



## THE IMPACTS OF LEADERSHIP STYLES ON ORGANIZATIONAL COMMITMENT OF SELECTED PUBLIC UNIVERSITIES OF ETHIOPIA

### Education

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### ABSTRACT

The study investigates the impacts of leadership styles on the organizational commitment level. Of 384 samples, only 328 usable questionnaires were collected from seven selected public universities and analyzed using a descriptive and inferential statistical technique. The finding revealed that transformational leadership style highly affects and significant predictor of organizational commitment among academic staffs of selected universities. Thus, the study suggested that leaders of the public universities shall give special attention to develop and enhance transformational leadership behaviors that increase academic workforce organizational commitment level.

### KEYWORDS

Academic staffs; leadership styles; Organizational commitment; Public universities

### 1. INTRODUCTION

In today's business environment, organizations are confronted with strategic change to the vibrant customer demand, technological advancements, and competitive activities. To be competitive with the advancement in the market place, organizations require familiarizing their structures and processes in a flexible way. Leadership is considered to be an important aspect of any organization to achieve and come up with such circumstances [1]. Sabir, et.al. (2011)<sup>[2]</sup> suggested that leadership styles have a strong aspect of organizational commitment. Leadership styles play an important role in an employees' organizational commitment. So and it is very important for organizational leaders to have leadership behaviors into consideration in order to meet organizational goals scaly for education sectors [3-4]. Dispite this, Little attention given to the its impact on organizational commitment of academic staffs exceptionally in the public universities of Ethiopia setting in the past. Hence, this research will investigates the impacts of leadership styles on organizational commitment of selected public universities of Ethiopia

### 2. Literature Review

#### 2.1. Leadership styles

Leadership styles pull and direct followers intrinsically towards the achievement of long-run organizational objectives. It changes the perception and beliefs of followers to augment the follower's involvement and commitment in the organization [1]. Organizational leaders need to develop leadership behaviors that consider and meet with organizational [3]. The appropriateness of leadership styles or behaviors to be used in an organization is based on the sector of business in which they are operating [4]. According to Ali Hussein Alkahtan (2016)<sup>[4]</sup>, an effective leader is someone who knows how to inspire and communicate to subordinates, knows how to increase the employees' motivation and make employees loyal to the organization. Integrative leadership style comprising of transformational, transactional and laissez-faire leadership had a significant effect on organizational commitment. Leadership style is a strong driver of employee commitment and employees are more committed if the organization meets their expectations and needs [5]. There is a statistically significant effect of leadership styles on organizational commitment at Jordanian banks [6].

#### 2.2. The Impact of Transformational Leadership Style on Organizational Commitment

According to Sajid, et.al. (2012)<sup>[11]</sup> transformational leadership style deals with changing the perceptions and beliefs of followers. Besides, it augments employees involvement and commitment in the organization it has a significant direct relationship with organizational commitment; Nohora Bohorquez; 2014<sup>[7]</sup>, Sharon, et.al, 2013<sup>[8]</sup> Leila, et .al; 2016<sup>[9]</sup>. Nicolas Gillet (2014)<sup>[10]</sup>, found that there are relationships between transformational leadership and components of organizational commitment (i.e., affective, normative, perceived sacrifice, and few alternatives commitment). Which is als proves by Ghazzawi, et.al, (2011)<sup>[11]</sup>, Samer, et.al (2012)<sup>[12]</sup> Güllüce, A. Ç. & Erkilic, E. (2015)<sup>[13]</sup> Orlando Lima and João Costa (2015)<sup>[14]</sup>.

Taking the above empirical findings, this research proposes the following hypothesis to test in Ethiopian public university context.

