THE RELATIONSHIP BETWEEN LEADERSHIP STYLES AND ORGANIZATIONAL COMMITMENT AMONG EMPLOYEES OF NGOs WORKING IN THE ETHIOPIAN SOMALI REGION

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JÜRİ VE ENSTİTÜ ONAYI

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Abstract

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The present study investigates the relationship between leadership styles and organizational commitment among employees working at NGOs in the Ethiopian Somali Region. An explanatory sequential mixed method has been used to disclose the dominant style and corresponding employees' organizational commitments. The responses from quantitative survey of 136 employees and supervisors working in 17 different NGOs and in-depth interviews held with 7 leaders have been used to illustrate results. The quantitative data were analyzed by using the SPSS 21 version software. Summaries of demographic characteristics and descriptive states of main variables of the study were obtained and then presented. Moreover, the researcher examined the directions and strengths the association among the study variables through correlation analyses with leadership styles representing the independent variables and employees' organizational commitment as a dependent variable. The qualitative data were examined through content analyses of the responses provided by the participants of the in-depth interviews and results obtained thereafter were presented in the form of direct quotation and explanatory interpretations. Employees in these organizations tend to perceive that their respective leaders were displaying more of transactional and laissez-faire than transformational behaviors. The preponderance of evidences from both quantitative survey and qualitative in-depth interviews establish the connection between the leadership styles and organizational commitment among employees working in these NGOs.

Keywords: Transactional, transformational, laissez-faire leadership styles, employees' organizational commitments, NGOs, Ethiopian-Somali region.

Öz

ETİYOPYA-SOMALİ BÖLGESİNDE KAR AMACI GÜTMEYEN KURULUŞLARDA LİDERLİK TARZLARI VE ÇALIŞANLAR ARASINDAKİ ÖRGÜTSEL BAĞLILIK ARASINDAKİ İLİŞKİ

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Bu çalışma Etiyopya Somali Bölgesinde Kar Amacı Gütmeyen Kuruluşlar ve çalışanlar arasındaki örgütsel bağlılık arasındaki ilişkiyi araştırmaktadır. Bu kuruluşlardaki algılanan liderlik tarzları ve çalışanların örgütsel bağlığını anlatmak için bir açıklayıcı ardışık karma yöntem uygulanmıştır. Sonuçları örneklerle açıklamak için 17 farklı Kar Amacı gütmeyen kuruluşta çalışan 136 çalışan ve denetçilere yapılan niceliksel ankette alınan cevaplar ve 7 liderle yapılan geniş kapsamlı mülakatlar kullanılmıştır. Niceliksel veriler SPSS 21 versiyon yazılımı kullanılarak analiz edilmiştir. Çalışmanın ana değişkenlerinin tanımlayıcı durumları ve demografik özelliklerinin özetleri elde edilmiş ve daha sonra sunulmuştur. Ayrıca araştırmacı bağımsız değişkenleri temsil eden liderlik tarzları ve bağımsız bir değişken olarak çalışanların örgütsel bağlılığı ile korelasyon analizleri aracılığıyla çalışma değişkenleri arasındaki ilişkinin gücü ve yönünü incelemiştir. Niceliksek veriler geniş kapsamlı görüşmelerin katılımcıları tarafından verilmiş olan cevapların içerik analizi yoluyla incelenmiştir ve daha sonra elde edilen sonuçlar doğrudan alıntı ve açıklamalı yorumlar olarak sunulmuştur. Bu kuruluşlardaki çalışanlar ilgili liderlerinin dönüşümsel davranışlardan daha çok etkileşimsel ve serbest bırakıcı (laissez-faire) davranışlar sergilediğini algılama eğilimindedirler. Hem niceliksel hem de niteliksel geniş kapsamlı görüşmelerden elde edilen kanıtların üstünlüğü kar amacı gütmeyen kuruluşlarda liderlik tarzları ve çalışanlar arasındaki örgütsel bağlılık arasındaki ilişkiyi oluşturmaktadır.

Anahtar Kelimeler: Etkileşimsel, dönüşümsel, laissez-faire (serbest bırakıcı) liderlik tarzları, çalışan örgütsel bağlılıkları, Kar amacı gütmeyen kuruluşlar, Etiyopya-Somali.

Ethical Declaration

I, the undersigned, hereby declare that all information in my thesis work have been obtained and presented as per the academic rules and ethical conduct of Anadolu University. I also declare that, I have fully cited and referenced all material and results that are not original to my work. I understand that the University reserves the right to take appropriate measures in the event that my work is found to be in breach of the academic rules and ethical conduct of the University.

Abdirahman Ahmed Hassan

Acknowledgements

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1. Introduction

1.1 Organization of the Study

This research consists of sections. The first section deals with the introduction, background, statement of the problem, objectives, significance and scope of the study. Also, research questions are raised and working hypotheses formulated. Finally, main concepts and terms found in the study are defined and operationalized. In the second section, survey of related literature is presented. It is divided in to theoretical and empirical perspectives. Under the theoretical perspective, definitions and of leadership and theories of leadership are discussed. Particularly, Bass's model of ''Full Range Leadership Approach (FRLA): transformational, transactional and laissez-faire is deliberated. Similarly, definitions of organizational commitment, nature and types of commitment are discussed. Empirical studies related to the topic are reviewed and findings and problems discussed in lieu with the objectives of the study. Section three focuses on the research design and methodology. Sampling techniques, sample size, data source and data collection instrument are discussed. Section four presents findings and results of the research. Finally, section five presents discussions, conclusion and recommendations to NGOs working in the Ethiopian Somali Region.

1.2 Background of the Study

Since the publication of McGregor's seminal work (1960) of ''X and Y Theories'', the study of leadership has attracted the interest of many researchers and large body of literature on leadership has been accumulated subsequently (Avolio, Walumbwa, and Weber, 2009; Goleman, 2000; Longshore, 1987; McCleskey, 2014).

In a world fraught with complex social interactions and challenges, leadership has been relied on to provide an integrating capability for persuading people in to productive social endeavors (Kakabadse and Kakabadse, 2003). Schilling and Schyns (2011) discussed in length how leadership contributes to the success or failure of an organization. Furthermore, Adeyemi-Bello (2001) argued that reading the psychological contours of leaders could us help recognize the performance of any entity. Al-Mailam (2004) also noted that leadership is essential ingredient in the success of organization.

He added that fervor, magnetism and devotion are some of the characteristics successful leaders transform organizations into prosperous entities. Jamaludin (2011) on the other hand, distinguishes between successful and failing organizations based on the characteristics displayed by leaders of organizations. He contends that majority of organizational failures result from poor administration systems, and hence poor organizational leadership. Fryn (2003) argues that today's leadership departs from the classical controlling and directing organizational management functions but represents an inspirational concept of working together with and through others in order to achieve worthwhile goal. Yukl (2010) describes how leadership is instrumental as it provides ability to influence and enlist the support of others.

Regarding the subject of styles of leadership, Burns (2003) first identified and later distinguished transactional and transformational leadership styles and set the ground for the rigorous studies that followed. In his previous studies, he maintained that transactional leadership style was more akin of ''Theory X'' while, on the other hand, transformational leadership style featured much of the assumptions underlining '' Theory Y'. Building on these works, Bass (1985) expanded the study of leadership in to the know-famous ''Full Range Leadership Model (FRLM)', where he pioneered the term of ''leadership styles''. Under the FRLM, he introduced three distinct leadership styles: transactional, transformational and laissez-faire. Particularly, the transactional and transformational leadership styles received increased attention due to their focus on the key role of leaders, such as institutional change (Erskine, 2012). Transactional or exchange oriented relation, denotes the tradeoffs among leaders and employees for contracted befts against obligations. On the other hand, transformational leadership behaviors involve full engagement of leaders with their followers. Transactional leaders reward or penalize employees based on employees' compliance to standards and expectations (Bass, 1990). Contingent reward, management by exception active, and management by exception passive are factors usually listed as transactional leadership features (Bass and Riggio, 2006).Transformational leadership, in contrast, is based on increasing the leader-subordinate motivations and moral ideals (Bass and Riggio, 2006).Transformational leaders influence employees to excel in performance and goal attainment (Robbins and Judge, 2007). Northous (2007) describes transformational leadership style as a process of changing followers' behavior through charismatic and visionary leadership. Key features under it include, the idealized influ-

ence, inspirational motivation, intellectual stimulation, and individualized considera-tion (Bass and Riggio, 2006).The avoidant leader, laissez-faire, however, has been designated as essentially a ''non-leader'' or absence of leadership behaviors. Such leaders are known to relinquish their responsibilities and offer no guidance to their subordinates. Being absent from work and undistinguishable as leader are their main characteristics. This leaves subordinates to be often in conflict with one another and sense of frustration apathy overshadows employees' relations. Their key features in-clude; avoiding of making decisions, abdication of responsibilities and escaping from confrontations (Gunter, 2010).

One's tendencies and willingness to be part of an organization are termed as organiza-tional commitment. It is regarded as member's psychological attachment to the entity that he or she is associated with. Organizational commitment plays substantial role in defining whether an employee will stay at his or her current organization and enthu-siastically work towards the achievements of its goals (Meyer and Allen, 1991).

