

**JIMMA UNIVERSITY**  
**COLLEGE OF NATURAL SCIENCE**  
**DEPARTMENT OF SPORT SCIENCE**



**ASSESSMENTS OF LEADERSHIP STYLES RELATION TO  
EMPLOYEE COMMITMENT IN SPORT DEVELOPMENT IN  
OROMIA SPECIAL ZONE SURROUND FINFINNEE**

**BY:-SIYUM ALMU**

**A THESIS SUBMITTED TO JIMMA UNIVERSITY COLLAGE OF  
NATURAL SCIENCE DEPARTMENT OF SPORT SCIENCE FOR  
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE  
DEGREE OF MASTERS IN SPORT MANAGEMENT**

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**JIMMA, ETHIOPIA**

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**OCTOBER 2019  
JIMMA, ETHIOPIA**

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**DECLARATION**

I, undersigned, declare that this paper is my original work and prepared under the guidance of **Advisor Asim khan (PhD) and Co-Advisor Amanu Eba**. Also races of materials used for the manuscripts have been duly acknowledged.

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## **Abstract**

*This study focuses on investigating the relationship between leadership styles and employee commitments in sport office in Oromia special zone surrounding Finfinnee. To achieve the intended objective of this study cross sectional survey design were employed to study the problem. Data were collected from Oromia special zone surrounding Finfinnee as sample Burayyu, Sululta, Holeta and legatafo legadade sport office through questioner, and interview. To realize the objective of the study, simple random sampling techniques was used in the study, i.e. simple lottery sampling method was used to select the participant town to give equal chance for all town, simple random sampling method was used for employee and purposive sampling technique was employed*

*to select leaders. The total number respondents were 64 consists of 44 employees and 20 leaders. To gather data standards questionnaire were used through questioner, and interview. Questionnaires based on the Likert scale were used to gather relevant data for the study. Two separate this study according to their objective instruments were prepared, namely leadership style questionnaire and employee commitment questionnaire which were used to measure leadership styles and employees commitment respectively for both leaders and employees. The data collected was analyzed by descriptive statistics of frequencies, percentages, mean, standard deviation and the significance were tested using t-test value at  $p < 0.05$  level of association or agreement using SPSS 25. Information gathered from respondents was analyzed using descriptive and T-test analysis. The findings of the study demonstrated that there was a huge relationship amongst transactional and transformational leadership style and employees' commitment. The findings of the study revealed that transformational leadership style has significant and positive relations with affective and continuance employee commitments while transactional leadership style has significant and positive relation with only normative commitment. A laissez-faire leadership style is found to be significantly and negatively associated with employees' affective commitment*

**Keywords: Leadership, Leadership styles, Employee commitment**

## **Acronyms**

- **FRLM** :- Full range leadership model
- **EC**:- Employee Commitment
- **SPSS**:- Statistical Package for Social Science
- **CSA**:- Central statistical agency
- **CSRP**:-Civil Service Reform Program



# CHAPTER ONE

## 1. INTRODUCTION

### 1.1. Background of the Study

Leadership is critically important because it affects the current or future condition of the sport organization. Any organization requires effective leaders who can positively influence their followers by increasing employee performance and organizational commitment in order to achieve organizational performance. According to Kiue (2010), the behaviors of top-level leadership have significant impact on the organization. Studies on the leadership level have been independently investigated and have been shown to significantly influence employee behaviors (BoonyadaNasomboon, 2014).

To remain competitive in the face of these pressures, employee commitment is crucial. This reality is applicable to all organizations but it is of particular importance to small and medium sized businesses. Much has been written recently about the need for improving the training and development of organizational workforce. As important as this is, Hersey & Blanchard (1984) suggest that, at least equal emphasis must be given to improving the quality of leadership if business is to succeed in achieving greater employee commitment and thereby its profitability.

Masood et al (2006) depict leadership as a stream of evolving interrelationships in which leaders are continuously evoking motivational responses from followers and modifying their behavior as they meet responsiveness or resistance.

Leaders create a culture where their subordinates strive for goal attainment for the success of their organizations. (Donkin2004). They make the most of their potential, skill set and influence to motivate and inspire followers by asserting their authority, enforcing the rules, participating, manipulating the situation and by organizing team efforts.

Researchers recognize that employee commitment (Meyer et al., 2004; Allen & Myer, 1990) and leadership styles (Bass et al., 2003; Trottier et al., 2008) are of major factors to the organizational success or failure. Allen & Myer (1990) also argue that the continued interest is a result of the belief that if properly managed, employee commitment can result in benefits such as leadership effectiveness, improved employee performance, reduced turnover and absenteeism. This pursue to exploit the potential organizational benefits has resulted in the large number of studies that focus on the nature of employee commitment.

Leadership is one of the most pressing issues and one of the least understood concepts in the corporate world. As a universal activity, leadership is fundamental for effective organizational and social functioning. The very nature of leadership is its influencing process and its resultant outcomes. Such process is determined by the leaders and followers characteristics, dispositions, behavior perceptions, attributions and the context wherein the process of influencing occurs. The moral purpose of leadership is to create an empowered follower that leads to moral outcomes that are achieved through moral means (Hersey & Blanchard, 1984).

What is now clear is that employee commitment will be largely influenced by the interactions that occur between colleagues and with their immediate and senior leaders. Commitment is complex and continuous, and requires employers to discover ways of enhancing the work life of their employees (Meyer et al., 2004; Avolio et al. 2004). Thus, the commitment of competent employees is critical to the success of the sport organization.

Aware of the urgent need to address capacity constraints that hindered the performance of public institutions in Ethiopia, in 1996 the government embarked on a comprehensive Civil Service Reform Program (CSRP) (Government of Ethiopia, 2001). The government of Ethiopia sees the development of humanistic values among employees in public institutions as one of its major tasks, one that should be reflected in the leadership styles and employee of the countries in public institutions. This is also refers leadership styles and employee in sport organization in Oromia states in special zone surrounding Finfinnee.



## **1.2. Statement of the Problem**

In any given penalty, the success of a venture can nearly always be traced directly back to the vision of the leadership. Therefore, having effective leadership styles for the sport organization to retain competent employees is crucial to its survival. The ability of an organization to successfully implement strategies to gain a competitive advantage and optimize human capital largely depends among other factors on the leadership styles that encourage employee commitment.(Brockner et al. 1992).

James & Collins (2008) indicated that employees develop global beliefs of perceived sport organizational and perceived sport leaders' support. Due to the norm of mutual relationship this support makes the employee feel obligated to exhibit beneficial organizational commitment. Also Awan&Mahmood (2009) studies that employee commitment reflects the quality of the leadership in the sport organization. Therefore, it is logical to assume that leadership behavior would have a significant relationship with the development of employee commitment.

Many of the previous researches have recommend a positive direct relationship between leadership styles and employee commitment. To mention some of these, Bučiūnienė&Škudienė (2008) identified positive relationship between leadership styles and employees commitment. Ponnu&Tennakoon (2009) also recommend that ethical leadership behavior has a positive association with employees' organizational commitment.

Although there have been examines that have identified leadership behaviors as vital component to and determinant of employee commitment (Bučiūnienė&Škudienė, 2008) in one hand, and examining the relationship between leadership styles and employee commitment (Avolio et al. 2004;Ponnu&Tennakoon, 2009) on the other hand, a number of studies conducted in Ethiopia sport organization is lacking more so in the case of Oromia state.

The term employee commitment is mainly defined as a psychological state that binds the individual to the sport organization. In many sport organizations there is a growing commitment gap a widening split between the expectations of employers and what workers are prepared to do. There are a number of reasons for this erosion of employee commitment, the most common one being a failure of management in some way or another. To be effective, the skills of committed employee management must be installed in an organization so they become part of its culture. In

this way there will be consistency and equity with respect to how people are managed from the top down to the most junior employee (Allen & Meyer, 1990).

The commitment of employees to the sport organization is an important factor for the sustainable and effective growth of the sport organization. However, most of the employees in these organizations do not seem to be committed to their sport organization. Since this indicates there is a need for better leadership and management to realize employee commitment as well as upgrading of skills (career) and gearing towards results orientation and efficiency, these organization are considered to explore such cases in detail(On Annual report oromia 2017/18)

Therefore, this study is considered important to determine the relationship between leadership styles of sport organization and employee commitment in sport office in Oromia special zone surrounding Finfinnee. Based on the statement of the study the following question would be raised:-

1. What is the perceptions employee about leadership styles & employee commitment of sport office in Oromia special zone surrounding Finfinnee?
2. What is the effect of leadership style on employee commitment of sport office in Oromia special zone surrounding Finfinnee?
3. What is the nature of leadership styles and employee commitment in sport office in Oromia special zone surrounding Finfinnee?

### **1.3. Objectives of the Study**

#### **1.3.1. General objectives of the study**

To assess the relationship between leadership styles and employee commitment of sport office in Oromia special zone surrounding Finfinnee.

#### **1.3.2. Specific objectives of this study**

- To identify the employee perceptions of leadership styles and employee commitment of sport office in Oromia special zone surrounding Finfinnee.
- To examine the effect of leadership styles and employee commitment in sport office in Oromia special zone surrounding Finfinnee.
- To assess the nature of leadership styles and employee commitment in sport office in Oromia special zone surrounding Finfinnee.

#### **1.4. Significance of the Study**

Since the study is association between leadership styles and employee commitment of the sport office in Oromia special zone surrounding Finfinnee. Therefore, its result is important to create awareness to leaders of aforementioned organizations about the most determinant variables that can influence the commitment level of their employees.

Although the findings of this study add to the wealth of knowledge in other leadership and employee commitment studies. It could also be helpful for individuals who want to study further studies in related topics and other organizations those faces similar problems. It is believed that this study would have add value to the literatures on leader, for work document, for leadership styles especially in the Oromia state in special zone surrounding Finfinnee.

#### **1.5. Delimitation of the study**

The leadership style and employee commitment in sport development is the common problems in all over the world particularly in developing countries like Ethiopia. Even if it is true in Oromia Regional State that is the largest of all nine states of Ethiopia. This region has 18 zone and one of this is Oromia special zone surrounding Finfinnee which is fast growing in nature as well as with sport. However, due to limited financial resources and time constrain, this research would not address all of sport administration office in the region. Therefore, although a broader scope and a larger sample size would be desirable to assessing leadership style and employee commitment in sport development problem in Oromia Special Zone Surrounding Finfinnee in the Oromia region state and to make generalizing conclusions, the data collection would be delimited to only four town in Oromia special zone surrounding Finfinnee in Oromia regional state. The samples of Burayyu, Sululta, Holeta and Legatafo Legadade town sport office employer and leaders.

#### **1.6 Limitation of the study**

In conducting the research, the limitations were related to insufficient literatures on similar topic Magazines, Internet, financial problem and shortage of time.

## 1.7 Definition of Operational Term

- ❖ **Leadership:**-Leadership is inspiring others to give themselves unreservedly, to a mission (Irwin, 2014). Leadership can be observed as an action focused is less on personal needs, and more focused on the needs of the people, and those of the organization that one is leading (Northouse, 2015).
- ❖ **Leadership Style:**-Leadership style is the approach of providing direction, implementing plans and motivating people (Northouse, 2015). From the employees' perspective, it is seen as it includes the total pattern of explicit and implicit actions performed by their leader (Irwin, 2014).
- ❖ **Employee Commitment:**-Employee commitment is an individual's relative ability and involvement in a certain organization (Nayak&Sahoo, 2015).

