Addis Ababa University Business and Economics Campus?
* What is the nature of the relationship between different leadership styles and employee commitment levels within Addis Ababa University Business and Economics Campus?
* Which leadership styles have the most significant influence on fostering high levels of employee commitment at Addis Ababa University Business and Economics Campus?
* What are the underlying mechanisms through which leadership styles impact employee commitment at Addis Ababa University Business and Economics Campus, including factors such as trust, communication, and organizational support?

## 1.5 Significance of The Study

The results of this study will include information on the level of employee commitment and the impact of different leadership styles. Identifying different leadership styles that influence employee commitment will help organizations identify and implement effective leadership practices and will provide information for policymakers, planners, and governmental and non-governmental organizations in order to change and re-plan leadership styles that fit employee commitment. Understanding how leadership affects commitment will assist companies in developing a culture at work that is supportive of their goals and values. It will also be significant for organizations aiming to create a positive and productive work environment, which will enhance employee satisfaction, retention, and overall organizational success.

This research will serve as a benchmark for the researcher to explore further on this and other related topics. It will also help to identify factors that determine employees' commitment. This study will fill the gaps that have not so far been studied by earlier researchers. This study will inspire additional researchers to conduct a more thorough investigation.

## **1.6 Scope of the study**

The scope of this study encompasses an examination of the effect of different leadership styles on employee commitment within Addis Ababa University Business and Economics Campus. The study will focus on identifying, analyzing, and understanding the leadership styles practiced by academic and administrative leaders in the university setting.

The selected leadership styles for investigation, namely transformational, transnational, and laissez-faire leadership, are widely recognized and extensively studied in the literature. These leadership styles offer distinct approaches to motivating and influencing employees, thus making them pertinent for understanding their impact on employee commitment within the university context. Transformational leadership is known for inspiring and empowering followers, transnational leadership emphasizes reward and punishment mechanisms, while laissez-faire leadership involves minimal interference, allowing employees greater autonomy.

The study will be delimited to Addis Ababa University Business and Economics Campus in Ethiopia. This geographic focus is chosen due to the unique organizational culture, academic environment, and leadership dynamics specific to the university. By concentrating on a single campus of the university, the study can achieve depth and specificity in its analysis, ensuring relevance and applicability of findings to the context under study.

Addis Ababa University Business and Economics Campus serves as a significant academic institution within Ethiopia, with distinctive characteristics and challenges in leadership and employee commitment. Focusing on this specific campus allows for a more targeted and nuanced investigation into the factors influencing employee commitment within the university context, contributing to a deeper understanding of the phenomenon.

The study will employ a mixed-methods research approach, combining qualitative and quantitative methods. Data will be collected through surveys and interviews conducted with faculty and staff members at Addis Ababa University Business and Economics Campus. Quantitative analysis will involve statistical techniques to examine the relationship between leadership styles and employee commitment levels, while qualitative analysis will provide insights into the underlying mechanisms and contextual factors shaping this relationship. This mixed-methods approach ensures comprehensive exploration and triangulation of findings, enhancing the rigor and validity of the study.

## **1.7 Organization of the Paper**

This paper will organized into five chapters. The first chapter will include an introduction and a general view of the research. Such as the background of the study, statement of problems, objectives of the study, research question, significance of the study, scope, and organization of the study. The second chapter will present a literature review and the third chapter will deal with the methodologies.

## 1.8 Limitations of The Study

The findings of this study may have limited generalizability beyond Addis Ababa University Business and Economics Campus due to the specific context and characteristics of the university. Extrapolating the results to other institutions or settings should be done with caution.

The study relies on self-reported data from employees regarding their perceptions of leadership styles and commitment levels. This may introduce bias, as respondents may provide socially desirable responses or misinterpret their experiences.

The study adopts a cross-sectional design, capturing data at a single point in time. As a result, causal relationships between leadership styles and employee commitment cannot be inferred, and longitudinal studies would be needed to establish causality.

The sample size and response rate of the study may impact the representativeness and reliability of the findings. Low response rates or small sample sizes could affect the statistical power and generalizability of the results.

## 1.9 Definition of Key Terms

Leadership Styles: Leadership styles refer to the characteristic behaviors, approaches, and strategies employed by leaders to influence and motivate their followers. In this study, leadership styles encompass transformational, transactional, and laissez-faire leadership approaches.