Organizational commitment caught the interest of many researchers over the past two decades (Cohen, 2007; Herscovitch and Meyer, 2002; Jaros, 2007; Mathieu and Zajac, 1990; Meyer and Allen, 1991; Mowday, Steers, and Porter, 1979; Solinger, van Olffen, and Roe, 2008). Past studies have associated organizational commitment with number of benefits such increased job satisfaction (Vandenberg, 1992), Increased job performance (Imran, 2014), decreased employee turnover and decreased absenteeism (Blau and Boal, 1987). In fact, many organizations give important weights to these areas as they were related to productivity and turnover.

In their renowned researchers on the topic, Meyer and Allen (1991) forwarded three reasons why a person my choose to stay his or her current employer: they argued that an employee may feel happy with the organization and feels emotionally attached to, termed as affective commitment . Second, he she needs the salary or benefits, termed as continuance commitment. Third, he or she feels an obligation to stay with the or-ganization, because it is the right thing to do, normative commitment.
The affective type of organizational commitment radiates a positive organizational image and task accomplishment on the part of the employees and attracts potential recruits (Allen and Meyer, 1996; Jaros, 2007). Similarly, continuance commitment is

the degree to which an employee assesses the risk of leaving and feels that such interchange will be costly and decides not to leave. On the other hand, normative commitment represents less selfish preoccupation of own interests. Instead, the employee maintains membership out of sense of obligation to the organization (Meyer et al., 2012).

Large number of studies link styles of leadership with employees' organizational commitments (Acar, 2012; Dale and Fox, 2008; Imen Keskes, 2013, 2014; Lo, Ramayah, Min, and Songan, 2010; Raja and Palanichamy, 2011; Yahchouchi, 2009), though emphasizing different dimensions and perspectives. These studies substantiated in-depth the importance of these relationships and how they are relevant to different organizational settings.

Non-Governmental Organizations (NGOs) are often cited as important actors in the civil society sphere which belong neither the public nor the market sector. They represent communities, social and political movements and special interests of all ideological persuasions and at all geographical levels from the local to the global. Being non-state and non-market, they are often referred to as constituting the 'third' sector and are the organizational representatives of 'civil society' (Adamolekun, 1994).

Unlike their counterparts, NGOs face peculiar management complexities. The increasing role and importance of NGOs, both in the developed and developing countries presents challenging conceptual and technical leadership issues (Afaq, 2013).

Despite the generalizability of these studies to all sorts of organizations, lack of focus on the leadership and human resources practices of NGOs are evident. Most of studies on leadership and organizational commitment were done on business and public organizations This leaves us to have little information about organizational commitment in NGOs (Akins, 2013; Siddiqi, 2001).).

Being a developing country, Ethiopia receives substantial amount of development aid from various international donors, in addition to the locally mobilized resources. Most of these aids are implemented in the form of programs and projects either through bilateral government line ministries and/or agencies or through NGOs. In areas where

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the capacities of government line ministries and/or agencies are limited, the role of NGOs, both local and international, is important. It is particularly true in the Ethiopian Somali region where considerable numbers of NGOs have programs and projects, alongside the government line bureaus and/or agencies. Because of this, NGOs in the region are important players in the developmental efforts and source of employment as well. Hence, they warrant to be studied in order to understand their human resource related practices. However, there has been little study done on what goes well or bad in their work places. This leaves important issues like leadership styles and organizational commitments in NGOs sector in the region unexplored. Thus, the present research represents the first attempt to bridge this gap mentioned above. The study will principally attend to leadership styles and employees' organizational commitment at the NGOs Ethiopian Somali Region.

1.3 Problem Statement

Organizations of every kind strive to have their employees engaged in their work and actively contribute to the realization of their organizational goals. The cost of not doing so present great disincentives that is hard to ignore. However, employees are not merely in organizations to entertain the interests of their employers. The relationship between the two has to be mutually beneficial. In other words, organizations need to secure the commitment of the employees to fulfil their goals whereas employees are required to put efforts in order to see their employing entities thriving.

Human resource is considered to be the most effective resource available to any entity to achieve its goals. There are distinctive competitive advantages of having well qualified, competent and skilled workforce (Mahdi, Almsafir, and Yao, 2011). Thus, recruiting, selecting, orienting and then placing employees are not the only critical issues for the achievement of organizational goal. It is also necessary to utilize the existing human resource effectively and efficiently. For the effectiveness and efficient use of human resources, the role of leaders in this regard is paramount.

Commitment, in the context of organizational behavioral studies, is complex and multi-dimensional relationship with various underlying factors. Notable among these factors are the ways in which these relationships are managed. Successfully handled, these relationships can have positive effects for both the organization and its employ-

ees. Thus, we hereby underline the important role played by the style of leadership play with regard employees' organizational commitment.

Leadership is essential and mandated if NGOs are to survive and maintain significance. However, there is a dearth of literature covering leadership styles and human resource practices of NGOs in general and the Ethiopian-Somali region in particular. This evidenced by the limited studies done on NGOs in Ethiopia. Reasons might be, first, NGOs are only recently recognized and gaining national reputation as credible actors. Second, scholars have paid little attention to this emerging sector. Additionally, most of the researches available on NGOs deal with the position and role of NGOs, as social services providers. NGO-government relationships are also areas that claim attention. Thus, leadership styles and organizational commitment at NGOs have been largely ignored or given less attention.

Nonetheless, we can assume that leaders of NGOs are faced with countless problems which challenge them to keep deliver results and keep their organizations relevant in the eyes of stakeholders. The ever increasing global challenges and high expectations from the public, NGOs leaders are corned. Thus, versatile styles of leadership that foster employees' organizational commitment are critical to the success of these organizations.

The biggest challenge for NGOs in Ethiopia, and more particularly in Ethiopian Somali Region, is to improve the sense of commitment among employees. This mainly results from their ad hoc and short term tenure and recruitment practices because of the nature of their work. NGOs' staff recruiting drive is mostly based on project work which most case has limited tenure.

Therefore, attracting and retaining competent workforce are challenging in these organizations. The first logical step toward the realization of such goal is to scrutinize various leadership behaviors in relative to employees' organizational commitment.

1.4 Objectives of the Study

The general objective of this study is to examine the relationship between leadership styles and organizational commitment of employees working at NGOs in the Ethiopian-Somali Region. The specific objectives are:

1. To identify employees' perceptions of the leadership styles (transactional, transformational and laissez-faire leadership styles) of their supervisors and/or managers of NGOs working in the Ethiopian Somali Region.

2. To identify the level and different dimensions of employees' organizational commitment (affective, continuance and normative commitment) in NGOs working in the Ethiopian Somali Region.

3. To examine the relationship between leadership styles and organizational commitment dimensions in NGOs working in the Ethiopian Somali Region

1.5 Significance of the Study

This undertaking will be a major endeavor in finding and appreciating the prevalent leadership styles and the level of employees' organizational commitment of NGOs working in the Ethiopian Somali Region. The findings would be important to create awareness about the most determinant factors that can build the organizational commitment of employees and thereby help NGOs leaders to come up appropriate leadership styles and organizational policies that can improve the organizational commitment of employees. The region has been recovering from natural and man-made shocks in the form recurrent droughts and political instabilities. Thus, it is critical that NGOs are governed and led properly to have meaningful contributions for the socio-economic developments in the region.

In addition to its contribution to understanding on the topic, the study is expected to be supportive in informing practitioners, policy makers and researchers on issues related to NGOs leadership and human resources practices.

1.6 Scope of the Study

The scope present study is limited to '' leadership styles and employees' organizational commitment'' at NGOs operating in the Ethiopian Somali Region of the period

conducted. It is confined a sample of 136 current employees and 7 leaders from 17 NGOs in Jigjiga city of Ethiopian Somali Region.

1.7 Research Questions and Hypotheses

In order to guide the enquiry, one main research question is raised. From this main research question, three specific questions are also derived. Similarly, hypothesis is formulated for each question. The hypotheses are framed in lieu with specific style of leadership (transactional, transformational and laissez-faire) and the three dimensions (affective, continuance, and normative) of organizational commitment. Therefore, the main research question is as follows:

> What is the relationship between leadership styles and organizational commitment among employees of NGOs working in the Ethiopian Somali Region?

In today's ever-changing world, organizations of every kind face new challenges regarding how to maintain relevance in the eyes of their stakeholders against the onslaughts of both internal and external environmental factors. NGOs are not exception to these realities. In order to survive, they need exert maximum on the use of the scarce resources available them, including human, so that each employee is committed to the organization's vision, mission and objectives.

Studies within the human resource development and organizational behavior literatures established imperative link between the style of leadership applied and employees' organizational commitment (Sakiru et al., 2013). Further, positive relationships continue to be reported within the business and management literatures (Acar, 2012; Jaramillo, Mulki, and Marshall, 2005; Keskes, 2013; Meyer and Allen, 1991; Rehman, Shareef, Mahood, and Ishaque, 2012). As stated in the background section of the study, improving the sense of commitment among their employees, to avoid the high rate of turnover and absenteeism and low job performance, has been challenge to the NGOs operating in the region. Thus, it is crucial that NGOs in the region formulate and implement a clear people-centered human resource strategy which aims to attract and retain competent and committed work force. To accomplish this objective, it is necessary that they first seek to understand the particular style of leadership with a positive effect on employees' organizational commitment. Researchers often generate hypotheses and predict the outcome of their studies. In this case, we will briefly

discuss the core logic behind the hypotheses stated. We will explore it more in the following specific questions and corresponding hypotheses.