Hypothesis 1. Transformational leadership style has a significant impact on organizational commitment

#### 2.3. The Impact of Transactional Leadership Style on Organizational Commitment

Ali Hussein Alkahtan (2016)<sup>[4]</sup> explained the transactional leadership style as the power to perform certain tasks and reward or punish according to employees' performance. Afshari, L. & Gibson, P. (2016)<sup>[15]</sup> revealed that the relationship between transactional leadership and organizational commitment in the manufacturing organization. It had a negative effect on cognitive trust. Cognitive trust had a positive effect on continuance commitment [16]. Transactional leadership shows no relationship with continuous commitment; however, the results show a significant and positive relationship between transformational leadership and continuous commitment [17]. Also a study made by Keskes et.al<sup>[18]</sup>; Sreedharan, et.al (2018),<sup>[19]</sup> and Alghizzi TM (2016)<sup>[20]</sup> show there interaction effect of each the above mensitede dimension studied at different time. With this in mind, the following hypothesis test was developed.

Hypothesis 2. Transactional leadership style has a significant impact on organizational commitment.

#### 2.4. The Impact of Laissez-Faire Leadership Style on Organizational Commitment

Wanjala, J. W., Njoroge, D., & Bulitia, G. (2017)<sup>[21]</sup>, found that the laissez-faire leadership style had a significant effect on organizational commitment. Besides, the study showed that there was no moderating effect of employee participation in the relationship between laissez-faire leadership style and organizational commitment and its dimensions. Olayide Abosede & Kewal K. Verma (2017)<sup>[22]</sup> indicated that organizational commitment was found to be higher for middle managers whose senior managers exhibited a transformational leadership style than those with transactional and laissez-faire leaders. Suranga Silva and Mendis (2017)<sup>[23]</sup> found that there was a significant negative correlation between laissez-faire leadership and organizational commitment. Sunday Samson (2016)<sup>[4]</sup> found that laissez-faire leadership styles are the predictor of organizational commitment. By taking the above empirical findings, the following hypothesis was developed

Hypothesis 3. Laissez-faire leadership style has a significant impact on organizational commitment

### 3. MATERIAL AND METHOD

#### 3.1. Research design

The study employed a descriptive research design to study the impacts of leadership styles on the organizational commitment level of academic staffs of public universities in Ethiopia.

### 3.2. Sampling Technique and Sample Size

The total permanent academic staffs of sampled public universities of Ethiopia are taken as target population. Currently, there are 25,530 lecturers that are a permanent employee of the selected public universities. By using the random sampling techniques method a total of 384 samples were selected the sample size formula that presented below here

$$N = \frac{z^2 pq}{d^2}$$

Where:

n= Represent the desired sample size (if the target population is greater than 10000)

z= Represent the standard normal deviation at the required confidence level

P= the proportion in the target population estimated to have the characteristics being measured

Q=1-p

d= the level of statistical significance set

Considering the crucial role of sample size in achieving sufficient statistical power the study received 328 (85.4% response rate) completed questionnaires. Only 328 were recollected in the seven selected universities and the collected data shows (84.5%) were male and 53.7% respondents were aged between 30-34. Besides, it shows that out of the total respondents, 92.4% were Masters Degree holder.

### 3.3. Source of data and research instruments

The research study primarily used structured questionnaires to seek responses from important stakes. A closed-ended self-administered questionnaire was prepared based on the literature reviewed and administered to permanent employees of public universities.

### 3.4. Data analysis techniques

Latest version of SPSS were used to undertake a Multiple regression analysis and the findings are prested below here.

### 3.5. Reliability Testing

The following table presents the computed values of internal reliability testing for each of the variables used in this study. It shows that the variables on all the build used in this study were internally consistent.

**Table 1 Reliability of Measurements**

No	Construct	Number of items	Cronbach's alpha
1	Transformational leadership style	22	.97.9

**Table 3; Regression analysis results of study variables**

Model	R	R Square	Adjusted R Square	Std. Error Est.	Sum of Squares	df	Mean Square	F	Sig.
Leadership styles on organizational commitment	.783	.613	.609	.42717				170.764	.000b
Regression					93.480	3	31.160		
Residual					59.122	324	.182		
Total					152.602	327			

Sources; Own survey 2018

The above model show leadership styles explain 61.3 % of the variation of organizational commitment level. The regression result of the model is statistically significant since the probability level is .000. (See table). And the model is properly fitted and above the expected threshold of .23.