## CHAPTER TWO

### 2. REVIEW LITERATURE

#### 2.1 Introduction

Gary Yukl (2006) defines leadership as “the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives”. Peter Northouse (2010) defines leadership as “a process whereby an individual influences a group of individuals to achieve a common goal”. These definitions suggest several components central to the phenomenon of leadership. Some of them are as follows: (a) Leadership is a process, (b) leadership involves influencing others, (c) leadership happens within the context of a group, (d) leadership involves goal attainment, and (e) these goals are shared by leaders and their followers. The act of defining leadership as a process suggests that leadership is not a characteristic or trait with which only a few certain people are endowed at birth. Defining leadership as a process means that leadership is a transactional event that happens between leaders and their followers. Viewing leadership as a process means that leaders affect and are affected by their followers either positively or negatively. It stresses that leadership is a two-way, interactive event between leaders and followers rather than a linear, one-way event in which the leader affects the followers but not vice versa. Defining leadership as a process makes it available to everyone not just a select few who are born with it. More important, it means that leadership is not restricted to just the one person in a group who has formal position power (Dubrin, 2007).

Lee and Chuang (2009), explain that the excellent leader not only inspires subordinate’s potential to enhance efficiency but also meets their requirements in the process of achieving organizational goals. Stogdill (1957), defined leadership as the individual behavior to guide a group to achieve the common target. Fry (2003), explains leadership as use of leading strategy to offer inspiring motive and to enhance the staff’s potential for growth and development. Several reasons indicate that there should be a relationship between leadership behavior and organizational performance. The first is that today’s intensive and dynamic markets feature innovation-based competition, price/performance rivalry, decreasing returns, and the creative destruction of existing competencies (Santoraet *al.*, 1999; Venkataraman, 1997). Studies have suggested that effective leadership behaviors can facilitate the improvement of performance

when organizations face these new challenges (McGrath and MacMillan, 2000; Teece, Pisano and Shuen, 1997).

## **2.2 Types of Leadership Behaviors**

Leadership behavior has been a challenging topic for organizational effectiveness. Therefore different leadership styles have been studied across several decades and in the modern theory which was proposed by Bass. This model is consisted of three types as Transformational, Transactional, and Laissez-Faire Leadership (Lather et al., 2009; Giri&Santra, 2010).

People are exposed to a broad and ever growing variety of theories that explains the concept and the practice of leadership, even if, today's leadership experts still can't dare ignore theorists like, Maslow, Smith, Barnard, Deming, who have crafted the most fundamental definitions of leadership and its countless characteristics. It is important to note that this submission attempts to single out some types of leadership models not all. It is not intended to introduce any new theory.

## **2.3. The Concept of Leadership**

Leaderships can be of many facets and they differ in effectiveness in terms of consequences of their actions towards internal and external stakeholders. Since organizations today are faced with many challenges, especially with the constant changes in technology, economic, social, political and legal conditions and internal processes, flexibility is required in resource utilization and in the promotion of continuous learning (James & Collins, 2008; Leavy&Mckiernan, 2009). Therefore, there is a need for leaders in organizations to contribute not only in terms of knowledge or ideas but also in making right decisions and responding to the changes.

Leadership has existed for as long as people have interacted, and it is present in all cultures no matter what their economic or social makeup. Although leadership is an age-old concept, it remains a complex term that researchers and scholars grapple with continuously. One of the main reasons is the extensive number of definitions for this term. It is commonly punned that there are nearly as many definitions of leadership as there are researchers and commentators. As cited in Trottier et al., 2008, some researchers and commentators rely on narrow definitions for ease of communication (e.g., leadership is the act of getting other people to do what they would not otherwise willingly do (Bennis, 1959) or for specific research interests (e.g., the investigation of power relationships) (French and Raven, 1959).

Leadership can be defined as a complex social process, rooted in aspects of values, skills, knowledge as well as ways of thinking of both leaders and followers. Thus, it is all about the continuous process of establishing and maintaining a connection between who aspire to lead and those who are willing to follow (Hersey & Blanchard, 1984). Furthermore, it has been the focal point of many academic research projects and of more than dozen journals in the market. Many academicians and researchers have made vital contributions in the different theories as well as practices of leadership, and after of extensive research, the subject of leadership has emerged as a legitimate discipline. However, there is still agreement about what leadership actually is. Many of scholars and researchers agreed that leadership is a combination of skills and behavior which exhibits those skills (Bass et al., 2003; Bolden et al, 2003; James & Collins, 2008).

Hersey & Blanchard (1984) defines leadership as the process of influencing the activities of an individual or a group in efforts toward goal achievement in a given situation. Similarly, Bass (1997) defined leadership in different terms from earlier to the recent times. The earlier definitions identified leadership as a focus of group process and movement, personality in action. The next type considered it as the art of inducing compliance. The more recent definitions conceive leadership in terms of influence relationships, power differentials, persuasion, influence on goal achievement, role differentiation, reinforcement, initiation of structure, and perceived attributions of behavior that are consistent with what the perceivers believe leadership to be. Finally, he concluded that as leadership may involve all these things. Therefore, leadership in the organizational context in this study is related to the person who is appointed by the organization or owner to follow up the whole or sub activities of the organization as well as the subordinates report to whom in the context of a work place relationship.

#### **2.4. The Emergence of Leadership Theories**

The earliest theories of leadership focused on the performance of great men. For instance, “without Moses, the Jews would have remained in Egypt and without Winston Churchill the British would have given up in 1940” (James & Burgoyne, 2001). Analysis of such heroic tributes gave rise to the Great Man Theory of Leadership, which contends that leaders are born, not made. This theory posits that certain individuals are endowed with leadership traits that cannot be learned (Perren& Burgoyne, 2001).

### **2.4.1. Great Man Theories**

Based on the belief that leaders are exceptional people, born with innate qualities, destined to lead. The use of the term 'man' was intentional since until the latter part of the twentieth century leadership was thought of as a concept which is primarily male, military and Western. This led to the next school of Trait Theories.

### **2.4.2 Trait Theories**

The lists of traits or qualities associated with leadership exist in abundance and continue to be produced. They draw on virtually all the adjectives in the dictionary which describe some positive or virtuous human attribute, from ambition to zest for life.

### **2.4.3 Behaviorist Theories**

These concentrate on what leaders actually do rather than on their qualities. Different patterns of behavior are observed and categorized as 'styles of leadership'. This area has probably attracted most attention from practicing managers.

### **2.4.4 Contingency 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.

### **2.4.5 Transactional Theory**

This approach emphasizes the importance of the relationship between leader and followers, focusing on the mutual benefits derived from a form of 'contract' through which the leader delivers such things as rewards or recognition in return for the commitment or loyalty of the followers.

### **2.4.6 Transformational Theory**

The central concept here is change and the role of leadership in envisioning and implementing the transformation of organizational performance. Source: Bolden et al. (2003)

Each of these theories takes a rather individualistic perspective of the leader, although a school of thought gaining increasing recognition is that of "dispersed" leadership. This approach, with its foundations in sociology, psychology and politics rather than management science, views leadership as a process that is diffuse throughout an organization rather than lying solely with the formally designated 'leader'. The emphasis thus shifts from developing 'leaders' to developing 'leaderful' organizations with a collective responsibility for leadership (Bolden et al., 2003).



## **2.5 Full Range Leadership Model (FRLM)**

The FRLM describes a full range of influencing styles from 'non-leadership' to powerful transformational leadership behaviors. The model captures different kinds of behaviors which make a difference to outcomes for associates of the leader. In other words, the range of behaviors starts with transformational leader behaviors to transactional leader behaviors reaching to the lowest leader interaction of laissez-faire leader behaviors.( Bass et al., 2003).

Trottier et al. (2008) suggest that Full Range Leadership theory of Bass is a strategic organization development intervention, designed to enhance the impact of leadership on employee commitment. Also the same authors emphasized that as Bass's full range leadership model is an important part of the leadership research as well as it presents researchers with a theory that can be empirically tested and provides insight into the duality that leaders face in current organizational settings.

Although multifactor theory is probably the most widely cited and comprehensive theory, leadership is often conceptualized within behavioral domains varying from non-leadership, or laissez-faire, to transactional leadership, which hinges on rewards and punishments, to transformational leadership, which is based upon attributed and behavioral charisma (Bass and Avolio, 1993 as cited in Bučiūnienė&Škudienė, 2008).

### **2.5.1 Transformational Leadership**

Transformational leadership is a process of influencing in which leaders change their associates' awareness of what is important, and move them to see themselves and the opportunities and challenges of their environment in a new way. Transformational leaders are proactive: they seek to optimize individual, group and organizational development and innovation, not just achieve performance "at expectations". They convince their associates to strive for higher levels of potential as well as higher levels of moral and ethical standards. Transformational leadership does not replace transactional leadership, but augments it in achieving the goals of the group (Bass, 1997; Hall et al., 2002).

In a transformational style, there is generally a sense of purpose and a feeling of family. Leaders and followers share mutual interests and a sense of shared fates and interdependence. They go beyond their self-interests or expected rewards for the good of the team and the good of the organization.

### **2.5.2 Transactional Leadership**

A "pure" transactional style focuses on everything in terms of explicit and implicit contractual relationships. All job assignments are explicitly spelled out along with conditions of employment, disciplinary codes, and benefit structures. Self-interests are stressed. Employees work as independently as possible from their colleagues. Cooperation depends on negotiations not problem solving or a common mission. There is little identification of the employees with the organization, its mission or vision. Superiors primarily are negotiators and resource allocators (Bass and Avolio, 1993).

Transactional leadership is based more on "exchanges" between the leader and follower, in which followers are rewarded for meeting specific goals or performance criteria (Trottier et al., 2008; Bass et al., 2003). Rewards and positive reinforcement are provided or mediated by the leader. Thus transactional leadership is more practical in nature because of its emphasis on meeting specific targets or objectives (James & Collins, 2008; Sosik & Dinger, 2007). An effective transactional leader is able to recognize and reward followers' accomplishments in a timely way. However, subordinates of transactional leaders are not necessarily expected to think innovatively and may be monitored on the basis of predetermined criteria. Poor transactional leaders may be less likely to anticipate problems and to intervene before problems come to the fore, whereas more effective transactional leaders take appropriate action in a timely manner (Bass et al., 2003).

Transactional leaders display behaviors associated with constructive and corrective transactions. The constructive style is labeled Contingent Reward and the corrective style is labeled Management-by-Exception (active and passive). Transactional leadership defines expectations and promotes performance to achieve these levels. Contingent Reward and Management-by-Exception are two core behaviors associated with 'management' functions in organizations. Full range leaders do this and more (Bass et al., 2003; Bolden et al., 2003).

When we compare transactional and transformational leadership styles, a transactional leadership style is appropriate in many settings and may support adherence to practice standards but not necessarily openness to innovation and risk taking. A transformational leadership style creates a vision and inspires subordinates to strive beyond required expectations, whereas transactional leadership focuses more on extrinsic motivation for the performance of job tasks (Bolden et al., 2003, Trottier et al., 2008; Bass et al., 2003). Thus it is likely that transformational leadership

would influence attitudes by inspiring acceptance of innovation through the development of enthusiasm, trust, and openness, whereas transactional leadership would lead to acceptance of innovation through reinforcement and reward.

Bass outlines the beginnings of his theory of leadership, in which both transactional and transformational leadership are needed to enhance performance. Bass developed the full range leadership model based on his belief that transformational leadership and transactional leadership are not ends on a single continuum but rather are leadership patterns that all leaders possess and use in differing amounts. For exceptional performance, transformational leadership behaviors need to augment transactional leadership behaviors (Bass and Avolio, 1993). Therefore, according to Bass, the best performance is the result of using both transactional and transformational leadership behaviors with subordinates.