1.7.1 Specific research questions and hypotheses

Q1 posed:

> What is the relationship between transformational leadership style and the three dimensions (affective, continuance, and normative) of organizational commitment among employees at NGOs working in the Ethiopian Somali Region?

Studies associating leadership styles and employees' job commitment abound in the literature (Acar, 2012; Keskes, 2013; Raja and Palanichamy, 2011; Rehman et al., 2012). In addition to this, transformational leadership behaviors are linked with range of positive employees and organizational results. For example, in a study conducted on Airline staff in Saudi Arabia, Almutairi (2013) found significant correlation of transformational leadership style and employees' affective commitment. Sakiru et al. (2013) also identified transformational style of leadership style as the commonly practiced by the managers within the organizations they studied. Transformational leadership behaviors are particularly relevant to organizations aiming at altruistic ideals, which NGOs belong to. Hence, it is anticipated that transformational leadership style will be positively associated with employees' organizational commitment. Therefore, we set H1 as:

> There is a significant positive relationship between transformational leadership style the three constructs (affective, continuance, and normative) of organizational commitment among employees at NGOs working in the Ethiopian Somali Region.

Q2 posed:

> What is the relationship between transactional leadership style and the three dimensions (affective, continuance, and normative) of organizational commitment among employees at NGOs working in the Ethiopian Somali Region**?**

Burns (1978) pointed out that the main difference between transactional and transformational leadership styles is the non-material relationships exchanged in the later. Transactional leaders often use materialistic rewards, such as money and status, to motivate employees whereas transformational leaders engage and increase level mo-

rality (Keskes, 2014). However, such leverages may not be applicable to NGOs because of their limited resource base and altruistic nature of their mission. Khanin (2007) further argues that transactional leadership appeals to selfish individualistic desire rather common values. Thus, the researcher envisages that transactional leadership behaviors will not garner the desired commitments from employees working at NGOs.

Accordingly, H2 is set as:

> There is no significant relationship between transactional leadership style the three dimensions (affective, continuance, and normative) of organizational commitment among employees at NGOs working in the Ethiopian Somali Region.

Q3 posed:

> What is the relationship between laissez-faire leadership style and the three constructs (affective, continuance, and normative) of organizational commitment among employees in NGOs working in the Ethiopian Somali Region?

Leaders with transformational and transactional behaviors are frequently noted as proactive. As result, these two types of leadership are often designated as active leadership styles. However, they are frequently compared to another type of leadership, the laissez-faire, which is essentially passive leadership style (Sakiru et al., 2013). The laissez-faire leaders often fail to positively contribute to task and employees' conditions. Such leadership behaviors rarely achieve desirable results in any organizational context. Thus, it is predicted that it will be negatively associated with employees' organizational commitment working at NGOs. Consequently, H3 is set as:

> There is a significant negative relationship between laissez-faire leadership style and the three constructs (affective, continuance, and normative) of organizational commitment among employees in NGOs working in the Ethiopian Somali Region.

1.7.2 Conceptual framework and hypnotized relationships of variables of the study

The conceptual and hypothetical relationships of the study variables are summarized in the following diagram.

Transformational leadership style

Affective commitment

Transactional leadership style

Continuance commitment

Laissez-faire leadership style

Normative commitment
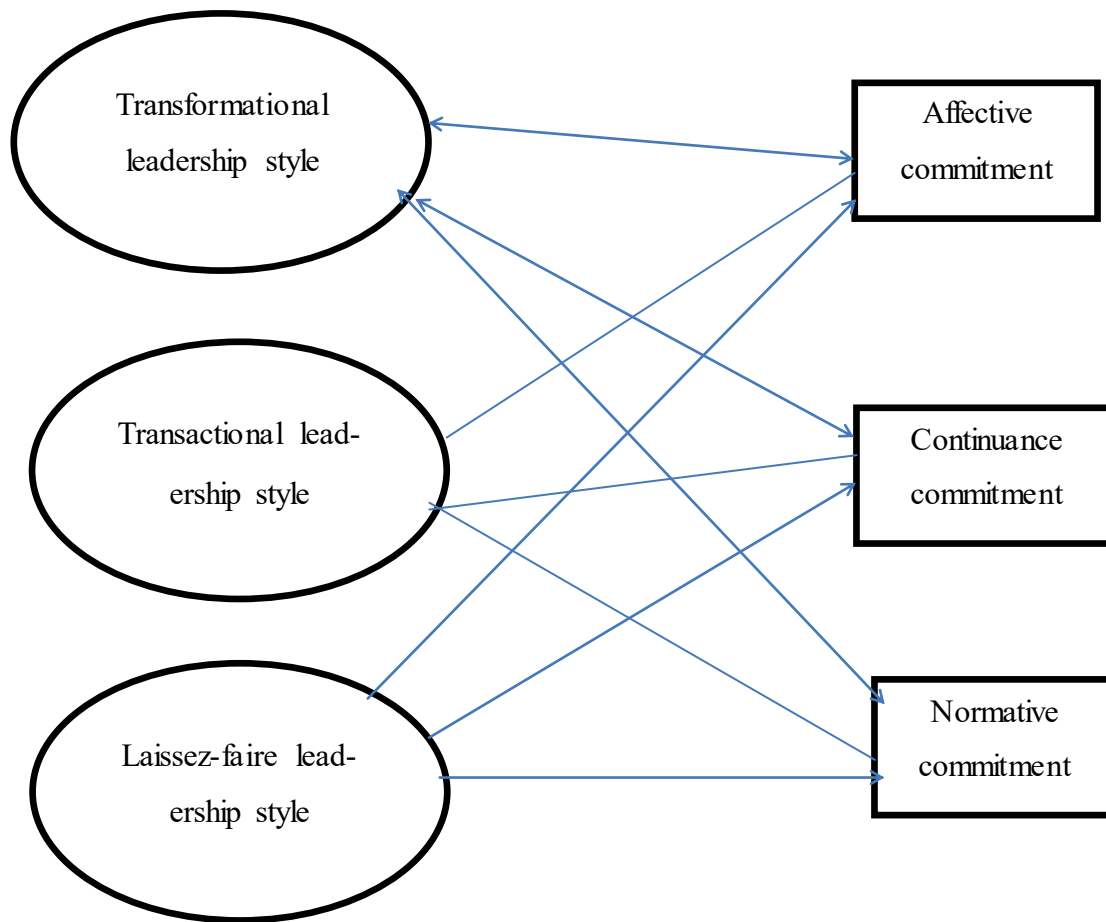
Model key

Positive relationship:

No relationship:

Negative relationship:

1.8 Definition of Main Concepts and Terms in the Study

Organizational behavioral scientists describe leadership style as pattern of behaviors in which leaders resort to achieve personal and/or organizational goals. Three styles are recognized hereunder. These are transformational, transactional and laissez-faire leadership style. The Multifactor Leadership questionnaire (MLQ) as defined in Teshome (2013) was used to measure the leadership styles of the organization.

Organizational commitment is defined as a defined as mature and stable desire of a member of a particular organization to remain that organization. Three types of commitments: affective, continuance and normative commitments are considered. Organizational Commitment Questionnaire (OCQ) was used to measure the three dimensions

of organizational commitment (Meyer, et al., 2002) The major terms that appear in the study are defied briefly defined as follows:

Leadership: The process by which one individual exerts influence on other group members to work towards the achievement of group or organizational goals(Stogdill, 1950).

Transactional Leadership: Exchange-based leadership style (Bono and Judge, 2004 and Flynn, 2009)

Transformational Leadership: Multifaceted leader-suburbanite two influences (Bono and Judge, 2004 and Flynn, 2009).

Laissez-Faire Leadership: Avoidant type of leadership behavior. Non-leadership characteristics (Bono and Judge, 2004 and Flynn, 2009).

Management-b-exception (MBE): Corrective-minded approach of management. (Bono and Judge, 2004 and Flynn, 2009).

Individualized consideration: Individual treatment of subordinates (Bono and Judge, 2004 and Flynn, 2009).

Intellectual stimulation: Stimulating the intellectual capacities of the follower (Bono and Judge, 2004 and Flynn, 2009).

Inspirational motivation: Instilling pride and moving toward worthwhile goal (Bono and Judge, 2004 and Flynn, 2009).

Idealized influence: Characterizing oneslef as role model (Bono and Judge, 2004 and Flynn, 2009).

Organizational commitment: Organizational member's psychological attachment to the organization and desire to remain with it (Meyer and Allen, 1991).

Affective commitment: emotional attachment the work and organization that causes employee to stay happily (Meyer and Allen, 1991).

Continuance commitment: Desire to remain with an organization out of necessities (Meyer and Allen, 1991).

Normative commitment: Desire to remain with an organization out of feeling of loyalty (Meyer and Allen, 1991).

