

The Effect of Leadership Style on Employee Engagement in Ethiopian Airlines

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Abstract : The main purpose of this study was to examine the effects of different leadership styles on employee engagement in Ethiopian Airlines headquarters located in Addis Ababa. Specific objectives of the study were stated to examine the effects of five leadership styles, namely transformational, transactional, democratic, laissez-faire and autocratic leadership styles on employees' engagement. The study was conducted on 288 sample sizes, and a simple random sampling technique was employed. The quantitative findings were presented and analyzed by table, ANOVA, bivariate correlation and regression model through SPSS software version 23. Out of 288 total distributed questionnaires, 280 were returned, and 8 of the returned were rejected due to missing data, while the remaining 280 responses were used for data analysis. Data was analyzed using the Statistical Package for Social Sciences (SPSS). The study employed both descriptive and explanatory research design. Correlation and regression were used to analyze the relationship and its effect between leadership style and employee engagement. The regression results showed that transformational, transactional and democratic leadership styles have significant contributions to employee engagement. Similarly, the transformational, transactional and democratic leadership style had a positive and strong correlation with employee engagement. However, laissez-faire and autocratic leadership styles showed a negative and insignificant effect on employee engagement. Finally, based on the findings, workable recommendations and implications for further studies were forwarded.

Keywords : leadership, autocratic leadership style, democratic leadership style, employee engagement

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