### **2.5.3 Laissez-Faire leadership**

Both the transformational and transactional leaders are described as leaders who actively intervene and try to prevent problems, although they use different approaches. When researching these two active forms of leadership, one finds that they are often contrasted with the third style of leadership, called laissez-faire leadership (Bass, 1990 as cited in Bučiūnienė&Škudienė, 2008). James & Collins (2008) describe the laissez-faire leader as an extreme passive leader who is reluctant to influence subordinates' considerable freedom, to the point of handing over his/her responsibilities. In a sense, this extremely passive type of leadership indicates the absence of leadership.

Laissez-faire leadership style has a negative impact on followers and associates- opposite to what is intended by the leader - manager. There are many behaviors that represent laissez-faire leadership as a “do nothing” or “hands-off” approach. Such behaviors include staying away from employees, shirking supervisory duties, and being “inactive, rather than reactive or proactive”.

Researchers have consistently reported that laissez-faire leadership is the least satisfying and least effective style of leadership. That is because these leadership behaviors are accompanied by little sense of accomplishment, little clarity, little sense of group unity, and followers do not hold as much respect for their supervisors (Trottier et al., 2008; Lok& Crawford, 1999). It is probably for these reasons that many researchers choose to exclude laissez-faire leadership from their research involving only transformational and transactional leadership.

Bass (1990) [as cited in Lok& Crawford, 1999 and Bučiūnienė&Škudienė, 2008] uses the following statement to differentiate laissez-faire leadership from other types of leadership behaviors and styles: Laissez-faire leadership should not be confused with democratic, relations oriented, participative, or considerate leadership behavior. Nor should it be confused with delegation or management by exception. Delegation implies the leader's active direction of a subordinate to take responsibility for some role or task. The leader who practices management by exception allows the subordinate to continue on paths that the subordinate and the leader agreed on until problems arise or standards are not met, at which time the leader intervenes to make corrections.

## **2.6 Organizational Commitment**

A part of job-related attitudes along with job satisfaction and job involvement, organizational commitment has attracted a vast amount of attention from organizational scientists (Allen and Meyer, 1990; Mathieu and Zajac, 1990; Morrow, 1993; Mowday, Porter, and Steers, 1982; Riketta and Landerer, 2002; Steers, Porter, and Bigley, 1996). The vast attention to the topic also indicates a large number of attempts to define the construct; therefore little consensus exists among the definitions (Mowday, Porter, and Steers, 1982).

Despite the little consensus among the various definitions, there is a common point that organizational commitment is considered a “bond or liking of the individual to the organization” (Mathieu and Zajac, 1990). Defined simply as “a form of extreme loyalty to one's organization” (Pinder, 1998), organizational commitment differs from job satisfaction and job involvement as it involves the individual worker's attitude toward the organization, and not his/her job, department, work group, occupation, or career (Pinder, 1998). O'Reilly and Chatman (1986) divide organizational commitment to three distinct psychological stages (processes): Compliance, identification, and internalization. Compliance means that the person recognizes influence of others because he/she is expecting to obtain something tangible from others, whereas influence suggests that the person accepts influence in order to “maintain a satisfying, self-defining relationship” (Steers et. al., 1996. Finally, the individual internalizes, that is, he/she finds the values of the organization to be congruent with his/her personal values. This categorization is similar to continuance commitment, normative commitment, and affective commitment respectively (Meyer, and Allen, 1991, 1997; Morrow, 1993), three interrelated dimensions of the construct. Continuance commitment involves a tangible outcome that the individual does not want to let go, normative commitment includes a moral aspect, and affective

commitment comprises a voluntary facet stronger than any other factor on the individual's part to continue employment with the organization. Although the three dimensions should be considered as components rather than different types of commitment (Pinder, 1998), this paper focuses on affective commitment, as it entails internalization beyond identification, the closest association between the individual's own motives and the motives of the organization (Pinder, 1998).

Why is commitment important? According to Pinder (1998), there is a belief among employers that highly committed employees perform better and are less likely to be absent. Although the evidence does not support most of the employer's beliefs and expectations about organizational commitment such as committed employee performs better (Mathieu and Zajac, 1990), affective commitment was found to be the best predictor of withdrawal in a study conducted by Somers in 1995 (Pinder, 1998). Furthermore, according to Mowday et al (1982), the strongest behavioral outcome of commitment should be reduced employee turnover, and the studies they examined corroborate their proposition.

Organizational commitment has many hypothesized antecedents such as personal characteristics, work experiences, and organizational (structural) characteristics (Meyer and Allen, 1997; Mowday, et. al, 1982). People who love their jobs are positively committed to their organizations. Some people are committed to their jobs because they love what they do, or because their goals align with those of the company. Others might stay because they fear what they could lose if they leave. Still others might stay because they feel obligated to the company, or to their manager. Clearly, some of these types of commitment can have a negative effect on a person's well-being, self-respect, and job satisfaction. So, how can you avoid this, but still help team members feel committed to your team, or organization, in a positive way?

John Meyer and Natalie Allen developed their Three Component Model of Commitment and published it in the 1991 "Human Resource Management Review." The model explains that commitment to an organization is a psychological state, and that it has three distinct components that affect how employees feel about the organization that they work for.

The three components are:

1. Affection for your job ("affective commitment").
2. Fear of loss ("continuance commitment").
3. Sense of obligation to stay ("normative commitment").

This model to increase commitment and engagement in your team, while also helping people to experience a greater feeling of well-being and job satisfaction.

## **2.7 The Concept of Employee Commitment**

Employee commitment<sup>78843</sup> 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; Hunt & Morgan, 1994). Furthermore, Batemen and Strasser (1984) [as cited in Lok & Crawford, 1999] 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 tenure.”

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 used the term ‘employee commitment’ throughout this study to describe what has previously been referred to as ‘employees’ organizational commitment’ or simply ‘organizational commitment’ since the concept ‘organizational commitment’ has grown to embrace a range of dimensions inviting confusion when the same term is used to describe one sub factor. However, to be consistent with reference of previous and contemporary studies the generic terms ‘organizational commitment’, ‘employees’ organizational commitment’ and ‘commitment’ are used and Morgan (1994) 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.”

When looking at employee commitment within an organization, it is the relative strength of an individual's identification with and involvement in a particular organization. In relation to this, Allen & Meyer (1990) define employee commitment 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. Similarly, Meyer & Becker (2004) define a committed employee as being one “stays with an organization, attends work regularly, puts in a full day and

more, protects corporate assets, and believes in the organizational goals”. This employee positively contributes to the organization because of its commitment to the organization.

Meyer & Allen (1997) [as cited in Meyer & Becker, 2004] define a committed employee as being one “stays with an organization, attends work regularly, puts in a full day and more, protects corporate assets, and believes in the organizational goals”. This employee positively contributes to the organization because of its commitment to the organization. Research shows that individuals and organizations are adversely affected when commitment is low, and that both benefit when commitment is high (Brockner et al., 1992). Organizational commitment is associated with increased satisfaction, performance, and organizational adaptability (Lok & Crawford, 1999; Meyer & Becker, 2004), as well as decreased absenteeism and employee turnover (Lo et al., 2010).

## **2.8 The Dimensions of Employee Commitment**

The most basic theory of employee commitment is Allen and Meyer’s conceptualization. This theory differs from others in the nature of the psychological state being described. They identified three dimensions of employee commitment: affective, continuance, and normative commitment. Normative commitment is a relatively new aspect of organizational commitment having been defined after the former ones (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 & Meyer, 1990; Meyer et al., 2004).

Affective commitment is also attitudinal based and in this situation the employee sees him/herself 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 the 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).

Continuance commitment is a commitment situation originating 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 “nontransferable” investments. Nontransferable investments include things such as retirement, relationships with other employees, or things that are special to the organization (Allen & Meyer, 1990; Brockner et al., 1992). Continuance commitment also includes factors such as years of employment or benefits that the employee may receive that are unique to the organization (Hunt and Morgan, 1994).

In continuance commitment, the employees consider the disadvantages of leaving the organization and avoid quitting. Moreover, continuance commitment is not a negative situation though it is considered to be a negative commitment type by the organizations. Those with high levels of continuance commitment stay with the organization because they need to. Thus, the employee keeps his organization membership thinking it might cost him too much to leave the organization (Allen & Meyer, 1990).

The third dimension of employee commitment is normative commitment, which reflects a feeling of obligation to continue employment. Those with high levels of normative commitment stay with an organization because they feel they ought to remain (Allen & Meyer, 1990). It has argues that normative commitment is only natural due to the way we are raised in society. Normative commitment 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., 2004).

The three components of employee commitment are a psychological state that either characterizes the employee’s relationship with the organization or has the implications to affect whether the employee will continue with the organization. An individual can have similar or different levels of all types of commitment. They are not mutually exclusive. Thus, regardless of the definition, "committed" employees are more likely to remain with the organization (Allen & Meyer, 1990).

Meyer & Allen (1997) [as cited in Meyer et al., 2004] found that employees that have a good relationship with their immediate work group have higher levels of commitment to the overall organization will be higher. Accordingly, they argue that employees must be given numerous opportunities throughout the workplace to feel committed to the organization. Moreover, Ugboro (2006) concluded that workers’ organizational commitment is significantly correlated to their perceived job security.



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

Previous researches have devoted a great deal of attention to the relationship between leadership behavior and organizational commitment. They have shown that organizational commitment is greater for employees whose leaders encourage their participation in decision making (e.g., Ugboro, 2006), who treat them with consideration (e.g., Shore & Wayne, 1993), fairness (e.g., Brockner et al., 1992; Allen & Meyer, 1990) and are supportive of them (e.g., Allen & Meyer, 1990). Also, Mowday et al. (1979) [as cited in Ponnu&Tennakoon, 2009], has indicated supervision as one of the critical organizational factors that can influence employee commitment to the organization.

A relationship between commitment and leadership style has been reported in the organizational and management literatures. Several studies found a positive relationship between the two variables. For instance, Lo et al. (2010) concluded that the leadership styles of supervisors are important dimensions of the social context because they shape subordinates' organizational commitment in various important ways. Likewise, Ponnu&Tennakoon (2009) indicate that ethical leadership behavior has a positive impact on employee organizational commitment and employee trust in leaders.

On the other hand, the study results on the relationship among leadership style, organizational culture and employee commitment in university libraries by Awan&Mahmood (2009) show that the leadership style (in their case, autocratic or laissez-faire) has no effect on the commitment of employees in university libraries. Instead, most of the library professionals seemed to be highly committed with their organizations i.e., they favored result-oriented culture. Similarly, Lok& Crawford (1999) reported that the leadership style variable, a bureaucratic environment, often resulted in a lower level of employee commitment and performance, whereas Hunt and Liesbscher (1973) [as cited in Bučiūnienė&Škudienė, 2008] discovered a negative association between these two variables.

In another study involving 156 participants, Lo et al. (2009) examined leadership styles and employees' organizational commitment in Malaysia 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 positive relationship with organizational commitment but the impacts are stronger

for transactional leadership style. Similarly, Marmaya et al. (2011) investigated the employees' perceptions of leadership style among Malaysian managers and its impact on organizational commitment and then found that leadership tends to be more transformational than transactional.

The study by Bučiūnienė and Škudienė (2008) has investigated the relationship between employees' organizational commitment dimensions and leadership styles and found positive correlations between a transformational leadership style and affective and normative employee commitments whereas a laissez-faire leadership style was found to be negatively associated with employees' affective commitment. Davenport (2010) also measured the relationship between leadership style and organizational commitment as moderated by follower's locus of control and reported that suggests that separately leader style and locus of control are important drivers of organizational commitment.

Research findings have consistently highlighted the positive influence of transformational leadership on organizational outcomes. For instance, transformational leadership was found to result in lower employee turnover, increased organizational citizenship behavior (Dvir et al., 2002 as cited in Mannheim & Halamish, 2008) and lead to stronger organizational commitment (Bučiūnienė & Škudienė, 2008).