Employee Commitment: Employee commitment denotes the degree of dedication, loyalty, and engagement exhibited by employees towards their organization. It encompasses emotional attachment, identification with organizational goals, and willingness to exert effort in achieving those goals.

# CHAPTER TWO

# 2. LITERATURE REVIEW

This section of the report reviews the literature on employee commitment, leadership styles, and their interactions**.**

## 2.1 The concept of leadership

The notion of leadership is defined differently by various scholars. (Bass & Stogdill, 1990) defines leadership as an interaction between two or more members of a group that often involves a structuring or restructuring of the situation and the perceptions and expectations of members. Leadership occurs when one group member modifies the motivation or competencies of others in the group. Any member of the group can exhibit some amount of leadership. (Massarik & WESCHLER, 1961) define leadership as “interpersonal influence, exercised in a situation, and directed, through the communication process, toward the attainment of a specified goal or goals.

The definition of leadership is a multifaceted social process that is based on the beliefs, abilities, and knowledge of both leaders and followers. Thus, it all comes down to the ongoing process of connecting those who want to lead with those who are prepared to follow(Hersey, Blanchard, & Journal, 1969). According to (Cojocar, 2008) leadership is defined as the ability of an individual to influence and enable others to contribute toward the effectiveness and success of the organizations of which they are members. Leadership is the process of leaders and followers influencing one another to bring about change and accomplish organizational goals. According to this definition, influence is the result of a leader expressing ideas, winning others over to their point of view, and inspiring followers to support and carry out the ideas through action(Ranasinghe & MAG, 2021).

The ever-changing external environments that organizations operate in present a number of challenges. These include changes in the economy, technology, social and political climates, fierce competition, and the internal environment. These environments also necessitate flexibility in resource utilization and the promotion of continuous learning. Because of this, leaders are expected to respond to changes in the organization by making the proper decisions in addition to contributing by creating new ideas and knowledge (James & Collins, 2008).

### **2.1.1 Leadership styles**

A leader's traits and ways of managing, inspiring, guiding, and directing others are referred to as their leadership style. Proficient leaders possess the ability to recognize social shifts and political movements. They have the power to inspire others to act, produce, or think of something (Ranasinghe & MAG, 2021).

Certain leaders have multiple styles that enable them to effectively guide and direct their followers. Not every leader has the ability to win people over. They are giving their employees very harsh treatment. Some leaders remain amicable with their followers. Similar to that productive worker, who adapts their style to the circumstances. Nonetheless, effective leaders use a variety of leadership philosophies to offer guidance that is constructive. Ineffective leaders do not adapt their approaches to the circumstances or to their organization or the people they are trying to lead(Shrestha, 2019).

Under the direction of psychologist Kurt Lewin, a team of researchers set out to categorize various leadership philosophies in 1936. This early study was highly influential and established three major leadership styles that have served as a foundation for more specific leadership theories, even though more research has identified more distinct types of leadership(Vasilescu, 2019). These are transformational leadership, transactional leadership, and Laissez-Faire Leadership Styles.

**Transformational Leadership**

Transformational leadership style is the most successful leadership style. The late 1970s saw the first description of this style, which researcher Bass (1990) later developed. Some traits of those leaders include the capacity to uplift, encourage, and create positive changes within the group. Passionate, vivacious, and emotionally astute individuals are characteristics of transformational leaders. Transformational leader supports their team members in reaching their objectives while assisting the company in reaching its long-term objectives(Ranasinghe & MAG, 2021).

In this leadership style, Leaders strive to change their workforce so that they are creative, driven, in charge, and dedicated to the goals of the company. It creates positive changes in employees. The goal of transformational leadership is to change people so they serve one another, watch out for one another, support one another, maintain harmony, and give the organization their full attention. Leaders with this approach create a strategy for the future and strive to motivate staff to perform and attain outcomes that surpass initial expectations(Nielsen & Daniels, 2012). Due to creative ideas and a supportive work environment and culture, employees and organizations prefer transformational leadership. This is because innovative elements are combined with supportive and productive work environments(Bushra, Usman, Naveed, & science, 2011).

