

The Effect of Leadership Styles on Employees' Organizational Commitment at Ambo Woreda Public Organizations, Oromia Regional State, Ethiopia

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Abstract : The purpose of this study was to assess the effect of leadership styles on employees' organizational commitments in Ambo Woreda public organizations. The study was guided by a Descriptive survey and correlation research design of the quantitative method. By using simple random sampling techniques, 80 participants of employees and by purposive sampling technique, 32 leaders were involved in research from five purposely selected Woreda public organizations without a non-response rate. Two separate instruments adopted from previous studies, namely the multifactor leadership questionnaire (MLQ), which has 36 items and the Organizational Commitment Questionnaire (OCQ), which has 12 items, were used as a data instrument tool. These items were rated by using a five-point Likert-scale. The survey data was processed by using an SPSS (version 27). Descriptive statistics to calculate mean and standard deviations of leaders' and employees' responses to leadership styles dominantly practiced in order to determine their perceptions, MLQ of leaders' and employees' responses (independent sample), and multiple linear regressions were used to calculate the effect of leadership styles on organizational commitment. The findings of the study show that the leadership style dominantly practiced in Ambo Woreda public organizations was more transactional than transformational and followed by laissez-faire. The level of EOC was ranked as continuance commitment and had the highest mean score, followed by normative commitment and then affective commitment. There is a strong, positive and significant relationship between leadership style dimensions and employees' organizational commitment. Leadership styles were found statistically significant to predict employee commitment and there was a significant linear relationship between independent variables and dependent variables. Out of the three leadership variables, the transactional leadership style has the highest contribution, followed by the transformational leadership style, whereas the laissez-faire leadership style has the least contribution in predicting employees' organizational commitment. Finally, the researcher forwarded possible recommendations for Ambo Woreda public organizational leaders and employees to work on improving leadership styles and employees' commitment collaboratively.

Keywords : organizations, employee, relations, commitments, style

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