2. Review of Related Literature

2.1 The Concept of Leadership

Long before the systematic study of the subject of leadership was started, leaders and their stories were integral part of human culture and shaded historical events. References to leadership are common in the classical western and eastern writings (Antonakis, Avolio, and Sivasubramaniam, 2003a). The early writings such as those historians and philosophers, Confucius- *Analects* and Sun Tzu- *the Art of War,* on the topic is still relevant today. Throughout ages, leadership remains a highly sought-after commodity. However, this longstanding interest didn't help the concept for consensus definition (Schafer, 2010). Thus, the challenge of having comprehensive definition has been there and still remains relevant. Therefore, it's useful to explore the different definitions, perspective and viewpoints on leadership.

In one of the penultimate treatments of theory and research on leadership, Bass and Steidlmeier, (1999) observed that there are seemingly as many definitions of leadership as there are scholars endeavoring to study this concept. For instance, Northouse (2007) identifies that over sixty-five classifications were developed to define leadership. This shows how the challenging is defining the concept of leadership. Nonetheless, well noted researchers and authors in the field introduced comprehensive definition and captured the essential concepts and meanings. For example, Bass, (1990b) points out that there are common unifying themes across a wide range of definitions, noting that leadership involves influencing a group or individual into compliance through the leader's charisma, power, persuasion, or other behaviors. In general, such efforts are made with the intent of creating structure and/or coordinating efforts with the ultimate hope of achieving some prescribed goal. Yukl (2010) 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" (p. 8). Also, Northouse (2007) defines leadership as "a process whereby an individual influences a group of individuals to achieve a common goal" (p. 3).

A definition of leadership that would be widely accepted by the majority of theorists and researchers was forwarded by Chembers. He defines leadership as "leadership is a process of social influence in which one person is able to enlist the aid and support of others in the accomplishment of a common task'' (2014, p.5). The major points of this definition are that leadership is a group activity, is based on social influence, and revolves around a common task. While this specification seems relatively simple, the reality of leadership is very complex. Intrapersonal factors (thoughts and emotions) interact with interpersonal processes (attraction, communication, and influence) to have effects on a dynamic external environment. Each of these aspects brings complexity to the leadership process (Chemers, 2014). This definition is adopted as working definition for this study.

2.2 Leadership Theories

Many theories have emerged over the past forty years in order to explain the concept of leadership and proposed different theories then after. Also, the perspectives and approaches in these studies also greatly varied. Some of these studies have looked the concept through prism of the innate qualities possessed by some people which positions them for leadership roles – *Great Man and Traits Theories* ; others also looked at the behaviors exhibited by leaders as well as the context within which leaders find themselves as a means of explaining the concept– *Behavioral Theory* and *Situational* and *Contingency Theories* of leadership, respectively; and finally, in recent times, others have looked at the concept based on an assessment of the relationship and exchanges that exist between leaders and their followers in pursuit of organizational goals – *Transformational, Transactional and Laissez-Faire Leadership Mode*l (Deluga, 1990; Den Hartog, Van Muijen, and Koopman, 1997; Eagly, Johannesen-Schmidt, and van Engen, 2003; Furtner, Baldegger, and Rauthmann, 2012; Judge and Piccolo, 2004; Spinelli, 2006). Large body of literature on leadership has been accumulated since the publication of McGregor's X and Y Theories. Burns (2003) first distinguished between transactional and transformational leadership styles. He argued that transactional leadership style was more akin of ''Theory X'' while the transformational leadership style featured assumptions underlining '' Theory Y'. Building on these works, Bass (1985) expanded the study of leadership and ventured what he termed as 'leadership styles'(Bycio, Hackett, and Allen, 1995). More studies followed

as the topic captured the interest of organizational and behavioral researchers (Avolio et al., 2009; Derue, Nahrgang, Wellman, and Humphrey, 2011; Giltinane, 2013; Komives, Susan, R. and Dugan, 2011; Schilling and Schyns, 2011; Gary Yukl, 1999). In the subsequent sections, we will look into the transformational, transactional and laissez-faire leadership models as they hold particular relevance of this study.

2.3 Bass's Transformational, Transactional and Laissez-faire Leadership Model

Bass (1985) has been credited to have rigorously developed the concept and distinguished the transformational, transactional, and laissez-faire leadership model of leadership. His model was based on earlier work another famous social scientist, James McGregor Burns (1978), who pioneered the concepts of transactional and transforming leadership in the 1970s. Bass (1985) argued that leadership process may be viewed as transactional, transforming, or laissez-faire leadership nature and level of leader-subordinate interactions.

In Bass' model, transformational leadership refers to a leadership style in which the leader encourages his or her subordinates to achieve higher levels of performance for the sake of the organization. Likewise, transactional leadership refers to a leadership style in which the leader exchanges rewards as incentive for the subordinates' effort. Finally, Laissez-faire leadership refers to a type of non-leadership in which leaders make no efforts to meet subordinate needs and do not react to and may withdraw from subordinate deviance.

Bass developed his model to address the problems he alleged to be inherent in traditional leadership theories of the time. He posited that traditional leadership theories could not explain the motivation that workers may feel when they are part of an effective organization. In addition, critics of traditional or classical theories of leadership, have argued that early theories are more closely related to management rather than leadership practices (Antonakis, Avolio, and Sivasubramaniam, 2003b; Day and Antonakis, 2013a, 2013b). In the sections below, these three leadership styles; transformational, transactional and laissez-faire, will be presented in detail.

2.4 Comparison of Leadership Styles

Transactional and transformational are often compared and even sometimes confused. However, their distinctions have delineated long ago. For example, Burns (2003, p. 23) explained as:

> Transactional leader are leaders who exchange tangible rewards for the work and loyalty of followers. Transformational leaders are leaders who engage with followers, focus on higher order intrinsic needs, and raise consciousness about the significance of specific outcomes and new ways in which those outcomes might be achieved. Transactional leaders tend to be more passive as transformational leaders demonstrate active behaviors that include providing a sense of mission.

Moreover, the two styles are frequently compared in the context of Maslow's hierarchy of needs. In such case, transactional leadership is attributed to address the lower needs in the hierarchy whereas transformational leadership focuses on the higher levels. It has been rightly said as transactional leaders tend use carrot and stick approach by rewards for good work or positive outcomes and vice versa.

Table 1: Comparison of the three leadership styles from Bass's Model (1990): Dimensions of transformational, transactional and laissez-faire leadership styles

Leadership style	Dimension	Description of characteristics
Transactional	Contingent Reward	Leader promotes satisfactory performance using rewards
	Management by exception (active)	Leader actively monitors performance and attends to failures
	Management by exception (passive)	Leader only intervenes when problems become severer
Transformational	Idealized Influence (charisma)	Leader holds high standards and is a respected and trusted role model that followers identify with
	Inspirational Motiva-	Leader displays contagious opti-

	tion	mism and excitement about tasks
	Intellectual Stimulation	Leader stimulates employees to come to innovative problem solving
	Individualized Consideration	Leader listens to, coaches and supports followers on an individual level
Laissez-faire	Avoidant	Non-leadership Leader takes neither decisions nor responsibilities and gives no support or feedback

Source :(Bass, 1990, p.113)

2.5 Organizational Commitment

2.5.1 Definition of organizational commitment

The definition and importance of organizational commitment have been emphasized in earlier sections. Strength of feelings of responsibility and sense of ownership towards the organization are the desirable characteristics related to it (Commeiras and Fournier, 2001). The first definition given by Porter et al. basis commitment on employees' attitude toward the organization while that of Allen and Meyers sees from behavioral perspective.

Organizational commitment huge interests and has been target of large number if studies (Dixit and Bhati, 2012). From this backdrop, finding an all-agreed and comprehensive definition for organizational commitment has been problematic in spite of the large number of studies directed at it. According to the authors cited above, the term '' organizational commitment'' was first coined by Whyte in an article titled '' The Organization Man'' in 1956. Since then, many authors tried to define the concept while emphasizing their areas of interest.

2.5.2   Nature of organizational commitment

Distinction between attitudinal and behavioral commitment is well established in the organizational commitment literature (Allen and Meyer, 991). Quoting Mowday (1982,p. 26), Allen and Meyer(1991) offered the following descriptions of the two approaches:

> Attitudinal commitment focuses on the process by people come to think about their relation with the   organization. In many ways, it can be thought of as a mind set in which individuals consider the extent to which their own values and goals are congruent with those of the organization. Behavioral commitment, on the other hand, relates to the process by which individuals become locked in to a certain organization how they deal with problem.

The above statements illustrate the different nature in which commitment can be conceptualized. In the first case, commitment is more of internal thinking and not linked to explicit behavior.

The second case is about observable actions that an individual does. This study adopts the behavioral approach as way to conceptualize commitment. This is done in order to aid in establishing the relationships via extent correlations of the different leadership styles and behaviors, with that of the employees' organizational commitment.

2.5.3   Types of commitments

The   'Three-Component-Model' is the most popular model of organizational commitment and dominates much of the researches done on the topic (Jaros, 2007). For example, the effective dimension emphasizes how much the employee likes what he/she is doing in the organization. The normative dimension refers to the feeling of obligation to continue employment. The continuance side looks on employee's calculative view of the costs associated with quitting his/her job). Below are the summary of the three commitment dimensions as per dominant literature:

Affective commitment: Employee with affective commitment chooses to service the organization because they like what they do in the organization. This could be that the employees' personal goals and values are satisfied or concur with of the organization (Dixit and Bhati, 2012). This type of commitment resembles like someone saying 'I

work for this organization because people are great here and that the work is fun'. The employees are emotionally attached to the work place and have a mindset of identifying with the organization.