**Transactional Leadership**

The leader-follower relationship is seen as a transaction by those who adopt a transactional leadership style. The person has committed to following the leader by taking a seat among the group. This typically involves an employer-employee relationship, and the transaction is centered on the follower fulfilling obligations in return for payment(Ranasinghe & MAG, 2021).

This leadership style focuses on gaining advantages from the bonds that are formed during the leadership process between leaders and followers. Transactional leadership is centered more on exchanges in which followers receive rewards for fulfilling predetermined objectives or standards of performance. The leader gives out rewards and provides positive reinforcement(Trottier, Van Wart, & Wang, 2008).

A proficient transactional leader possesses the ability to promptly acknowledge and incentivize the achievements of their followers. Nonetheless, followers of transactional leaders aren't always expected to think creatively and be subject to monitoring based on preset standards. In contrast to more effective transactional leaders, who act appropriately and promptly, poor transactional leaders may be less likely to foresee issues and to act before they arise(Bass, Avolio, Jung, & Berson, 2003).

**Laissez-Faire leadership**

Despite using different strategies, both transformational and transactional leaders are characterized as actively attempting to prevent issues.

Investigating these two proactive leadership philosophies reveals that they are frequently compared to the third, or laissez-faire, leadership philosophies(Bass & Stogdill, 1990). Leaders who practice laissez-faire are extremely passive and hesitant to restrict their subordinates' freedom to the point of relinquishing their own responsibilities. This incredibly passive style of leadership, in a way, suggests that there is no leadership at all. The inability or a mark of general failure to take responsibility for managing and coordinating activities thereby shows leaders who avoid making decisions, hesitate in taking action, and are absent when needed in critical situations. It is typified by the leader not interfering with the way that workers go about making decisions or how they plan to achieve goals that are left up to them within the organization(Collins & Porras, 2008).

**Employee Commitment**

The degree of an individual's identification and involvement in a specific organization is known as employee commitment. Three distinct components are described by some authors, first strong belief of employees and acceptance of every organizational goal, second Strong desire to maintain membership to the organization and third willingness to exert considerable effort on behalf of the organization they work for(Mowday, Steers, & Porter, 1979).

High-commitment employees are typically devoted and primarily consider the organization's future. Devoted workers consistently go above and beyond to accomplish organizational goals because they care about the expansion and success of their company. More dedicated workers make an effort to attend on a regular basis and do not consider quitting the company. Having a dedicated workforce is one of an organization's primary sources of revenue(Meyer & Maltin, 2010).

The are three dimensions of employee commitment; affective, continuance, and normative commitment.

**Affective Commitment**

Positive sentiments of identification with attachment and involvement in the workplace are referred to as affective commitment. Because affective commitment is also based on attitudes, an employee in this scenario feels a sense of belonging to the company. People who exhibit high levels of affective commitment stay in their jobs because they choose to.

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(Meyer & Maltin, 2010).

**Continuance Commitment**

Continuance commitment means the extent to which employees feel committed to their organizations by virtue of the costs that they feel are associated with leaving. Continuance commitment is a commitment situation originating from the needs of employees to stay in the organization considering the costs of leaving(Allen & Meyer, 1990). Continuance commitment also includes factors such as years of employment or benefits that the employee may receive that are unique to the organization. In continuance commitment, the employees consider the disadvantages of leaving the organization and avoid quitting(Allen & Meyer, 1990).

**Normative commitment**

a sense of duty to maintain employment. High normative commitment individuals stick with an organization because they believe they should. It makes the case that our upbringing in society is the only reason normative commitment comes naturally to us. Other commitments, like marriage, family, religion, etc., can explain normative commitment. As a result, people frequently believe they have a moral duty to the company when it comes to their commitment to their place of work(Meyer, Becker, & Vandenberghe, 2004).

The three elements of employee commitment consist of a mental state that either describes the worker's connection with the organization or has ramifications that could influence the worker's decision to stay on staff. A person can exhibit varying degrees of all three categories of commitment. The result of the study showed that among the four variables brand perception and perceived quality have a significant positive impact on brand awareness of local leather footwear while advertising and product innovation do not (Awoke & Saeed, 2022).