### 4.1. Hypothesis testing

The findings in the table below, show that transformational leadership style (β=.819), transactional leadership style (β=.188), have an effect

**Table 4; Hypothesis testing results of the study variables**

Model	Dependent	un.S.d Coeff.		t	Sig.	Hypothesis result	
		B	Std. Error B				
(Constant)		1.181	.169	6.989	.000	Supported	
H1	Transformational leadership style	.585	.027	.819	22.058	.000	Supported
H2	Transactional leadership style	.170	.131	.188	3.264	.021	Supported
H3	Laissez-faire leadership style	.039	.024	.061	1.607	.109	Rejected

Sources; own survey 2018

### 4. CONCLUSIONS AND RECOMMENDATIONS

On the basis this study, leadership styles have significant importance in creating organizational commitment of academic staffs of public universities of Ethiopia. The study showed that transformational

2	Transactional leadership style	10	94.7
3	Laissez-faire leadership style	4	.83.2
4	Organizational commitment	24	85.4

Sources; Own survey 2018

### 4. Data presentation and analysis

#### 4.1. Descriptive statistics findings of the study variables

Descriptive statistics were presented in the following table. It shows the mean variation among transformational, transactional and laissez-faire leadership styles of public universities of Ethiopia. Besides, the finding also revealed the commitment levels of academic staffs.

**Table 2 Descriptive statistics of the study variables**

No	Variable	N	Mean scores	Std. Deviation
1	Transformational leadership style	328	3.2986	.95698
2	Transactional leadership style	328	3.7609	.85841
3	Laissez-faire leadership style	328	2.8864	.73281
4	Organizational commitment	328	3.4857	.68313

Sources; Own survey 2018

Table 2 shows that the transactional leadership style had the highest mean of 3.7609. This indicates that majority of the sample respondents agreed with the items meaning that transactional leadership style is practiced in the public universities. It showed that leaders of public universities in Ethiopia had transactional leadership style behaviors. The finding also revealed that transformational leadership style is practiced, yet its mean score was lower than transactional leadership style. These indicate there is less agreement on the existence and practices of transformational leadership and laissez-faire leadership styles. Besides, the organizational commitment had a mean score which indicates there is a moderate level (3.4857) of organizational commitment of academic staffs in public universities of Ethiopia. (See table 2).

#### 4.1. The impacts of leadership styles on organizational commitment in Ethiopian Public Universities

In this study, leadership styles were independent variable and organizational commitment had taken as the outcome variable. The regression results of the three styles of leadership (transformational, transactional and laissez-faire) were regressed against organizational commitment as presented in the following table.

on organizational commitment and significant at P value.000. Therefore, the first two hypotheses (H<sub>1</sub> to H<sub>2</sub>) were accepted that explain the impact of leadership style on organizational commitment (See table 4). Besides, Laissez-faire leadership style (β=.061) and insignificant at P value.05. This shows that laissez-faire leadership style could not have an impact on organizational commitments of academic staffs of public universities. Therefore, the third hypothesis (H<sub>3</sub>) was rejected.

leadership style has an impact and significant predictor of organizational commitment among academic staffs of public universities in Ethiopia. Although leaders of public universities exercised more transactional leadership style, it has fewer outcomes to

the determination of organizational commitment. In addition, the study indicated that there is a moderate level of academic staff's commitment to Ethiopian public universities. Based on this the following recommendations are provided

- Public universities leaders have to build up strong academic staff's commitment to success.
- Public university leaders shall eliminate uncertainty and improve their academic staffs' commitment level through establishing a strong organizational culture and making faculty members' values as the main part of getting a competitive advantage
- Leaders of public universities in Ethiopia shall establish academic teaching and learning environments which consider the faculty members values in an organization and bring a lot of benefit towards the achievement of universities vision and goals.
- Public universities leadership behavior should enhance teacher's ethical behavior level and concern for the academic workforce.
- Leaders in the public universities need to provide such environment to their academic staffs where they can develop themselves personally and professionally.

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