Normative Commitment: The mindset that operates in this case is that of obligation. Such individuals have internalized a set of norms concerning appropriate conduct. And, when they are recipient of benefits (personal favors etc), they experience a need to reciprocate. Individuals with normative commitment stay with organizations because they feel they should.

Continuance commitment: Employees with this type of commitment neither have the interest of affective commitment nor feel obligated to stay but cling just as better alternative than leaving.

An important point to note here is that commitment is not necessarily a function of superior job satisfaction and work performance (Jaros, 2007). For example, an employee with low affective and normative commitments may choose to stay with the organization out of necessity as there might be little opportunities available outside his/her current job. Such kind of commitment can be seen as aversion for the likely costs of leaving the organization rather than desire to be with the organization. Hence, under this type of commitment, performance may greatly suffer.

2.6 Leadership Styles and Organizational Commitment

There has been considerable studies showing that management can constructively effect employees' feeling and organizational wellbeing (Acar, 2012; Aydin, Sarier, and Uysal, 2013; Bučiūnienė and Škudienė, 2008; Dale and Fox, 2008; Keskes, 2013; Raja and Palanichamy, 2011; and Yahchouchi, 2009).

From the commitment perspective, Allen and Meyer (1991) indicated that organizational commitment plays a significant role in determining whether a member will stay with the organization and zealously work towards organizational goals. Den Hartog et al.(1997) suggest that the dynamics of transformational leadership involve strong personal identification with the leader, joining in a shared vision of the future, or going beyond the self-interest exchange of rewards for compliance. At least two of the three types of commitment identified by Meyer and Allen (1991) i.e. affective and

normative, can be associated with leader's behaviors in an organization. Affective commitment results from employees' attachment of their work and the organization work with. In other words, there is some sort of satisfying workplace which also the management of the organization.

In a study conducted by Lee (2005), transformational leadership were found to significantly correlate with organizational commitment whereas transactional leadership did not show any significant relationship with organizational commitment. However, Hayward et al. (2004), cited in Lo, et al.(2010), reported that transformational leadership has moderate positive correlation with affective commitment. Their findings also agree with that Lee (2005) found no correlation between transactional leadership and all dimensions of organizational commitment(affective, continuance and normative).

2.7   NGO and Leadership

Non-Governmental Organizations (NGOs) are established mostly to address the socio-economic and environmental problems of different constituencies in the world. These organizations have their roots from initiatives of different actors such as communities, civil society organizations, collective activities, religious organizations, universities, or individual initiatives. NGOs are sometimes referred to as grassroot organizations, voluntary organizations, charities, or non-profits. They have voluntary, public service, and community orientation (Uphoff, 1993). Common mission professed by NGOs include the promotion of religious freedom, human rights, environmental causes, and the protection of women and children (Farris, 2013). NGOs also vary widely in their geographical scope and business structure. NGOs have gained increasing prominence in the past three decade. Seen as effective ways of addressing of grassroots social problems and thereby alleviate millions out of poverty in low-income countries, they became targets of donors and international humanitarian efforts (Porter, 2003).

In recent years, NGOs have often been cited along actors involved in the global poverty reduction efforts. Some authors, like Hearn (2007), suggested that NGOs should be included in the sphere of political economy in Africa as many donor channel their

development assistance through NGOs. This line of argument underscores the reality that many donors from the developed world attach strings to the development assistance they provide to the third world countries in order to gain political leverages. It is vividly captured by Boone (1996) in his now famous book on ''Politics and the effectiveness of foreign aid.'' Manji and O'Coill trace the evolution of NGOs in Africa to the early missionaries and voluntary organizations that came with Europe's colonization and control of Africa. The authors maintain that:

> The work of the NGOs today contributes marginally to the relief of poverty in Africa, and significantly undermines the struggle of the African people to emancipate themselves from the economic, social and political oppression. Development NGOs have, unwittingly or otherwise, become a part of the neo–liberal system that has resulted in widespread impoverishment and the loss of the authority of African states to determine their own agenda (2002, p.3). However, they point out that NGOs could play a positive role in poverty reduction of the continent if they break breaking with the 'missionary position' and disengage from their manipulative and ideology-laden role in development.

Nonetheless, there are those who maintain NGOs as part of idealistic mission of the global civil society (Watkins, 2012). Kajimbwa (2006), moreover, suggests that NGOs mainly exist for two reasons: The retreat of centralized government and the keen interest of donors. He further pointed out that crucial roles played by NGOs are the advancement of the social, political, and economic development of targeted entities. In order to succeed, Kajimbwa (2006) contends, NGOs must reconsider their actions. He argues that NGOs in the South (developing world) ought to come up their own programs to address the needs of the people they serve while NGOs in the North (developed world) ought to concentrate on helping Southern NGOs achieve their goals.

NGOs are described as intermediate organizations connecting donors and beneficiaries. In this way, they have to respond to multiple parties, including the government, their employees and volunteers, sponsors and recipients of benefits and services. Many are similar to multinational corporations with headquarters in one country, but with branches and operations in numerous other countries (Watkins et al. 2012). In-

terestingly, MNEs and NGOs have formed alliances on various fronts and achieved new heights of symbiotic relationships. This is often spear-headed by the desire of MNEs to bolster their credentials for corporate social responsibility and garner public legitimacy (Baur and Schmitz, 2011). As suggested by Dahan et al.(2010), multinational enterprises (MNEs) often face a range of obstacles when entering developing countries such as the need to adapt to the local markets' cultural, economic, institutional and geographic features in which NGOs are better at handling because of their intimate local involvements. Under such conditions, MNEs may consider teaming up with NGOs to help facilitate smooth entry and adaption of local contexts.

A challenging task for NGO leaders is the capacity to help the most marginalized and disadvantaged members of their communities. These communities have limited resources due to the uncertain economic circumstances they face such that NGOs constantly encounter financial restrictions (Hailey and James, 2004). NGOs gained increasing prominence during the 1980s and 1990s as they became targeted by donors as a more effective route to poverty alleviation in low-income countries than state governments (Porter, 2003). Never before have had leaders in NGOs faced such complex issues and practical difficulties to keep their organizations viable. With dwindling sources of funding and increasing demands of meeting the needs of vulnerable people around the world, NGOs leaders are trying to meet their organizations' mission and goals in an environment of extreme operational pressures. Responsible and appropriate leadership is critical to the success of any sector, be it public or private business. Leadership is essential and mandated if NGOs are to survive and maintain relevance.

Unlike government or for-profit sectors, NGOs have distinctive mission of social change and altruist goals. These mission and related characteristics, create distinct management challenges. Afaq (2013) argues that NGOs face peculiar management complexities different from those faced by governments or the for-profit sector. Specifically, the increasing role and importance of NGOs in developing countries implies that the leaders of such organizations confront increasingly complex managerial problems and are under or often unsupported. Hence, effective NGO leaders are able to balance a range of competing pressures from different stakeholders in ways that do not compromise their individual identity and values.

Siddiqi (2001) also mentions the shortage of literature covering leadership styles and human resource practices of NGOs and points that very few journals dedicated to the NGOs leadership and management. He further claims that biographies of civic leaders are difficult to find despite their more substantial contribution to the society than commonly assumed. Nonetheless, we can assume that leaders of NGOs are faced with complex issues and practical difficulties to keep their organizations viable. With dwindling sources of funding and increasing demands of meeting the need of vulnerable people around the world, NGO leaders are trying to meet their organization's mission and goals in an environment of extreme operational pressures. Responsible and appropriate leadership is critical to the success of any sector, be it public or private business. Leadership is essential and mandated if NGOs are to survive and maintain relevance.

Competent leadership has always been considered vital in every organization and there has been considerable research on mainstream leadership issues in the corporate sector and in politics. The issue of leadership of NGOs is an important one not only for the NGOs themselves but also for the aid industry, the poor and vulnerable people for whom they work and for society as a whole (Siddiqi, 2001).

2.7.1 Context of NGOs in Ethiopia

One of the oldest states in Africa, Ethiopia is found in north-eastern Africa just across the Red Sea and Arabian Peninsula. Ethiopia occupies 1,104,300 km² of land and has pollution of 96 million, making it the second most populous country in the African continent after Nigeria (CSA, 2014). With annual per capita of US$470, Ethiopia is categorized as one of the poorest countries in the world. Poverty Head County and expectancy stand at 30% and 64 years respectively (The World Bank, 2014). The country's economy depends heavily on agriculture, which is often affected by drought. Coffee is a key export (Ibid).

Administratively, Ethiopia is divided into nine ethnically based and politically autonomous regional states and two city states, Addis Ababa and Diredawa. The Ethiopian-Somali is one of these states. The region borders the Ethiopian regions of Oromia,

Afar and Diredawa to the West, as well as Djibouti to the north, Somalia to the north, east and south, and Kenya to the south-west. With 279,252 km² land mass and 5.318 million people, it is the second largest area and fourth most population region in the country. The region is predominantly inhabited by ethnic Somalis. About 98.4% of the population is Muslim, 0.6% Orthodox Christian and 1.0% are followers of other religions (CSA, 2014). Jigjiga is both the largest city and administrative capital of the region.