## **2.2 The Relationship between Leadership Styles and Employee Commitment**

An examination of organizational commitment's impact on effectiveness and the steps managers can take to develop highly committed staff(Allen & Meyer, 1990). A relationship between commitment and leadership style has been reported in the organizational and management literature. A relationship between commitment and leadership style has been reported in the organizational and management literature. There is a positive correlation between these two variables according to several studies. For example, research has shown that supervisors' leadership philosophies have a significant impact on subordinates' organizational commitment in a number of critical ways, making them significant social context dimensions. Employee loyalty and trust in leaders are positively impacted by ethical leadership behavior (Ponnu, Tennakoon, & Studies, 2009).

(Avolio et al., 2004) showed a positive association between transformational leadership and employee commitment. 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. leadership styles and employees’ organizational commitment in Malaysia's manufacturing industry, to ensure the successful management of employees and to improve productivity and achievements of an organization. They discovered that several dimensions of transactional and transformational leadership have a positive relationship with organizational commitment, but the impacts are higher for transactional leadership style(Lo, Ramayah, & Min, 2009).

Mulugeta and Hailemariam (2018) reported that the leadership style utilized within their organization was primarily transformational, with transactional and laissez-faire styles following suit based on employee assessment. The study also found that, in addition to leadership styles, other factors influence employees' commitment to the company(Mulugeta, Hailemariam, & Publications, 2018). A study conducted by Gcaza, Garande, and Echezona revealed that there are significant positive effects of leadership styles and organizational culture on employees’ commitment. The investigation also found that, in addition to leadership styles, a few other factors influence workers' commitment to the company(Olonade, Omotoye, Oluwoye, & Sciences, 2021).

A study conducted about the impact of leadership styles on employee organizational commitment revealed that Employee dedication is influenced by leadership styles, and executives within the company who recognize this will guarantee the intended results. While the transactional leadership style had a significant positive relationship with only normative commitment, the transformational leadership style had a significant positive relationship with affective and continuance employee commitment(Wiza & Hlanganipai, 2014).

## 2.3 Conceptual framework

This conceptual framework will show the effect of leadership styles on employee commitment. It will show the relationship between independent and dependent variables. In this context, the independent variables are leadership styles transformational, transactional, and Laissez-Faire and the dependent variable is employee commitment.

**Leadership styles**

Transformational

Transactional

Laissez-Faire

**Employees commitment**

Affective

Normative

Continuance

Figure 1 Conceptual framework

# CHAPTER THREE

# 3. Research Methodology

Addis Ababa University Business and Economics Campus is situated in the heart of Addis Ababa, the capital city of Ethiopia. It is one of the major campuses of Addis Ababa University, a leading institution of higher education in Ethiopia. The Business and Economics Campus is known for its academic excellence and offers a wide range of undergraduate and graduate programs in business, economics, and related fields.

## 3.1 Research design and approaches

The research design and approaches for studying "The Effect of Leadership Styles on Employee Commitment (in Case of Addis Ababa University Business and Economics Campus)" will involve a mixed-methods approach to gather comprehensive data and insights. This mixed-methods design combines quantitative and qualitative methods to provide a more holistic understanding of the research phenomenon.

* Quantitative Approach

Surveys: A structured questionnaire will be developed to collect quantitative data on leadership styles and employee commitment. The survey will include items measuring different dimensions of leadership styles (e.g., transformational, transactional, laissez-faire) and employee commitment (e.g., affective, normative, continuance commitment).

Sampling: A stratified random sampling technique will be used to select participants from different departments and levels within Addis Ababa University Business and Economics Campus.

Data Analysis: Statistical techniques such as regression analysis, correlation analysis, and descriptive statistics will be employed to analyze the survey data. These analyses will help in examining the relationship between leadership styles and employee commitment and identifying any significant associations.

* Qualitative Approach:

Interviews: Semi-structured interviews will be conducted with a subset of participants to gather in-depth qualitative insights into their perceptions of leadership styles and their impact on employee commitment. The interviews will explore the experiences, attitudes, and beliefs of employees regarding leadership practices within the university context.

Sampling: Purposive sampling will be used to select interview participants based on their roles, experiences, and perspectives related to leadership and employee commitment.