Likewise, Bycio et al. (1995) [as cited in Ponnu & Tennakoon, 2009] examined how transformational leadership and transactional leadership affected employee levels of affective commitment, continuance commitment, and normative commitment. Findings revealed that transformational leadership was a better predictor of affective, continuance, and normative commitment than transactional leadership. Consistent with previous studies, Avolio et al. (2004) found a positive association between transformational leadership and organizational commitment. Contrary to the previous research, they found that transformational leadership at the indirect senior level had a more positive relationship with employees' level of organizational commitment as compared to the relationship between commitment and ratings of transformational leadership of the followers' immediate supervisor.

As cited in Bučiūnienė & Škudienė (2008), Simon (1994) studied the impact of transformational leadership on organizational commitment and found that transformational leadership has a positive linkage with normative and affective commitment. On the other hand, a negative relationship was found between transformational leadership and continuance commitment.

Bass and Avolio (1993) 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. Mannheim & Halamish (2008) argued that when transformational leadership is enacted, members of organizations no longer seek merely self-interest, but that which is beneficial to the organization as a whole.

The findings of Brown and Dodd (2003) [as cited in Bučiūnienė & Škudienė, 2008] indicated a strong correlation between transformational leadership dimensions and affective commitment, a weaker but still strong positive correlation with normative commitment and no relationship with continuance commitment. A negative relationship was found between transactional leadership dimensions and affective and normative commitments, and a statistically significant correlation found with continuance commitment (Brown and Dodd, 1999).

Management styles can influence the commitment level of employees. Eisenberger et al. (1990) [as cited in Avolio et al., 2004] argue that managers and organizations must reward and support their employees for the work that they do because this perceived support allows for more trust in the organization. They discuss that those employees who feel that they are cared for by their organization and managers also have not only higher levels of commitment, but that they are more conscious about their responsibilities, have greater involvement in the organization, and are more innovative.

To sum up, as we have seen in this chapter there is plenty in the literature that describes leadership styles and employee commitment from a multitude of angles and views. Many articles also repeat the same topics and findings and the author chose to include just to show that the findings are similar but from a wide range of domains. In many researches in the literature it was determined that there was a strong relationship between leadership styles and employee commitment ( Avolio et al., 2004; Bučiūnienė & Škudienė, 2008; Lok & Crawford, 1999; Awan & Mahmood, 2009; Ponnu & Tennakoon, 2009). These studies were generally conducted in business organizations, yet there have been few researches conducted in sport organizations specifically in Ethiopia. Thus, the aim of this research is to determine the relationship between leadership styles and employee commitment of sport organization in Oromia special zone surround Finfinnee.

## CHAPTER THREE

### 3. RESEARCH METHODOLOGY

#### 3.1 Study area

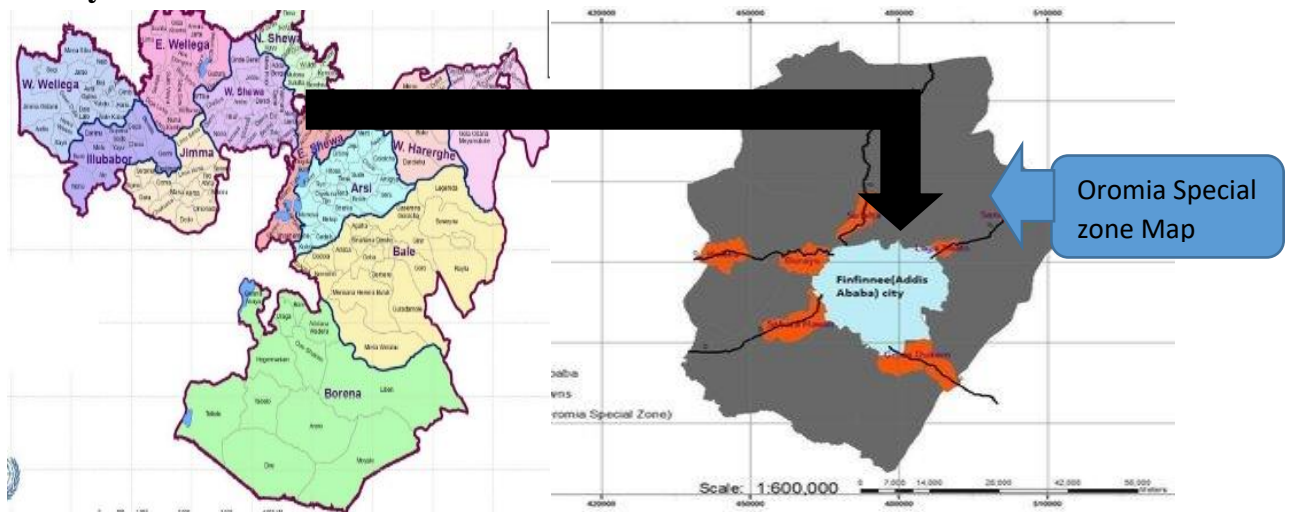


Figure 1 Map of Oromiaspecial zone surrounding Finfinnee

, from (<https://www.Researcher gate.net/figure/finfinne-and-it-surrounding-towns-of-special-zone-of-Oromia-on-www.google.com>).

As special zone was created after the census of 2007 it's hard to find correct data about the population of zone. The estimated size of population according to 2007 census conducted by the CSA is 794,489, of which 228420 28.75 were urban dwellers. (<https://en.m.wikipedia.orggoogle>). These four selected town are nearer to capital city of Ethiopia which are located approximately 2,355m above sea level and with an average temperature of 22 and 20c respectively Entoto mountain (Wilber and pitsiladis,2012)

Oromia special Zone surrounding Finfinnee is one of the zone of Oromia region in Ethiopia. This zone is surrounding the capital city of Ethiopia, Addis Ababa which is called Finfinnee in Oromo language. The research would be conducted from four selected Oromia special Zone surrounding Finfinnee in Oromia regional state on different town administration selected area like Burayyu, Sululta, Holeta and legatafo legadade sport office employers and leaders.

### **3.2 Research Design**

This study classified as survey research which intended to be carried out at sport organization in Oromia special zone surrounding Finfinnee and the data would be gathered from leaders and employee. The study were designed as cross - sectional survey for the quantitative and qualitative study which would be used to gather the relevant and important information with regard to leadership styles and employee commitment.

### **3.3 Source of the data**

In order to generate relevant data for this study, both primary and secondary data sources was considered. Primary data is the information that the researcher finds out by himself regarding a specific topic. Primary data would be gathered from office employees and their leaders to answer the above questions.

Secondary data serves researchers with the opportunity to better understand and explain the research problem. The secondary data of this study would be compiled from many sources like feedback from selected zone, internet, unpublished document i.e. Monthly plan and report as well as weekly report.

### **3.4 Study Population**

Since the purpose of this study was to assess the relationship between leadership styles and employee commitment by surveying employees and leaders from sport organization, the total population of this study included both employees and leaders of sport organization which are found in 8 town administration Burayyu, Sululta, Holeta, Sabeta, Dukam, Galan, Bishoftu and legatafo legadade in Oromia special zone surrounding Finfinnee. In this zone the total population of leaders are 40 including team leaders, as well as 116 experts and 156 total population according to structures studied by Oromia youth and sport office 2006 E.C.

The target population of the study area followed by procedure of simple lottery method and this would be included four Administration town as samples of Burayyu, Sululta, Holeta and legatafo

legadade sport office employer and leaders in Oromia special zone surrounding Finfinnee in Oromia regional state.

### 3.5. Sample Size and Sampling Technique

That was simple random sampling techniques was used in the study, to ensure each group of the target population well represent and to be more appropriate to reduce sampling error.

For this study, the statistical formula set by Kothari 2004, second revised edition was applied by considering the level of acceptable error at 5 percent.

$$n = \frac{Z^2 * N * p * q}{e^2 (N-1) + Z^2 * p * q} \dots \dots \dots \text{Kothari 2004 second revised edition}$$

N = size of population for 4 town total 78

n = size of sample

e = acceptable error (the precision) =0.05

p = sample proportion, q = 1 – p; take the value of p = 0.5

q=0.5

z = the value of the standard variable at a given confidence level under Normal Curve; 1.96 here for 95% Confidence Level

$$n = \frac{(1.96)^2 * 78 * 0.5 * 0.5}{(0.05)^2 (78) + (1.96)^2 * 0.5 * 0.5} = 74.9112 / 1.1554 = 64$$

Hence the sample size of **64** is accepted for selection and it does not bring any effect on the quality of the data collected and analyzed.

So the data would be collected from 44employee that determined 78employeeand all 20 leader used from four selected town like Sululta, Hollota,Legatafo Legadadi and Burayu sport office in Oromia special zone surrounding finfinnee.

**Table 1**Study target population, sample size and sampling techniques

No	Town	Total sport office experts	Sample size	Leaders/including team leaders/	Sample
1	Sululta sport office	14	11	5	5
2	Hollota sport office	14	11	5	5
3	Legatafo legadadi sport office	15	11	5	5
4	Burayu sport office	15	11	5	5

	Total	58	44	20	20
	By lottery method	Simple Random Sample Technique		purposive method	

### **3.6 Data Gathering Instruments**

Depending on the purpose of the study, both quantitative and qualitative data collecting instrument was employed in the data collecting process. These tools include questionnaire and interview. Questionnaires were suitable in gathering data from large population. In this study both close and open ended items would be used from standard questions in order to obtain better and relevant data.

### **3.7 Procedures of data collection**

The following procedures of data collection would be used to assess the relationship between leadership styles and employee commitment in sport development in Oromia special zone surrounding Finfinnee. The relevant information would be gathered through the designed tools questionnaires and interview. Interview was used only for leaders. The researcher would be presented letter from Jimma University to Oromia special zone surround Finfinnee sport office for Burayyu, Sululta, Holeta and legatafo legadade sport office administration. After that the researcher would be got official permit to conduct the studied on the zone, quantitative survey respondents and qualitative survey informants would be provided in detail explanation on the overall objective of the study. In conducting the studied, the following relevant procedures would be used first data would be assessed to get information from what have been done in relation to the problem.

### **3.8 Method of data analysis**

Considering the research question of the study descriptive statistics, frequency, percentage, mean, standard deviation and t-test value would be used. The data would gathers through questionnaire and interviews would be analyzed qualitatively and quantitatively. Questionnaire data would be analyzed by quantitative method through numerical and percentage system. Whereas the interview would be analyzed by qualitative method based on the data analysis, interpretation would be made to reach a certain finding. Finally, as output of the research, conclusion and recommendation would be proposed based on the findings.

### **3.9 Independent and Dependent Variables of the Study**

The Variables those are used in measuring Full Range Leadership behaviors were considered separately as independent variables (leadership style). The subscales for these variables are contained in the Multifactor Leadership Questionnaire. On the other hand employee commitment were used as dependent variables.

### **3.10 Ethical Consideration**

The researcher would be got recommendation letter from Jimma University to selected Oromia special zone surrounding Finfinnee sport office administration would be given the letter to leaders of selected office to get permission. The objective of study would be presented for all participants before the question distributed. Interview would be administered on free willingness of interviewees. Respondents would be informed that information providers and to aware the interviewees will be not transfer to third party or would be not used for any other purpose.



## **CHAPTER FOUR**

### **4. RESULTS AND DISCUSSION**

#### **4.1. Introduction**

The main objective of this study was to assess the relationship between leadership styles and employee commitment in sport development in Oromia special zone surrounding Finfinnee. To achieve this objective, the study composed the necessary data by means of questionnaire and interview as well as discussion of results were presented in this chapter. This chapter was organized in terms of the specific objectives sought seek so far which includes identifying the employee perceptions of leadership styles and employee commitment of sport office in Oromia special zone surrounding Finfinnee, examine the effect leadership styles and employee commitment in sport office in Oromia special zone surrounding Finfinnee and assess the nature of leadership styles and employee commitment in sport office in Oromia special zone surrounding Finfinnee.