NGOs have their first footing in the country in response to these crises Drought, famine, war and unworkable policies brought millions to the brink of starvation in the 1970s and 1980s (Graham, 2003). In the Ethiopian context, NGOs are regarded as formal entities which neither belong to the public sector nor the for-profit sector. They seek to provide services to marginalized groups and advocate for social or policy changes. Historically, Ethiopian NGOs have been less developed compared to other African countries. Adversarial state-society relations and resources limitations are cited other reasons (Clark, 2000 and Rahmato, 2011). About 2059 NGOs are registered at the federal level by the Charites and Civil Society Agency (CSA), the government organ responsible for the regulation of NGOs. Of these, 83% are local NGOs while the remaining 17% are international NGOs.

Ethiopia receives substantial amount of development aid from various international donors, in addition to the locally mobilized resources (Rahmato et.al, 2008). The country has been the largest African recipient of Overseas Development Assistance (ODA) since 2000. Its total ODA inflow tripled from 2000– 2010, rising from US$1.03 to US$3.5 billion. Much of this aid, moreover, was directed towards NGOs. This highlights the importance of NGOs as non-state actors in development. For example, from 2004 to 2007, Ethiopian NGOs received $1.25 billion in aid (Cerritelli, 2008).

In areas where the capacities of government line ministries and/or agencies are limited, the role of NGOs, both local and international, is important. It is particularly true in the Ethiopian Somali region where considerable numbers of NGOs have programs and projects, alongside the government line bureaus and/or agencies (Clark, 2000). Over 130 NGOs are currently working in Ethiopian-Somali region(BoFED, 2014).

As illustrated in the table below, 40 and 90 of these NGOs are international and national respectively.

Table 2: Number of NGOs working in ESR

#	Type of NGO	Number
1	International	40
2	National	90
	Total	130

Source:(BoFED, 2014, p.23)

The sectors of intervention of these NGOs are categorized under five areas: Water, education, health, agriculture and cross-cutting. The below table summarizes number NGOs and projects currently and implementation across sectors.

Table 3: Number of NGOs and projects across sectors

#	Sector	Number of NGOs	Number of Projects
1	Water	29	86
2	Education	28	40
3	Health	19	39
4	Agriculture	19	29
5	Cross-cutting issues	18	28
	Total	113	222

Source: (BoFED, 2014, p.57)

Currently, 113 NGOs are undertaking 222 projects with total budget of ETB 1,949,594,099 (Nearly 100 million USD) in the region (BoFED, 2014). The distribution of the projects, corresponding budgets and beneficiaries are across the nine zones of the region is illustrated in the table the below.

Table 4: Distribution of projects, corresponding budgets and beneficiaries under implementation

#	Zone	Number of NGOS	Number of Projects	Project Budget (ETB)	Beneficiaries	Proportion of Funds by Zone (%)
2	Liban	21	49	454,783,860.40	215,115.00	23.33
3	Fafen	47	10			

				383,880,805.40	345,115.00	19.69
4	She-bele	9	2	323,770,572.90	250,130.00	16.61
5	Siti	15	22	276,709,175.00	201,150.00	14.19
6	Korahe	4	6	204,189,487.00	917,378.00	10.47
7	Jarar	4	6	124,161,897.00	125,145.00	6.37
8	Afder	8	11	99,668,612.86	111,130.00	5.11
9	Doollo	2	3	56,664,075.00	13,152.00	2.91
	Nogob	3	4	25,765,613.00	26,304.00	1.32
	Total	113	222	1,949,594,099.00	2,204,619.00	100.00

Source :(BoFED, 2014, p.59)

Somali region is further divided in to nine zones. Jigjiga city, the study area, is found in Fafan zone. As indicated in the above table, of the 130 NGOs working in the region, only 113 are active and have projects in the region. Of these, 47 NGOs have projects, 100 projects, in the Fafen zone, giving it the last concentration of NGOs in the region.

3. Methodology

The present study examines the relationship between leadership styles and organizational commitment in the context of NGOs operating in the Ethiopian-Somali Region. An explanatory sequential mixed research method has been used to uncover the perceived leadership styles and related organizational commitment of employees and leaders/managers of these organizations. In this section, the research design, data sources, population and sample size, sampling techniques and data collection instruments are presented and elaborated.

3.1 Research Design

This study has employed mixed methods research. Mixed research methods reside in the middle of the continuum of research methods as it incorporates elements of both qualitative and quantitative approaches. Creswell defined the mixed methods research as:

> An approach to enquiry that involves collection of data, both qualitative and quantitative, integrating the two forms of data with its own philosophical assumption and theoretical frameworks. The core assumptions of this form of enquiry the combination of quantitative and qualitative approaches provides more complete understanding of the research problem than either approach alone (2012, p.5).

Onwuegbuzie et al. (2012) also define the sequential mixed method as a research approach that involves the collecting, analyzing, and interpreting quantitative and qualitative data in a single study or in a series of studies that investigate the same underlying phenomenon.

Mixed methods research provides the flexibility to look at the research question from any relevant angle, making use where appropriate of previous research and/or more than one type of investigative perspective. It offers the best of both worlds: the in-depth, contextualized, and natural but more time-consuming insights of qualitative research coupled with the more-efficient but less rich or compelling predictive power of quantitative research. These approaches are far more comprehensive than attacking a problem from only one point of view and, with the emergence of strategies and tools

for blending these different types of data, allow for the crossing of disciplinary boundaries like never before (Teddlie and Tashakkori, 2009).

Sequential explanatory mixed methods research is characterized by the collection and analysis of quantitative data in a first phase followed by the collection and analysis of qualitative data in a second phase that builds on the results of the initial quantitative results (Creswell, 2012). It involves deciding on the priority or weight given to the quantitative and qualitative data collection and analysis in the study, the sequence of the data collection and analysis, and the stage/stages in the research process at which the quantitative and qualitative data are connected and the results are integrated (Ivankova, 2006). The rationale for mixing the methods is that neither quantitative nor qualitative methods are sufficient by themselves to capture the trends and details of the situation, such as a complex issue of doctoral students' persistence in the distributed learning environment. When used in combination, quantitative and qualitative methods complement each other and allow for more complete analysis (Teddlie and Tashakkori, 2009). Therefore, the purpose of this two-phase sequential explanatory mixed methods research design is to obtain quantitative results from a sample and then follow up with qualitative semi-structured interviews to probe or explain those results in more depth. The figure below illustrates the Explanatory sequential mixed methods employed for this study.

| Quantitative data collection, analysis and results | → | Identifying quantitative results to be followed up and explained b | → | Qualitative data collection, analysis and results | → | Overall interpretations and findings |
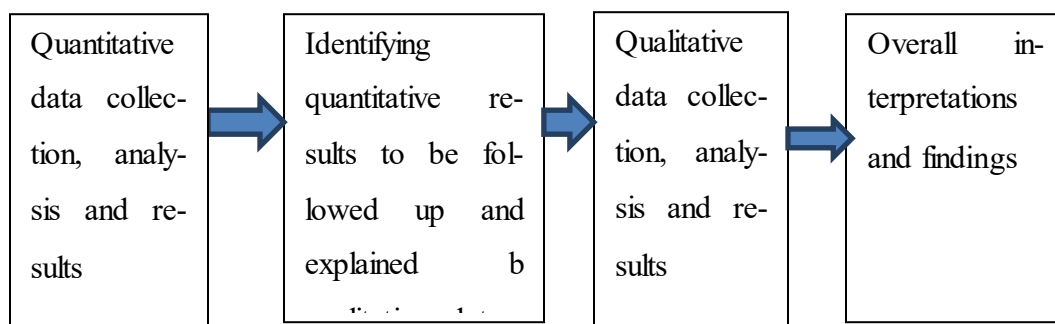
Figure2: Explanatory sequential mixed model (Creswell, 2013, p. 87)

3.1.1 Quantitative phase

In the first phase, the study employed quantitative research method as it aimed to find out the relationship of an independent variable, leadership style, on a dependent vari-

able, organizational commitment. The target participants and instruments of data collection are described in the following sections.

3.1.2 Qualitative phase

In the second phase, the researcher held in-depth interviews with for six leaders from the organizations covered in the quantitative survey. A semi-structured checklist containing five questions was used to facilitate the discussions.

3.1.3 Population and sample size

The target population study focused on employees working in NGOs in Jigjiga city of the Ethiopian Somali Region. Preliminary mapping of NGOs working in the area was conducted before the commencement of the study. This was done in order to come up the total number of target population in the area. According to the data obtained from Development-aid Coordination Department of the Bureau of Finance and Economic Development (BoFED), over 130 NGOs are registered as their operation area. Employees and leaders of these NGOs constituted the population of interest for this study.