Data Analysis: Thematic analysis will be employed to analyze the interview data. This qualitative method involves identifying recurring themes, patterns, and categories within the interview transcripts, allowing for a deeper understanding of the underlying mechanisms and contextual factors influencing the relationship between leadership styles and employee commitment.

* Integration:

Triangulation: The findings from the quantitative and qualitative analyses will be integrated to provide a comprehensive understanding of the research phenomenon. Triangulation involves comparing and contrasting the results from different data sources to validate and corroborate the findings.

Mixed-Methods Interpretation: The mixed-methods interpretation will involve synthesizing the quantitative and qualitative findings to generate overarching conclusions and insights. This integrative approach will offer a nuanced understanding of the complex interplay between leadership styles and employee commitment within Addis Ababa University Business and Economics Campus.

By employing a mixed-methods approach, this research design aims to capture the multifaceted nature of the research phenomenon and provide robust evidence to inform organizational leadership practices and strategies for enhancing employee commitment within the university context.

### **3.1.1 Target Population of The Study**

The target population of the study on "The Effect of Leadership Styles on Employee Commitment (in Case of Addis Ababa University Business and Economics Campus)" includes all faculty and staff members working at Addis Ababa University Business and Economics Campus. This population encompasses individuals from various academic departments, administrative units, and support staff who are employed at the campus.

Specifically, the target population comprises:

Academic staff: This includes professors, lecturers, researchers, and teaching assistants involved in delivering academic programs and conducting research within the Business and Economics departments of the university.

Administrative staff: This includes personnel working in administrative roles such as departmental administrators, office managers, secretaries, and administrative assistants who support the day-to-day operations of the campus.

Support staff: This category includes individuals employed in non-academic roles such as maintenance staff, security personnel, cleaners, and other support staff who contribute to the smooth functioning of the campus infrastructure and facilities.

All members of the target population share the common characteristic of being employed at Addis Ababa University Business and Economics Campus, making them relevant participants for investigating the research questions related to leadership styles and employee commitment within the university context.

## 3.2 Sample size

The target population of the study participants will be academic staff’s as a total of 126 currently employee’s in Economics and Business campus.The samples will be selected using simple random sampling; i.e. I will take the list of employees then will select the participants by using purposive sampling method. Questionnaires will be distributed to the randomly selected individuals.

Sample size will be determined by using Yamane (1967) formula with 5% precision level. The formula and the sample size determined is presented below: n=N/1+N (e)^2. Where: n= sample size; N= total number of an employee of academic staff’s working in Business and economics campus; and e= level of precision, which was set at 5%.

n=126/1+126(0.05) ^2=96 so the final sample size will be 96 study participants.

## 3.3 Data collection tools and procedures

* Survey Questionnaire
* The primary data collection tool will be a structured survey questionnaire designed to gather quantitative data on leadership styles and employee commitment.
* The questionnaire will include items adapted from validated scales and instruments related to leadership styles (e.g., Multi-factor Leadership Questionnaire) and employee commitment (e.g., Organizational Commitment Questionnaire).
* The survey questions will cover various aspects of leadership styles, including transformational, transnational, and laissez-faire leadership behaviors, as well as dimensions of employee commitment such as affective, normative, and continuance commitment.
* Procedures:
* The survey questionnaire will be distributed electronically to all faculty and staff members at Addis Ababa University Business and Economics Campus.
* Participants will be provided with clear instructions on how to complete the questionnaire and the purpose of the study.
* Reminders will be sent to encourage participation, and a deadline for survey completion will be specified.
* Responses will be collected anonymously to ensure confidentiality and encourage honest feedback.
* Semi-Structured Interviews
* In-depth qualitative data will be collected through semi-structured interviews with a subset of participants.
* The interview guide will be developed based on the research objectives and will cover topics related to leadership styles, employee commitment, and their perceived impact within the university context.
* The interviews will be conducted face-to-face or via video conferencing, allowing for open-ended discussions and probing of participants' responses.
* Procedures
* Participants will be selected through purposive sampling to ensure representation from different departments and roles within the university.
* Informed consent will be obtained from each participant prior to the interview.
* Interviews will be audio-recorded with participants' permission and transcribed verbatim for analysis.
* Interview transcripts will be coded and analyzed thematically to identify patterns, themes, and insights related to leadership styles and employee commitment.
* Data Analysis
* Quantitative data from the survey questionnaire will be analyzed using statistical software (e.g., SPSS) to compute descriptive statistics, correlations, and regression analyses.
* Qualitative data from the interviews will be analyzed using thematic analysis to identify recurring themes and patterns.
* Triangulation of quantitative and qualitative findings will be conducted to corroborate and complement each other, providing a comprehensive understanding of the research phenomenon.