To achieve those above mentioned objectives the study used descriptive analysis such as frequency, percentage, mean, standard deviation and t-test value by incorporating the relevant software SPSS in the whole work. Demographic profile of respondents' analyzed. Inferential statistics as its name indicate that the inferential statistics infer about the population depending on the sample data, and analysis and test basic question. .

#### **4.2. Demographic Profile of Respondents**

The questionnaire requested a limited number of information related to personal and professional characteristics of respondents. Accordingly, the following tables was presents about the respondents were summarized as follows. The information includes about: age, sex, experience and the educational level achieved.

**Table 2:** Demographic Characteristics of Employee and leaders Respondents

Source: Field Survey 2019

No.	Variable	Characteristics	Employees	Leaders		
			Frequency	Frequency	Total	Percentage
		Male	28	17	45	70.3%
		Female	16	3	19	29.7%
		Total	44	20	64	100
		20-25	12	4	16	31.3%
		26-35	26	13	39	54.7%
		36-45	6	3	9	14.1%
		46 and above	-	-		-
		Diploma	3		3	3.1%
		Degree	32	15	47	75%
		MSc Degree	9	5	14	21.9%
		1-3 years	12	1	13	20.3%
		4-8 years	18	11	29	45.3%
		9-11 years	9	6	15	23.4%
		12 and above	5	2	7	10.9%

Sex Category of the Respondents On the basis of Table 2 the sex of the respondent was (45)70.3% were male whereas (19) 29.7% were females which shows the majority of the respondents were males.

Age Category of the Respondents As data presented in the table above, the majority of the respondents (39) 54.7% were in 26-35years age category while (16) 31.3% indicated their age were in the 20-25 age group. Whereas (9) 14.1% indicate their age was in the 36-45 years age range. From this it is possible to infer that the majority respondents in sport office were young and adult in Oromia special zone surrounding Finfinnee.

Educational qualification On the basis of table 2 the majority of the respondents were first degree holders (47) 75% whereas (14) 21.9% were MSc degree and above and (3) 3.1% whereas diploma holders. Therefore, it can be concluded that the majority of the respondent were first degree holders in the study areas

Work experiences as indicated in table 2 that categories of the respondents show that, about (13) 20.3% of them were in the work experiences category between 1-3years. About (29) 45.3% of respondents were between 4-8 years and (15) 23.4% of them were in the age category between 9-

11 years and (7)10,9% above 12 years this indicates that most of the respondent in the selected area were in age of work experience between 4-8 years.

### 4.3 Result and interpretation

#### 4.3.1 Result and interpretation of leaders' response in sport office

**Table 3:** Result and interpretation of leaders' response in sport office

No	Items	Responses	F	Mean	SD	Sig/p	T	DF	Std.error mean
1.	Go beyond self-interest for the good of the group	1	20	1.6	.813	.002	3.572	19	.182
2.	Treat others as individuals rather than just as a member of a group	1	20	1.45	.510	.001	3.943	19	.114
3.	Fail to interfere until problems become serious	1	20	1.50	.513	.000	4.359	19	.115
4.	Focus attention on irregularities, mistakes and deviations from standards	1	20	1.4	.503	.002	3.559	19	.112
5.	Avoid getting involved when important issues arise	1	20	1.4	.503	.002	3.559	19	.112
6.	Talk about my most important values and beliefs	1	20	1.4	.503	.002	3.559	19	.112
7.	Seek differing perspectives when solving problems	1	20	1.4	.503	.002	3.559	19	.112
8.	Talk optimistically about the future	1	20	1.45	.510	.001	3.943	19	.114
9.	Instill pride in others for being associated with me	1	20	1.5	.513	.000	4.359	19	.115
10.	Discuss in specific terms who is responsible for achieving performance targets	1	20	1.55	.510	.000	4.519	19	.114
11.	Wait for things to go wrong before taking action	1	20	1.4	.503	.002	3.559	19	.112
12.	Talk enthusiastically about what needs to be accomplished	1	20	1.45	.510	.001	3.943	19	.114
13.	Demonstrate that problems must become chronic before I take action	1	20	2.25	.510	.000	5.784	19	.216
14.	Consider the moral and ethical consequences of decisions	1	20	1.5	.967	.000	4.359	19	.115
15.	Keep track of all mistakes	1	20	1.4	.513	.002	3.559	19	.112
16.	Avoid making decisions	1	20	1.4	.503	.002	3.559	19	.112
17.	Help others to develop their strengths	1	20	1.5	.513	.000	4.359	19	.115
18.	Express confidence that goals will be achieved	1	20	1.45	.510	.001	3.943	19	.114

19	Express satisfaction when others meet expectations	1	20	1.4	.503	.002	3.559	19	.112
20	emphasize the importance of having a collective sense of mission	1	20	1.4	.523	.002	3.559	19	.112

Key F- Frequency, M; -mean ,DF;-degree of freedom ,SD;- standard deviation ,  $P < \alpha$ ,  $\alpha=0.05$ , degree of confidence =1.96,N;number, 44 number of employees&20:number of leaders and respondent 1=leaders, respondent 2=employee

Cut point;-1 not at all  $\leq 1.5$ , 2. Once in a while 1.5-2.5, 3.Sometimes: 2.5-3.5, 4.Fairly Often; 3.5-4.5, 5.Frequently, if not always;  $\geq 4.5$  High score shows high effectiveness of leadership style perception while low score implies low effectiveness perception in the scale.

Item 1 in the above table 3, the result shows that, the leaders respondents (M = 1.6, SD =0.813) and they replied were not at all on that go beyond self-interest for the good of the group. And, statistical t test value indicates=3.577  $p = 0.002$  and DF =19, this implies statistically significant there was association between the perception of leadership style and employee commitment that have no overall go beyond self-interest for the good of the group.

Item 2 in the above table 3, shows that the leaders respondents (M=1.45, SD =.510) and replied that they were not at all that have positive relation. Similarly, statistical t-test value were  $t = 3.943$ ,  $p = 0.001$  at DF= 19 implies significance there was association between the perception of leadership style and employee commitment that have no treat others as individuals rather than just as a member of a group.

Item 3 in the above table 3, shows that leaders respondents (M= 1.5, SD= 0.513) and replied that they were not at all that fail to interfere until problems become serious. Furthermore, statistical t - test value indicates  $t =4.359$ ,  $p = 0.000$  and DF = 19, implies significant, there was association between the perception of leadership style and employee commitment have no fail to interfere until problems become serious.

Item 4 in the above table 3, shows that leaders respondent (M=1.40, SD = .513), and they replied that focus attention on irregularities, mistakes and deviations from standards was not at all. And, statistical t-test value were  $t = 3.559$ ,  $p = 0.002$  and DF = 19, implies significant there was association between the perception of leadership style and employee commitment with focus attention on irregularities, mistakes and deviations from standards.

Item 5 in the above table 3, reveals that, leaders respondents ( $M = 1.4$ ,  $SD = .503$ ) and they replied avoid getting involved when important issues arise was not at all. And, statistical t-test value indicates  $t = 3.559$ ,  $p = 0.002$  and  $DF = 19$  implies significant there was association between the perception of leadership style and employee commitment with avoid getting involved when important issues arise. The findings indicates that in the most opinions of respondent was not at all on avoid getting involved when important issues arise in study areas.

Item 6 in the above table 3, reveals that, leader respondents ( $M = 1.4$ ,  $SD = .503$ ) and they replied they talk about their most important values and beliefs was not at all. And, statistical t-test value indicates  $t = 3.559$ ,  $p = 0.002$  and  $DF = 19$ , implies significant there was association between the perception of leadership style and employee commitment with talk about their most important values and beliefs. The finding indicates that in the most opinions of respondent was not at all on leadership style and employee commitment within the four town in Oromia special zone surrounding Finfinnee.

Item 7 in the above table 3, shows that, leaders respondents ( $M = 1.4$ ,  $SD = 0.503$ ) and they replied that seek differing perspectives when solving problems was not at all. The finding indicates that in the most opinions of respondent was not at all on seek differing perspectives when solving problems in the four town. And, statistical t-test value indicates  $t = 3.559$ ,  $p = 0.002$  and  $DF = 19$ , implies significant there was association between the perception of leadership style and employee commitment with seek differing perspectives when solving problems. The findings suggests that in the most opinions of respondent was not at all on seek differing perspectives when solving problems in the study areas.

Item 8 in the above table 3, the result shows that leaders respondents ( $M = 1.45$ ,  $SD = 0.51$ ) and they replied that not at all on talk optimistically about the future. Farther more, concluded majority of the respondents not at all that the talk optimistically about the future. And, statistical t -test result value were  $t = 3.943$   $p = 0.001$  and  $DF = 19$ , implies there was significant relationship between leadership styles and employee commitment in sport office was not talk optimistically about the future.

Item 9 in the above table: 3 the result shows that the leaders respondents ( $M = 1.5$ ,  $SD = 0.513$ ) and they replied that not at all that instill pride in others for being associated with me. Additionally, concluded that, majority of the respondents' not at all that instill pride in others for being associated with me. And, statistical t test value indicates  $t = 4.359 = p = 0.000$  and  $DF = 19$ , implies significant

there was relationship between leadership styles and employee commitment in sport office and no instill pride in others for being associated with me.

Item 10 in the above table 4, shows that respondents ( $M = 1.55$ ,  $SD = 0.510$ ) and they replied that discuss in specific terms who is responsible for achieving performance targets was not at all. Furthermore, statistical t-test value indicates  $t = 4.819$   $p = 0.000$  and  $DF = 19$ , implies significant there was relationship between leadership styles and employee commitment in sport office and discuss in specific terms who is responsible for achieving performance targets. The finding indicates that in the most opinions of respondent was not at all on discuss in specific terms who is responsible for achieving performance targets.

Item 11 in the above table 3, reveals that, leaders respondents ( $M = 1.40$ ,  $SD = 0.503$  and they replied that opinion on wait for things to go wrong before taking action was not at all. And, statistical t-test value indicates  $t = 3.559$   $p = 0.002$  and  $DF = 19$ , implies significant there was relationship between leadership styles and employee commitment in sport office and wait for things to go wrong before taking action. This finding suggests that in the most opinions of respondent was not at all on wait for things to go wrong before taking action in the four towns.

Item 12 in the above table 3, reveals that, leaders respondents ( $M = 1.45$ ,  $SD = 0.510$  and they replied that the talk enthusiastically about what needs to be accomplished was not at all. And, statistical t test value were  $t = 3.943$   $p = 0.001$  and  $DF = 62$ , implies significant there was relationship between leadership styles and employee commitment in sport office and talk enthusiastically about what needs to be accomplished. The findings indicate that in the most opinions of respondent was not at all on talk enthusiastically about what needs to be accomplished in the four town.

Item 13 in the above table 3, shows that, leaders respondents ( $M = 2.25$   $SD = 0.510$ ) and they replied that demonstrate that problems must become chronic before I take action was not at all. And, statistical t test value indicates  $t = 5.784$   $p = 0.000$  and  $DF = 19$  implies significant there was relationship between leadership styles and employee commitment in sport office and demonstrate that problems must become chronic before I take action. The finding implies that in the most opinions of respondent was not at all on demonstrate that problems must become chronic before I take in the four town.

Item 14 in the above table 3, shows that, leaders respondents ( $M = 1.5$ ,  $SD = 0.967$ ) and they replied that consider the moral and ethical consequences of decisions was not at all. Furthermore,

statistical t-test value indicates  $t = 4.359$   $p = 0.000$  and  $DF = 19$ , implies office and. The finding indicates that in the most opinions of respondent was not at all on consider the moral and ethical consequences of decisions.