3.1.4 Sampling techniques

Sampling methods are classified as either probability or nonprobability. In probability samples, each member of the population has a known non-zero probability of being selected. Probability methods include random sampling, systematic sampling, and stratified sampling. In nonprobability sampling, members are selected from the population in some nonrandom manner. These include convenience sampling, judgment sampling, quota sampling, and snowball sampling. The study sampling techniques took into account the geographical distribution, accessibility and the size of employees of the NGOs working in the region. Based on these criteria, both convenience and quota sampling procedures were used to draw the required sample of the study. Convenience sampling is used when the researcher is interested in getting an inexpensive way of knowing the main features of population interest. As the name implies, the sample is selected because they are convenient. The first step of selecting the number of NGOs in this study constituted convenience sampling.

Quota sampling is the nonprobability equivalent of stratified sampling. Like stratified sampling, the researcher first identifies the stratums and their proportions as they are represented in the population. Then convenience or judgment sampling is used to select the required number of subjects from each population. In this study, proportional quotas of the number of employees participating in the study were assigned for the NGOs selected in the first convenience sampling step. Accordingly, the survey data were collected from 150 employees from 17 NGOs area and 6 in-depth interviews with leaders. These NGOs were the most active and implemented number of programs employing considerable number of staff in Jigjiga area. The following table shows the list of the NGOs, number of employees and proportion of participants selected as sample for the study.

Table 5: List of research participant NGOs

#	Full name	Abbreviation	Description	Size of staff at Jigjiga area office	Sample size for survey
1	International Rescue Committee	IRC	INGO	78	26
2	Mother and Child Development Organization	MCDO	NNGO	12	4
3	Mercy-Corps	Mercy-Corps	INGO	47	16
4	Medicine Sans Frontier	MSF	INGO	10	3
5	Organization for Welfare and Development in Action	OWDA	NNGO	30	10
6	OXFAM Great Britain	OXFAM-GB	INGO	15	5
7	Save The Children International	SCI	INGO	127	42
8	United Society for Sustainable Development	UNISOD	NNGO	17	6
9	ZOA Refugee Care	ZOA	INGO	5	2
10	Norwegian Refugee Council	NRC	INGO	5	2
10	Danish Refugee Council	DRC	INGO	7	2
11	Aged and Children pastoralists association	ACPA	NNGO	35	12
12	Community Development Services Association	CDSA	NNGO	17	6
14	Pastoralist Education and Development Asso-	PEDA	NNGO	7	2

	ciation				
15	Horn of Africa Voluntary Youth Committee	HAVYOCO	NNGO	28	9
16	Action Contra La Faim-Ethiopia	ACF	INGO	5	2
17	Adventists Relief and Development Agency	ADRA	INGO	3	1

Source: Field list

3.1.5   Data gathering instruments

Data collection for this study composed of two phases and data collection instruments were used accordingly. The first phase entailed quantitates data collection. In pursuit of this, two established survey instruments were used. The study adopted repertoire of Multifactor Leadership Questionnaire (MLQ) originating from   Bass and Avolio (1993), the MLQ was formulated from the Full Range Leadership Development Theory (Northouse, 2010). Three leadership styles are measured: transactional, transformational and laissez-faire. Similarly, Meyer and Allen's (1991) method to measure the three dimensions of organizational commitment namely, affective commitment, continuance commitment and normative commitment because of the conceptual consistency underlying the definitions that were used in its development and also it was proven to have adequate psychometric properties.

In the second phase, qualitative data were collected via in-depth-interviews held with leaders of the study-targeted organization. A semi-structured checklist containing six questions was used to facilitate the discussions. During the discussion, conversions were tape-recorded and transcripts were produced. The interview transcripts were later coded, analyzed and results were used for the discussions.

Finally, in addition to the measures derived from the instruments above, basic demographic data such as age, gender, the number of years of experience, the number of years in the present position and education qualifications, were collected in the checklists of the interviews.

3.1.5.1 Multifactor leadership questionnaire

For the purpose of this research, the Full Range Leadership Model (FRLM) was found to be suitable theoretical construct of leadership. The Full Range Leadership Model consists of transformational, transactional and laissez-faire leadership behaviors with nine subscales (Bass, Avolio, and Atwater, 1996). The Multifactor Leadership Questionnaire (MLQ) version Form 5-X was used to measure these different dimensions. The transformational leadership style is divided into idealized charismatic behaviors and attributes. Factors representing transformational leadership include idealized influence (attributed), idealized influence (behavior), inspirational motivation, individualized consideration and intellectual stimulation.

Transactional leadership style is represented by two factors called contingent rewards and management-by-exception. Management-by-exception is also divided into Management-by-exception-active (MBEA) and Management-by-exception-passive (MBEP). Since its emergence in 1985, the MLQ has been used extensively (Felfe, 2006). This study used a repertoire obtained from Teshome (2013).

Participants were asked to assess and testify as to how frequently the behaviors described by each of the statements are exhibited by their leader. In this study, employees completed the ''rater version'' of the MLQ, by rating their leaders in terms of the transformational, transactional or laissez-faire leadership factors.

Based on the context of the study, 28 items representing the various leadership styles were selected by excluding the least relevant items from the original list of 45 items. These items are rated using a 5 point Likert scale labeled as 1= not at all, 2= once in a while, 3=Sometimes, 4= fairly often and 4= frequently, if not always. A high score shows high effectiveness of leadership style perception while low score implies lower effectiveness perception in the scale.

3.1.5.2 Organizational commitment questionnaire

This was measured by the nine-items of the Organizational Commitment Question-naire (OCQ) developed by Mowday et al.(2013) completed by the non-managerial employees. From the original 15 items of the OCQ, this study adopted 12 items, omit-ting the negatively phrased items. Similar to that of MLQ, items were rated using a 5 point Likert scale labeled as 1= strongly disagree 2 = disagree 3=   can't decide 4 = agree 5 = strongly agree.   High score shows perception of the employees on the re-lated dimension of organizational commitment.

3.2 Data Analysis

Using purposive sampling, the target organizations were selected on the basis of their geographical distribution, accessibility and the size of employees. Telephone calls were made to the selected and the purpose of the study was conveyed. Upon securing consent, formal letters were sent. Two pre-tests were carried out before administering the questionnaires to the respondents. The data collection process was carried out over a period of four months. A total of 17 organizations participated in the research; elev-en of them were international NGOs while the remaining seven were local NGOs. Permissions were sought from the responsible officials and questionnaires were sent to employees of the sampled organizations.   Altogether, 150 questionnaires were sent out. Participants were given one week to complete the questionnaires. A total of 141 employees responded, giving a response rate of 98 per cent.   Five questionnaires were discarded as they were found unusable/incomplete. The remaining 136 completed questionnaires used in the subsequent analyses.   All of the NGOs covered in the sur-vey were active participants of the weekly Regional Humanitarian Task Force (RHTF) meeting held under the auspice of the Regional Presidency's Humanitarian and Development Aid Advisory and Coordination Office. The researcher has been working in the sector for the past eight years and has had close relationships with NGO community in the region. This has greatly aided in the access and communica-tion with the respective leaders and employees of the NGOs surveyed. The high turn-over could be partially explained with these connections and steady follow up from the researcher.

Following the methodological prescriptions of the study, two separate analyses were conducted: quantitative analysis by followed qualitative. In the quantitative analysis, the survey questionnaires were collected, coded and subject's response to items defining the study variables were entered in to SPSS version 21 for data analysis. Where appropriate, summated measures were calculated by averaging the set of items to form study variables, as described above. Means, standard deviations were calculated for all variables, as well as their inter-correlations. Finally, the hypotheses on the independent and dependent variables were tested test.

In addition to the analysis of the quantitative data, qualitative data obtained from interviews with NGOs leaders were done through content analysis of the responses given by these leaders. Direct quotations from the analyzed responses were used to explain the results found in the quantitative analysis. The details of the results found from these two phased-enquiries are presented in the subsequent chapters.

4. Data Analysis and Results

This section presents the analyses and findings of the research. As per the methodological instructions, data analyses and results were presented in two phases: quantitative followed by qualitative, as detailed in the sections below.

4.1 Quantitative Phase

In the quantitative phase, data collected from respondents, with help of the survey questionnaires, were coded and responses to items defining the study variables were entered in to SPSS version 21 for analysis. Demographic characteristics of participants were summarized and presented. Moreover, descriptive statistics such means and standard deviations were calculated for all variables. Besides, Cronbach's alpha was used to identify the reliability of items of each variable. Similarly, inter-correlations of the main variables as well as their various dimensions were calculated. Finally, study hypotheses were tested.

4.1.1 Demographic characteristics of the respondents

As indicated in the previous sections, participants of the study were employees and leaders working in 17 NGOs different based in Jigjiga city of the Ethiopian-Somali region. The profiles of 136 sample respondents, who participated in the quantitative survey, were summarized in the form of frequency and percentage. Data of each characteristic was presented separately. The characteristics considered and presented here below are the gender, age, educational level, job category, type of organization, years of working and monthly gross salaries of the respondents covered in the survey.

4.1.1.1 Gender distributions

Table 6: Gender distribution of respondents

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	113	83.1	83.1	83.1
Female	23	16.9	16.9	100.0
Total	136	100.0	100.0	

Source: Survey data

Table 6 presents the gender of the respondents. Overwhelming majority of the respondents, 83.1%, were male while only 16.9% were female. This indicates disproportionate male employees in the NGOs surveyed.