## 3.4 Methods and data analysis

Qualitative and quantitative data analysis methods differ based on the nature of the data and the research objectives. Here's a clear breakdown of how each type of data is analyzed.

* Qualitative Data Analysis is non-numerical data that is typically gathered from interviews, observations, or open-ended survey responses. The analysis of qualitative data involves the following steps

a. Data Preparation: Transcribe interviews or organize the data collected through other means. This step ensures that the data is in a readable and manageable format.

b. Coding: Assign codes or labels to different segments or themes within the data. This process involves identifying meaningful patterns, concepts, or ideas and attaching descriptive codes to them.

c. Categorization: Group similar codes together to form categories. This step involves organizing related codes into broader themes or categories, which helps in identifying overarching patterns and concepts.

d. Theme Development: Analyze the categories to identify key themes or patterns that emerge from the data. These themes provide insights and interpretations of the data and contribute to answering the research questions.

e. Interpretation and Reporting: Analyze and interpret the themes in relation to the research objectives. This step involves drawing conclusions, making connections, and providing a narrative description of the findings. The analysis is typically presented in the form of a qualitative research report.

* Quantitative Data Analysis consists of numerical information obtained through structured surveys, experiments, or other statistical methods. The analysis of quantitative data involves the following steps

a. Data Cleaning: Check the data for errors, missing values, and outliers. Clean the data by addressing any issues that might affect the accuracy or reliability of the analysis.

b. Descriptive Statistics: Calculate descriptive statistics such as mean, median, standard deviation, and frequency distributions to summarize the data. These statistics provide an overview of the data set and help identify central tendencies and variations.

c. Data Exploration: Conduct exploratory data analysis to identify relationships, patterns, or trends within the data. This step often involves visualizations such as graphs, charts, or scatterplots to enhance understanding.

d. Inferential Statistics: Apply inferential statistical tests, such as t-tests, chi-square tests, or regression analysis, to test hypotheses or draw conclusions about the population based on the sample data. These tests help determine the statistical significance and generalizability of the findings.

e. Interpretation and Reporting: Interpret the results of the statistical analysis, draw conclusions, and discuss the implications of the findings. The analysis is typically presented in the form of tables, charts, graphs, and a quantitative research report.

Descriptive statistics, including frequency, percentages, mean, and standard deviation, will be utilized to analyze data on leadership style and employee commitment. To ascertain the presence of statistically significant relationship between leadership style dimensions (transformational, transnational, and lassie-faire leadership behavior) and employee commitment , the Pearson Product Moment Correlation Coefficient will be used.

## 3.5 Ethical consideration

The researcher will get informed consent from the study participants and data will kept anonymously in the distributed questionnaire to keep confidentiality.

## 3.6 Work plan

Table 1 Work plan for activities will to assess the effect of leadership styles on employee commitment.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| No | List of activities | November | December | January | February | March | April | May |
| 1 | Topic selection |  |  |  |  |  |  |  |
| 2 | Proposal writing |  |  |  |  |  |  |  |
| 4 | Data collection |  |  |  |  |  |  |  |
| 5 | Data entry and analysis |  |  |  |  |  |  |  |
| 6 | Writing thesis |  |  |  |  |  |  |  |
| 7 | Submission |  |  |  |  |  |  |  |

## 3.7 Budget

Table 2 Budget research to assess the effect of leadership styles on employee’s commitment.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| No | Budget category | Eth. birr | Amount | Multiply factor | Total costs |
| 1 | Photocopying questionnaire | 3 | 15 |  | 45 |
| Telephone expense | 30 | 1 |  | 30 |
| 2 | Pene,pencil and ruler | 50 |  |  | 50 |
| 3 | Data and internet | 50 |  |  | 50 |
| 4 | Misilanou expenses | 2 | 5 | 7 | 70 |
| 5 | Total costs |  |  |  | 245 |

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