Item 15 in the above table 3, shows that, leaders respondents ( $M = 1.4$ ,  $SD=0.513$ ) and replied that the keep track of all mistakes was not at all. In the same statistical t- test value indicates  $t = 3.559$ ,  $p = 0.002$  and  $DF= 19$ , implies significant. There was nature of leadership styles and employee commitment in sport office have keep track of all mistakes. The finding indicates that in the most opinions of respondent was not at all on the office have keep track of all mistakes in the four town.

Item 16 in the above table 3, reveals that leaders respondents ( $M = 1.4$ ,  $SD=0.503$ ) and they replied that the avoid making decisions was not at all. And, statistical t -test value indicates  $t = 3.559$   $p = 0.002$  and  $DF=19$ , implies significant there was nature of leadership styles and employee commitment in sport office that avoid making decisions. The finding suggests that most opinion of respondent were not at all that avoid making decisions in the four towns.

Item 17 in the above table 3, show that leaders respondents ( $M = 1.50$ ,  $SD=0.513$ ) and they replied that was not at all on help others to develop their strengths in four this town. And, statistical t-test value  $t = 4.359$ ,  $p = 0.000$  and  $DF = 19$  implies significant there was nature of leadership styles and employee commitment in sport office and help others to develop their strengths. The finding suggests that most opinion of respondents were not at all on help others to develop their strengths in the office.

Item 18 in the above table 3, confirms that leaders respondents ( $M = 1.45$ ,  $SD=0.510$ ) and they replied that the express confidence that goals will be achieved was not at all. Additionally, statistical t -test value indicates  $t = 3.943$ ,  $p = .001$  and  $DF = 19$ , implies significant there was nature of leadership styles and employee commitment in sport office and the express confidence that goals will be achieved. The findings indicates that in the most opinions of respondent was not at all on the express confidence that goals will be achieved in the four town sport office.

Item 19 in the above table 3, shows that, leaders respondents (M = 1.40, SD=0.503) and replied that the express satisfaction when others meet expectations was not at all. In the same statistical t-test value indicates  $t = 3.559$ ,  $p = 0.002$  and  $DF = 19$ , implies significant. There was nature of leadership styles and employee commitment in sport office have express satisfaction when others meet expectations. The finding indicates that in the most opinions of respondent was not at all on the office have express satisfaction when other meet expectations in the four town.

Item 20 in the above table 3, reveals that, leaders respondents (M =1.40, SD=0.503) and they replied that emphasize the importance of having a collective sense of mission was not at all. And, statistical t -test value indicates  $t = 3.559$   $p = 0.002$  and  $DF = 19$ , mission. The finding suggests that most opinion of respondent were not at all that emphasize the importance of having a collective sense of mission in the four towns.

Table 3 above summarizes the reactions of respondents on the various question items that were later associated to the various dimensions addressed in this study. Accordingly, we can see from the table that of the three leadership behaviors examined in this study the laissez faire is rated as a leadership behavior exhibited the least while transformational and transactional behaviors were rated at almost same level (about 2.9 in a Likert type scale ranging between 1 and 5). Another thing that can be observed here is the fact that these leadership styles are generally rated to have been exhibited in a rather inadequate level which is not above 4.

#### 4.3.2 Result and interpretation of employee response in sport office

**Table 4:** Result and interpretation of employee response in sport office

No	Items	Responses	F	Mean	SD	Sig/p	T	DF	Std.error mean
1.	Employee commitment Opinion Survey	2	44	1.55	.820	.001	3.677	43	.124
2.	Fails to interfere until problems become serious	2	44	1.41	.658	.000	5.954	43	.099
3.	Focuses attention on irregularities, mistakes, exceptions, and deviations from standards	2	44	1.41	.816	.000	4.803	43	.123
4.	Avoids getting involved when important issues arise	2	44	1.23	.562	.000	9.72	43	.085
5.	Talks about their most important values and beliefs	2	44	1.32	.829	.000	5.456	43	.125
6.	Seeks differing perspectives when solving problems	2	44	1.23	.642	.000	7.983	43	..097



7.	Talks optimistically about the future	2	44	1.20	.765	.000	6.898	43	.115
8.	Discusses in specific terms who is responsible for achieving performance targets	2	44	1.25	.615	.000	8.093	43	.093
9.	Waits for things to go wrong before taking action	2	44	1.34	.805	.000	5.429	43	.121
10.	Talks enthusiastically about what needs to be accomplished	2	44	1.39	.655	.000	6.217	43	.099
11.	Goes beyond self-interest for the good of the group	2	44	1.27	.544	.000	6.217	43	.082
12.	Provides me with assistance in exchange for my efforts	2	44	1.32	.800	.000	8.86	43	.121
13.	Treats me as an individual rather than just as a member of a group	2	44	1.32	.740	.000	5.651	43	.112
14.	Demonstrates that problems must become chronic before taking action	2	44	1.39	.920	.000	4.422	43	.139
15.	Considers the moral and ethical consequences of decisions	2	44	1.45	.791	.000	4.574	43	.119
16.	Avoids making decisions	2	44	2.82	.582	.000	9.331	43	.088
17.	Helps me to develop my strengths	2	44	1.27	.758	.000	6.362	43	.114
18.	Emphasizes the importance of having a collective sense of mission	2	44	1.41	.757	.000	5.178	43	.114
19.	Expresses confidence that goals will be achieved	2	44	1.50	1.089	.004	3.045	43	.164
20.	Expresses satisfaction when I meet expectations	2	44	1.48	1.151	.004	3.042	43	.174

Key F- Frequency, M; -mean ,DF;-degree of freedom ,SD;- standard deviation ,  $P < \alpha$ ,  $\alpha=0.05$ , degree of confidence =1.96,N;number, 44 number of employees &20:number of leaders and respondent 1=leaders, respondent 2=employee.

Cut point;-1 strongly Disagree  $\leq 1.5$ ,2. Disagree1.5-2.5, 3. Neutral: 2.5-3.5, 4. Agree; 3.5-4.5, 5. Strongly Agree;  $\geq 4.5$  High score shows high commitment of employee while low score implies low commitment of employee in the scale.

Item 1 in the above table 4, the result shows that employee respondents (M = 1.55, SD =0.820) and they replied they were strongly disagree on that employee commitment Opinion Survey and, statistical t test value indicts=3.677  $p = 0.001$  and DF =43, this implies statistically significant

there was association between the perception of leadership style and employee commitment that have no overall employee commitment Opinion Survey.

Item 2 in the above table 4, shows that the employee respondents ( $M=1.41$ ,  $SD=0.658$ ) and replied that they were strongly disagree that have positive relation. Similarly, statistical t-test value were  $t = 5.954$   $p = 0.000$  at  $DF= 43$  implies significance there was association between the perception of leadership style and employee commitment that have no fails to interfere until problems become serious.

Item 3 in the above table 4, shows that employee respondents ( $M= 1.41$ ,  $SD= 0.816$ ) and replied that they were strongly disagree that focuses attention on irregularities, mistakes, exceptions, and deviations from standards to interfere until problems become serious. Furthermore, statistical t - test value indicates  $t =4.803$   $p = 0.000$  and  $DF = 43$ , implies significant, there was association between the perception of leadership style and employee commitment have no focuses attention on irregularities, mistakes, exceptions, and deviations from standards.

Item 4 in the above table 4, shows that employee respondent ( $M=1.23$ ,  $SD = 0.562$ ), and they replied that Avoids getting involved when important issues arise was strongly disagree and, statistical t-test value were  $t = 9.072$ ,  $p = .000$  and  $DF = 43$ , implies significant there was association between the perception of leadership style and employee commitment with avoids getting involved when important issues arise.

Item 5 in the above table 4, reveals that, employee respondents ( $M = 1.32$ ,  $SD =0.829$ ) and they replied talks about their most important values and beliefs was strongly disagree and, statistical t-test value indicates  $t = 5.456$ ,  $p = 0.000$  and  $DF = 43$  implies significant there was association between the perception of leadership style and employee commitment with talks about their most important values and beliefs.

Item 6 in the above table 4, reveals that employee respondents ( $M =1.23$ ,  $SD =0.642$ ) and they replied they seeks differing perspectives when solving problems was strongly disagree and, statistical t-test value indicates  $t =7.983$ ,  $p = 0.000$  and  $DF =43$ , implies significant there was association between the perception of leadership style and employee commitment with seeks differing perspectives when solving problems. The finding indicates that in the most opinions of respondent was strongly disagree on leadership style and employee commitment within the four town in Oromia special zone surrounding Finfinnee.

Item 7 in the above table 4, shows that employees respondents ( $M = 1.20$ ,  $SD = 0.765$ ) and they replied that talks optimistically about the future was strongly disagree. The finding indicates that in the most opinions of respondent was strongly disagree on talks optimistically about the future in the four town. And, statistical t-test value indicates  $t = 6.898$ ,  $p = 0.000$  and  $DF = 43$ , implies significant there was association between the perception of leadership style and employee commitment with Talks optimistically about the future. The findings suggests that in the most opinions of respondent was not agree on Talks optimistically about the future in the study areas.

Item 8 in the above table 4, the result shows that employees respondents ( $M = 1.25$ ,  $SD = 0.615$ ) and they replied that strongly disagree on discusses in specific terms who is responsible for achieving performance targets. Farther more, concluded majority of the respondents not at all that the talk optimistically about the future. And, statistical t -test result value were  $t = 8.093$   $p = 0.000$  and  $DF = 43$ , implies there was significant effect between leadership styles and employee commitment in sport office was not discusses in specific terms who is responsible for achieving performance targets.

Item 9 in the above table: 4 the result shows that, the employees respondents ( $M = 1.34$ ,  $SD = 0.805$ ) and respectively they replied that strongly disagree that waits for things to go wrong before taking action. Additionally, concluded that, majority of the respondents' strongly disagree that waits for things to go wrong before taking action. And, statistical t test value indicates  $t = 5.429$   $p = 0.000$  and  $DF = 43$ , implies significant there was effect between leadership styles and employee commitment in sport office and no waits for things to go wrong before taking action.

Item 10 in the above table 4, shows that employees respondents ( $M = 1.34$ ,  $SD = 0.655$ ) and they replied that Talks enthusiastically about what needs to be accomplished was strongly disagree. Furthermore, statistical t-test value indicates  $t = 6.217$   $p = 0.000$  and  $DF = 43$ , implies significant there was effect between leadership styles and employee commitment in sport office and Talks enthusiastically about what needs to be accomplished. The finding indicates that in the most opinions of respondent was strongly disagree on talks enthusiastically about what needs to be accomplished.

Item 11 in the above table 4, reveals that employees respondents ( $M = 1.27$ ,  $SD = 0.544$ ) and they replied that opinion on Goes beyond self-interest for the good of the group was not at all. And, statistical t-test value indicates  $t = 6.217$   $p = 0.000$  and  $DF = 43$  implies significant there was effect

between leadership styles and employee commitment in sport office and Goes beyond self-interest for the good of the group.

Item 12 in the above table 4, reveals that, leaders and employees respondents ( $M = 1.32$   $SD=0.800$ ) and respectively they replied that the Provides me with assistance in exchange for my efforts was strongly disagree. And, statistical t test value were  $t = 8.86$   $p = 0.000$  and  $DF = 43$ , implies significant there was effect between leadership styles and employee commitment in sport office and Provides me with assistance in exchange for my efforts. The findings indicate that in the most opinions of respondent was not on Provides me with assistance in exchange for my efforts in the four town.

Item 13 in the above table 4, shows that employees respondents ( $M =1.32$   $SD=0.740$ ) and they replied that treats me as an individual rather than just as a member of a group was not at all. And, statistical t test value indicates  $t = 5.651$   $p = 0.000$  and  $DF = 43$  implies significant there was effect between leadership styles and employee commitment in sport office and treats me as an individual rather than just as a member of a group. The finding implies that in the most opinions of respondent was strongly disagree on treats me as an individual rather than just as a member of a group in the four town.

Item 14 in the above table 4, shows that employees respondents ( $M =1.39$ ,  $SD=0.920$ ) and they replied that consider demonstrates that problems must become chronic before taking action was strongly disagree. Furthermore, statistical t-test value indicates  $t = 4.422$   $p = 0.000$  and  $DF = 43$ , implies significant there was relationship between leadership styles and employee commitment in sport office and.

Item 15 in the above table 4, shows that employees respondents ( $M = 1.45$ ,  $SD=0.791$ ) and replied that considers the moral and ethical consequences of decisions was not at all. In the same statistical t- test value indicates  $t =4.574$ ,  $p = 0.000$  and  $DF= 43$ , implies significant. There was nature of leadership styles and employee commitment in sport office considers the moral and ethical consequences of decisions. The finding indicates that in the most opinions of respondent was not at all on the o f f i c e considers the moral and ethical consequences of decisions in the four town.

Item 16 in the above table 4, reveals that employees respondents ( $M =2.82$ ,  $SD=0.582$ ) and they replied that avoids making decisions was not at all. And, statistical t -test value indicates  $t =9.331$

$p = 0.000$  and  $DF=43$  implies significant there was nature of leadership styles and employee commitment in sport office that avoid making decisions. The finding suggests that most opinion of respondent were strongly disagree that avoid making decisions in the four towns.

Item 17 in the above table 4, show that employees respondents ( $M = 1.27$   $SD=0.758$ ) and they replied that was strongly disagree on helps me to develop my strengths in four this town. And, statistical t-test value  $t = 6.362$ ,  $p = 0.000$  and  $DF = 43$  implies significant there was nature of leadership styles and employee commitment in sport office and help others to develop their strengths. The finding suggests that most opinion of respondents were not on help others to develop their strengths in the office.

Item 18 in the above table 4, confirms that employees respondents ( $M = 1.41$ ,  $SD=0.757$ ) and they replied that emphasizes the importance of having a collective sense of mission was strongly disagree. Additionally, statistical t -test value indicates  $t = 4.274$ ,  $p = .000$  and  $DF = 43$ , implies significant there was nature of leadership styles and employee commitment in sport office and emphasizes the importance of having a collective sense of mission. The findings indicates that in the most opinions of respondent was on the express confidence that goals will be achieved in the four town sport office.

Item 19 in the above table 4, shows that employees respondents ( $M = 1.5$ ,  $SD=1.089$ ) and replied that expresses confidence that goals will be achieved was strongly disagree. In the same statistical t- test value indicates  $t = 3.045$ ,  $p = 0.004$  and  $DF= 43$ , implies significant. There was nature of leadership styles and employee commitment in sport office expresses confidence that goals will be achieved. The finding indicates that in the most opinions of respondent was not at all on the office expresses confidence that goals will be achieved in the four town.

Item 20 in the above table 4, reveals that employees respondents ( $M = 1.48$ ,  $SD=1.151$ ) and they replied that expresses satisfaction when meet expectations was strongly disagree. And, statistical t -test value indicates  $t = 3.042$   $p = 0.004$  and  $DF=43$ . The finding suggests that most opinion of respondent were strongly disagree that Expresses satisfaction when meet expectations in the four towns.

Table 4 above demonstrates the response of the employees that were contacted on the behavior of their respective leaders on the degree to which they exhibit transactional leadership. As it turned out most of the respondents rated their leaders within the range of 3 to 4 regarding level of transactional leadership. Comparatively we can say that there is a little more transformational

leadership than transactional leadership in sport organization in Oromia spatial zone surrounding Finfinnee. Literature hold it that affective commitment is the strongest in terms of predicting turnover, absenteeism and deviant work place behavior. This is a commitment out of love and affection to one's own organization.

#### 4.5 The Relationship between Leadership Styles and Employee Commitment

Correlation analysis conducted in the light of each research questions is mentioned. The relationship between leadership styles and employee commitment in sport office in Oromia special zone surrounding Finfinnee was investigated using two-tailed Pearson correlation analysis. This provided correlation coefficients which indicated the strength and direction of relationship. The p-value also indicated the probability of this relationship's significance. These findings are presented below.

Table 5 Pearson correlation between leadership styles and employee commitment

Employee commitment and Leadership styles	Affective commitment	Continuance Commitment	Normative Commitment	Total Employee commitment
Transformational leadership style	.305**	.238*	.053	.303**
Transactional leadership style	.075	.177	.222*	.229*
Laissez-faire leadership style	-.349**	-.046	.024	-.189

Note: N=95

\*. Correlation is significant at the  $p < 0.05$  level (2-tailed).

\*\* . Correlation is significant at the  $p < 0.01$  level (2-tailed).

#### **4.5.1 Correlations between Transformational Leadership Style and Employee Commitment**

As seen from the results, transformational leadership has relatively weak, but significant positive correlation with affective commitment (0.305\*\*) and very weak, but significant, positive relationship with continuance commitment (0.238\*) whereas no relationship with normative commitment (0.053).

These findings suggest that there is a positive, although not very strong, relationship between the transformational leadership style and both affective commitment and continuance commitment. For affective commitment, this suggests that leadership behaviors which involve building trust, inspiring a shared vision, encouraging creativity, emphasizing development, and recognizing accomplishments is somewhat positively related to how employees feel about wanting to stay with the in sport office in Oromia special zone surrounding Finfinnee. For continuance commitment, this finding suggests that these same leadership behaviors are related to how employees feel about having to stay with the organization. However, the rate in the relationship between transformational leadership behavior and continuance commitment is rather lower than the rate in the relationship with affective commitment.

This study, therefore, supports the suggestions by Brown & Dodd (2003) [cited in Bučiūnienė & Škudienė, 2008] that transformational leadership and affective commitment are correlated but not that of having with normative commitment and not having correlation with continuance commitment. Consistent with the finding of Bučiūnienė & Škudienė (2008), transformational leadership has positive relationship with affective and continuance commitment but different for that of normative commitment. Similarly, this study does not support suggestions made by Simon (1994) that a transformational leadership style has a positive relationship with normative commitment and a negative correlation with continuance commitment.

#### **4.5.2 Correlations between Transactional Leadership Style and Employee Commitment**

According to the analysis results, there is very weak, but positive and significant relationship between transactional leadership style and normative commitment (0.222\*) but there is no statistically significant correlation with affective commitment (0.075) and continuance commitment (0.177).

The positive correlation between transactional leadership style and normative commitment suggests that leadership behaviors involving rewards, highlighting problems, and positive reinforcement related to how employees feel about ought to stay with the organization (Bass & Avolio, 1993). This relationship also indicates that the leaders' and followers' associations affects employees' moral identification with an organization and relates to their feelings of responsibility (Allen & Meyer, 1990).

The significant positive correlation of transactional leadership style and normative commitment contradicts with finding by Marmaya et al. (2011) which showed that transactional leadership style is positively related to affective commitment. It also contradicts the findings by Brown & Dodd (1999) [cited in Bučiūnienė & Škudienė, 2008], whose empirically supported arguments stated that transactional leadership has a negative association with affective and normative commitments.

### **4.5.3 Correlations between Laissez-Faire leadership style and Employee Commitment**

Laissez-faire leadership style, according to the research data, is significantly and negatively related to affective commitment (-0.349\*\*) though it is relatively weak. This existence of significant and negative correlation between laissez-faire leadership style and affective commitment suggests the strengths of negative influence on the affective commitment.

Laissez-faire leadership, given its non-intervening nature, has negative consequences on affective employee commitment dimension but nothing on others. The results are consistent with the literature indicating that laissez-faire leadership is negatively related to affective commitment and has no relationship with continuance commitment though it contradicts the significant negative relationship with normative commitment (Bučiūnienė and Škudienė, 2008). Likewise, the nonexistent correlations of laissez-faire leadership with both continuance and normative commitments confirms the finding by Awan & Mahmood (2009) that depicted as the leadership style (in their case, autocratic or laissez-faire) has no effect on the commitment of employees in university libraries.

### **4.6 Comparisons of Correlations among the Variables**

When compared to transformational leadership, transactional leadership is effective in affecting only employees' normative commitment whereas transformational leadership is effective in affecting both employees' affective and continuance commitments without having any effect on normative commitment. Compared to transformational and transactional leadership, laissez-faire



leadership has significant and negative correlation with affective employees' commitment but not has any significant correlation to both continuance and normative commitments.

The findings of this study reveal that transformational leadership has positive associations with the dimensions of employee commitment, and that transformational and transactional leadership are important in relation to followers' organizational commitment. Such findings clearly indicate the important role of transformational leadership, and the importance for organizations to nurture transformational leadership qualities among their leaders.

Generally, the present study has exhibited that transformational leaders have a more significant and stronger relationship with organizational commitment. This is consistent with previous studies by Bass & Avolio (1993) who claimed that transactional culture creates only short-term commitment, whereas transformational culture creates long-term commitment as well as with that of Lok & Crawford (1999) who elucidated that the leadership style variable, a bureaucratic environment that resembles transactional characteristics, often resulted in a lower level of employee commitment and performance. Similarly, Mannheim & Halamish (2008) revealed that leaders who exhibit transformational leadership styles are more effective in achieving significantly higher commitment levels than transactional leaders.

#### **4.7 Qualitatively data Analysis and Presentation**

Data for the research were qualitatively collected with the support of interview. The purpose of this study was to investigate the relationship between leadership styles and employee commitment in sport development by surveying leaders from sport organization which were found in 4 town Administration like Burayyu, Sululta, Holeta and legatafo legadade in Oromia special zone surrounding Finfinnee. The study was guided by the following key research questions focusing on the three styles of leadership as derived from the theoretical framework: what is the perception of employee about leadership style and employee commitment in sport organization in Oromia special zone surrounding Finfinnee? What is the effect of leadership style on employee commitment in sport organization in Oromia special zone surrounding Finfinnee? What is the nature of leadership style and employee commitment in sport organization in Oromia special zone surrounding Finfinnee?

The study indicated that leaders at sport office in Oromia special zone surrounding Finfinnee told.

- Checked work on a regular basis to assess progress and never showed that they had doubts about their employees' ability to carry out tasks.

- Asked employees to follow standard rules and regulations and ensured that employees were aware of, and understood the organization's policies and procedures, and they took actions when rules and regulations were not followed.
- Maintained a friendly working relationship with subordinates and they behaved in a manner that was thoughtful to employee's in sport office.
- Gave feedback to employee's requests in a prompt manner and they were approachable and friendly.
- Were mindful of employees' personal needs and took action to support them, as well as doing little things that made it pleasant for employees to be members of the organization.
- All team members at sport office were given opportunities to attend relevant trainings and conferences and employee teams in the organization enjoyed a friendly working environment.
- Listened receptively to subordinates ideas and suggestions and they consulted with employee teams when they were facing a problem, and before making key decisions.
- All decisions made by the organization's leadership were shared in a timely manner with the employees, and leaders explained to the employees the importance of their input in decision making.

#### **4.8 Result and Discussions**

The study illustrated that leaders at sport office in Oromia special zone surrounding Finfinnee in selected town maintained a friendly working relationship with subordinates. These results are supported by Famakin and Abisuga (2016) who found that supportive leadership style influenced affective commitment of the employees, meaning that employees were more likely to develop an emotional attachment and identification in a friendly and psychologically supportive work environment which may also result in greater citizenship and identification with organizational goals.

The study demonstrate that leaders at sport office in Oromia special zone surrounding Finfinnee gave feedback to employee's requests in a prompt manner. These results are suggested by Polston-Murdoch (2013) who found that supportive leadership style predicates the employees to have a preference for their leaders to be considerate and show deliberate concern.

The study displays that leaders at sport office in Oromia special zone surrounding Finfinnee did little things that made it pleasant to be a member of the group. These results are in suggested with Agarwal, DeCarlo, and Vyas (1999) who states that the continuance commitment necessary for reduced turn over can be elicited by a supportive and considerate style.

The study illustrations that leaders at sport office in Oromia special zone surrounding Finfinnee told employees what needed to be done and how it needed to be done. These results are in agreement with Clark, Hartline, and Jones (2009) state that, when employees are guided on what to do, they have a higher degree of certainty on what the leader expects of them. This elicits commitment to specific goals on the one hand but may also lead to a high dependency and low creativity on the other hand.

The study shows that leaders at sport office in Oromia special zone surrounding Finfinnee told employees what to do, and expected employees to question them. These results are in agreement with Ebrahim (2016) who examined different studies and established that, employees are highly committed and highly involved in their organization when their leaders adopt directive, participative, and supportive leadership behaviours as a combination, suggesting that directive leadership cannot independently have an effect on the different components of employee commitment in sport office.

The study displays leaders at sport office in Oromia special zone surrounding Finfinnee did not show that they had doubts about their employees' ability to carry out their tasks. The study by Dolatabadi and Safa (2011) shows that the autocratic nature of directive leadership may reduce the employees' commitment to service quality and shared values between the bank as the employer and the employees.

The study shows that leaders at sport office in Oromia special zone surrounding Finfinnee took actions when rules and regulations were not followed. These results are also in similar with Polston-Murdoch (2013) who states that, directive leadership style tends to reinforce normative commitment as employees take responsibility for their actions bearing in mind the likely consequences of not doing so.

The study displays that leaders at sport office in Oromia special zone surrounding Finfinnee consulted with the team when they were facing a problem. According to Dolatabadi and Safa

(2011), consultative approach enhances dissemination of organizational values to employees which leads to affective commitment where employees have a sense of emotional attachment, identification and involvement.

The study shows that leaders at sport office in Oromia special zone surrounding Finfinnee explained to the employees the importance of their input in decision making. These results are in tandem with Famakin and Abisuga (2016) who posit that, participative style of leadership is effective when subordinates are highly trained and involved in their work, the success of which would lead to both emotional attachment and shared ownership of outcomes.

The study displays that leaders at sport office in Oromia special zone surrounding Finfinnee attended social events organized for employees. These results are in tandem with Cheung *et al.* (2006) who found that while participative leadership behaviour tended to make short-tenure employees feel competent leading to greater commitment to the an organization, such leadership behaviour did not have a significant impact on competence and organizational commitment for long tenure employees.

## **CHAPTER FIVE**

### **5. SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS**

#### **5.1 Summary of the Analysis**

The main objective of this study was to assess the relationship between leadership styles and employee commitment in sport development in Oromia special zone surrounding Finfinnee. To achieve this objective, the study composed the necessary data by means of questionnaire and interview as well as discussion of results were presented in this chapter. This chapter was organized in terms of the specific objectives sought seek so far which includes identifying the employee perceptions of leadership styles and employee commitment of sport office in Oromia special zone surrounding Finfinnee, examine the effect leadership styles and employee commitment in sport office in Oromia special zone surrounding Finfinnee and assess the nature of leadership styles and employee commitment in sport office in Oromia special zone surrounding Finfinnee.

To achieve those above mentioned objectives the study used descriptive analysis such as frequency, percentage, mean, standard deviation and t-test value by incorporating the relevant software SPSS in the whole work. Demographic profile of respondents' analyzed. Inferential statistics as its name indicate that the inferential statistics infer about the population depending on the sample data, and analysis and T-test basic question.

Accordingly, it has been found out that the leadership style and employee commitment in sport office in Oromia special zone surrounding Finfinnee are all most all within level range little than the median point of 3 in a Likert type scale that ranged between 1 to 5. So the findings of the study demonstrated that there was a huge relationship amongst transactional and transformational leadership style and employees' commitment. The findings of the study revealed that transformational leadership style has significant and positive relations with affective and continuance employee commitments while transactional leadership style has significant and positive relation with only normative commitment. A laissez-faire leadership style is found to be significantly and negatively associated with employees' affective commitment

## **5.2 Conclusions of the Analysis**

The study concludes that sport office in Oromia special zone surrounding Finfinnee as an organization employs supportive leadership effectively and efficiently since its leaders maintain a friendly working relationship with subordinates and they are thoughtful to employees' needs. The ability of leaders' managers giving prompt feedback to employees' requests as well as their approachability is indicative of the effective implementation of supportive leadership within the office. From the study, it can be concluded that employees at sport office in Oromia special zone surrounding Finfinnee are given opportunities to attend relevant trainings and conferences, and that they enjoy a friendly working environment.

The study concludes that sport office in Oromia special zone surrounding Finfinnee as an organization employs direct leadership effectively and efficiently since its managers guide employees on what needs to be done and how it needs done while expect their employees to question them. Leaders in the organization are also interested in progress feedback from their employees and they carry out regular assessment of the progress. It can be concluded that the ability of sport office in Oromia special zone surrounding Finfinnee leaders asking employees to follow standard rules and regulations, ensuring that employees are aware of the organization's policies and procedures, and finally taking actions when rules and regulations are not followed is an effective and efficient way by which the organization utilizes directive leadership style.

The study concludes that sport office in Oromia special zone surrounding Finfinnee as an organization employs participative leadership effectively through listening receptively to subordinates ideas and suggestions and consulting with them when facing problems, and before making key decisions. The office also employs participative leadership through timely sharing of leadership decisions within the organization and managers explaining to employees the importance of their input in decision making. It can therefore be concluded that employees at sport office in Oromia special zone surrounding Finfinnee are assigned into task groups, to action policies or objectives affecting them, and their work is scheduled from direct involvement. Managers holding regular meetings to communicate with employees and their application of an open-door policy, is another factor that attributes of the conclusion of their efficient application of participative leadership.

### **5.3 Recommendations**

The study recommends sport office in Oromia special zone surrounding Finfinnee to apply supportive leadership style since employees are provided with equal opportunities at the work place, feel acknowledged for their contribution, which in turn leads to a sense of shared purpose among them. This encourages them to offer their best effort to the organization.

Directive leadership hinders the creation of a culture for shared values and employees are less likely to adopt organizational or managerial values when they are excluded from decision-making processes. This study therefore recommends sport office in Oromia special zone surrounding Finfinnee to apply directive leadership on programs/ situations that is needed cautiously, so as to receive feedback from employees for better commitment.

The study recommends sport office in Oromia special zone surrounding Finfinnee to apply participative leadership more since it has revealed that employees who perceive their leaders as adopting consultative or participative leadership behaviour are more committed to their organizations, more satisfied with their jobs and higher in their performance. These would yield better results for the organization in its goal of attaining employee commitment.

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**APPENDIX A**  
JIMMA UNIVERSITY

COLLEGE OF NATURAL SCIENCE

DEPARTMENT OF SPORT SCIENCE

The following questions concern your position and other personal information. Completion of this information is voluntary and its confidentiality assured. No individual data will be reported.

Thank You

Direction: -

1. Don't write your name
2. To those questions with alternatives you provide the answer putting the sign “√” in front of your choice.
3. For interview questions please freely your opinion.
4. Your response to this questioners is very important for this research finding Paper so please freely write your response carefully.

Part one:-

1. Name of your organization -----
2. Sex:                male                 female
3. Age:  
    20-25       26-35     36-45       45 and above
4. Education:  
    Diploma                 BA degree                 MA degree &above
5. Experiences:  
    1-3 years       4-8                 9-11                 12years & above

## APPENDIX B

Part two:-

This questionnaire is designed to help you describe your leadership style as you perceive it. Please answer items below by putting the sign “√” from 1 to 5 that best reflects your perception. Judge how frequently each statement fits you. Whatever information you give me is strictly confidential and could be used for academic purpose only. I would like to thank you in advance for your indispensable cooperation.

Use the following rating scale:

- 1 Not at all      2 Once in a while      3 Sometimes      4 Fairly Often  
5 Frequently, if not always

No.	Leadership style Opinion Survey	1	2	3	4	5
1.	Go beyond self-interest for the good of the group					
2.	Treat others as individuals rather than just as a member of a group					
3.	Fail to interfere until problems become serious					
4.	Focus attention on irregularities, mistakes and deviations from standards					
5.	Avoid getting involved when important issues arise					
6.	Talk about my most important values and beliefs					
7.	Seek differing perspectives when solving problems					
8.	Talk optimistically about the future					
9.	Instill pride in others for being associated with me					
10.	Discuss in specific terms who is responsible for achieving performance targets					
11.	Wait for things to go wrong before taking action					
12.	Talk enthusiastically about what needs to be accomplished					
13.	Demonstrate that problems must become chronic before I take action					
14.	Consider the moral and ethical consequences of decisions					
15.	Keep track of all mistakes					
16.	Avoid making decisions					
17.	Help others to develop their strengths					

18.	Express confidence that goals will be achieved					
19.	Express satisfaction when others meet expectations					
20.	Emphasize the importance of having a collective sense of mission					

Thank you for your co-operation!!

## APPENDIX C

Part three:-

Thus, you are being requested to participate in a survey to provide your organization with employee commitment related information that will help improve the working environment for employees. Participation in this survey is voluntary and no individual data will be reported. Please indicate the extent of your agreement or disagreement with each statement about your leader by putting the sign “√” from 1 to 5. Whatever information you give me is strictly confidential and could be used for academic purpose only. I would like to thank you in advance for your indispensable cooperation.

Use the following rating scale:

1=Strongly Disagree, 2= Disagree, 3=Neutral, 4= Agree, 5= Strongly Agree

No.	Employee commitment Opinion Survey	1	2	3	4	5
1.	Fails to interfere until problems become serious					
2.	Focuses attention on irregularities, mistakes, exceptions, and deviations from standards					
3.	Avoids getting involved when important issues arise					
4.	Talks about their most important values and beliefs					
5.	Seeks differing perspectives when solving problems					
6.	Talks optimistically about the future					
7.	Instills pride in me for being associated with him/her					
8.	Discusses in specific terms who is responsible for achieving performance targets					
9.	Waits for things to go wrong before taking action					
10.	Talks enthusiastically about what needs to be accomplished					
11.	Goes beyond self-interest for the good of the group					
12.	Provides me with assistance in exchange for my efforts					
13.	Treats me as an individual rather than just as a member of a group					
14.	Demonstrates that problems must become chronic before taking action					
15.	Considers the moral and ethical consequences of decisions					
16.	Avoids making decisions					
17.	Helps me to develop my strengths					
18.	Emphasizes the importance of having a collective sense of mission					
19.	Expresses confidence that goals will be achieved					
20.	Expresses satisfaction when I meet expectations					

Thank you for your co-operation!!

**APPENDIX D:-Interviews question (only for leader)**

Part four:-

Interview date\_\_\_\_\_ Time \_\_\_\_\_ Place\_\_\_\_\_

Educational Level \_\_\_\_\_ Age \_\_\_\_\_ Sex \_\_\_\_\_

1. How employee percept your leading style? Do you have a good relationship with your employers? Yes/no if no why?-----  
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-----

2. Explain how your leadership style effect your employee commitment? Do you have a good mechanism to motivate your employers? Yes/no if no why?-----  
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3. Discus, what was the nature of leading style preferred for employee? Do you think the employers are satisfied with your leadership method? Yes/no if no why?-----  
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## APPENDIX -E



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