4.1.1.2 Age distribution of respondents

Table 7: Age distribution of respondents

Age cohort	Frequency	Percent	Valid Percent	Cumulative Percent
16-24	9	6.6	6.6	6.6
25-35	83	61.0	61.0	67.6
35-44	28	20.6	20.6	88.2
45-54	12	8.8	8.8	97.1
55-64	4	2.9	2.9	100.0
Total	136	100.0	100.0	

Source: Survey data

Table 7 presents the ages of the sample respondents distributed in to five age groups. Respondents within the age group of 25-35 years represented 61% the participants. Further, those within the rage of 25-44 years of age accounted 88.2%. Only 6.6% and 11.7% fall above 45 and below 24 years respectively. This indicates that employees of these organizations are overwhelming young and in their early career threshold. This is in line with the country's overall younger population and work force.

4.1.1.3 Educational level

Table 8: Education levels of respondents

Level	Frequency	Percent	Valid Percent	Cumulative Percent
Less than high school	4	2.9	2.9	2.9
high school	7	5.1	5.1	8.1
Diploma	21	15.4	15.4	23.5
Undergraduate degree	72	52.9	52.9	76.5
Graduate degree	32	23.5	23.5	100.0
Total	136	100.0	100.0	

Source: Survey data

Table 8 shows the educational qualifications of sample respondents. As can be seen from the data provided in the table above, 52.9% and 23.5% of the respondents held undergraduate and graduate degree respectively. Only 23.5% of the respondents have reported to have qualification of diploma level and below. The data depict impressive footing on the educational level of the people employed in these organizations.

4.1.1.4 Job categories within the organization

Table 9: Job categories of the respondents within the organization

Job category	Frequency	Percent	Valid Percent	Cumulative Percent
Program staff	67	49.3	49.3	49.3
Supportive staff	36	26.5	26.5	75.7
Supervisor(Middle management)	20	14.7	14.7	90.4
Management(Upper management)	13	9.6	9.6	100.0
Total	136	100.0	100.0	

Source: Survey data

Table 9 presents job categories of respondents under five classifications, e.g. program, support and two levels of management (supervisor and senior management). Slightly above two-third (75.7%) held no management position while less than quarter (23.3%) have management responsibilities. Nearly half (49.3%) of respondents related their work with the program functions of their respective organizations while 26.5% were from supportive functions. Of those in management responsibility, 9.6% held senior positions while 14.7% were in middle level management positions. Over-all, the respondents reflect that the survey have captured the cross-section of employees and management of the organizations surveyed.

4.1.1.5 Type of organization

Table 10: Type of the organization

Type of organization	Frequency	Percent	Valid Percent	Cumulative Percent
Local NGO	45	33.1	33.1	33.1
International NGO	91	66.9	66.9	100.0
Total	136	100.0	100.0	

Table 10 presents the types of the organizations surveyed. Two-third (66.9%) of the respondents worked in international NGOs while the remaining one-third (33.1%) were from local NGOs. It is to be recalled that 17 NGOs (11 INGO and 6 NNGO) were covered in this survey and proportion of the respondents reflect such categorizations.

4.1.1.6 Years of working in the organization

Table 11: Years of working in the organization

Year(s)	Frequency	Percent	Valid Percent	Cumulative Percent
< 1 Year	29	21.3	21.3	21.3
1-5 Years	73	53.7	53.7	75.0
6-10 Years	24	17.6	17.6	92.6
11-15 Years	9	6.6	6.6	99.3
> 15 Years	1	.7	.7	100.0
Total	136	100.0	100.0	

Table 11 presents years in which the said respondents were working in their respective organizations. About 21.3 % of the respondents said they have been working less than a year while those who were working 1- 5 years accounted 53.7%. Similarly, those who worked 6-10 years represented 17.6% while another 6.6% said to have been working 11-15 years. These show that majority (75%) of the respondents have been working in their current respective organizations less than 6 years and almost all (99.3%) have not been working more than 15 years.

4.1.1.7 Monthly salary ranges

Table 12: Monthly salary ranges (in ETB) of respondents

Salary range	Frequency	Percent	Valid Percent	Cumulative Percent
<1000	1	.7	.7	.7
1000-4999	23	16.9	16.9	17.6
5000-9999	29	21.3	21.3	39.0
10,000-14,999	46	33.8	33.8	72.8
15,000-19,999	13	9.6	9.6	82.4
20,000-24,999	13	9.6	9.6	91.9

> 25000	11	8.1	8.1	100.0
Total	136	100.0	100.0	

Source: Survey data

Table 12 presents the monthly salary ranges of the respondents. The majority (of the respondents' (72.8%) have indicated that they earn less than monthly salary of ETB 15,000 while 9.2% reported ETB 15,000-20,000. Only 17.6% have indicated to earn more salary of ETB 20,000 or above.

4.1.2 Descriptive statistics of the main variables

As described in the prior sections, the main variables of this study were leadership styles and organizational commitments. Three main leadership styles are recognized and considered as independent variables. They are transactional, transformational and laissez-faire leadership styles. The leadership styles are further categorized in to various dimensions. Accordingly, the transactional leadership style is represented by three sub dimensions (contingent reward, management by exception active and management by exception passive), laissez-faire leadership style by one dimension (avoidant behaviors) and transformational leadership by five dimensions(idealized attribute, idealized behavior, inspirational motivation, intellectual stimulation and individualized consideration).The MFLQ consisted of 28 items and measured the various dimensions of leadership styles.

Similarly, organizational commitment is classified in three dimensions (affective, continuance and normative). The following table summarizes the descriptive statistics of the various dimensions of the study main variables.

Table 13: Descriptive statistics of the various dimensions of the study main variables

Variables	Mean	Std. Deviation	N	Reliability (alpha)
Transactional Leadership(TSL)	3.48	0.67	136	0.86
Contingent Rewards(CR)	3.76	0.54	136	0.80
Management by Exception-Active(MBEA)	3.58	0.77	136	0.90
Management by exception-Passive(MBEP)	3.11	0.70	136	0.88

Transformational Leadership(TFL)	2.73	0.66	136	0.77
Idealized attributes(IA)	2.81	0.68	136	0.64
Idealized behavior(IB)	2.94	0.77	136	0.75
Inspirational motivation(IM)	2.41	0.68	136	0.70
Intellectual stimulation(IS)	2.73	0.57	136	0.89
Individualized consideration(IC)	2.75	0.62	136	0.87
Laissez-faire Leadership(LFL)	3.2	0.57	136	0.72
Passive/ avoidant behaviors(AB)	3.20	0.57	136	0.72
Organization commitment(OC)	2.73	0.98	136	0.91
Affective Commitment(AC)	2.33	0.58	136	0.81
Continuance Commitment(CC)	3.10	1.06	136	0.95
Normative Commitment(NC)	2.75	1.30	136	0.97
Over all leadership styles	3.14	0.63	136	0.78
Over all Organizational commitment	2.73	0.98	136	0.91

Table 13 presents summary of descriptive statistics of the various dimensions of the study main variables. It shows the mean, standard deviation and reliability (alpha) for each dimension of main study variables as indicated by participants.

Accordingly, the contingent reward, management by exception-active and management by exception-passive dimensions of transactional leadership style have registered mean and standard scores of (3.76) and (0.54), (3.58) and (0.77), and (3.11) and (0.70) respectively. Moreover, summated values of transactional dimension registered average figures of (3.48), (0.67) and (0.86) mean score, standard deviation and alpha value respectively.

The laissez-faire leadership style and its single dimension of avoidant behavior with also registered mean, standard deviation and alpha scores of (3.2), (0.57) and (0.72) respectively.

Interestingly, the lowest scores were accounted by the five dimensions of idealized attribute (2.81), idealized behavior (2.94), inspirational motivation (2.41), intellectual

stimulation (2.73) and individualized consideration (2.75) under the transformational leadership style. The average mean, standard deviation and alpha values of the transformational leadership style were (2.73), (0.66) and (0.77) respectively.

The aggregate mean, standard deviation and alpha values (3.14), (0.63) and (0.78) of leadership styles respectively. Finally, the aggregate figures of the organizational commitment were (2.73), (0.98) and (0.91) respectively. These results indicate that transformational leadership behaviors are less commonly practiced in these organizations as perceived by the participants of the study. The implications of these findings will be discussed in the following paragraphs.

There are number of reasons that could explain why the leadership in these organizations failed to have the desired transformational effects on their employees.

First, such leadership behaviors could happen when leaders are task-oriented but ignore the psycho-social dynamics of employees. Under such conditions, leaders might assume that subordinates require demands from their supervisors and reminders from their colleagues in order to get things done and conclude that management should adopt rewards and punishments in order to obtain desired attitudes and task performances. The high mean score of contingency reward dimension under transactional leadership style illustrates such tendencies. Second, leaders might keep business as usual until results are determined to be unsatisfactory. This is a kind of reactive-leadership style which represented by management by exceptions dimensions. Third, a more extreme case could be when the leaders are uninvolved and remain out of touch with what is going in the organization. The avoidant behavior dimension under laissez-faire leadership style signifies such leadership behavior. The relatively high mean score of avoidant behavior dimension indicates that the leaders in these organizations did not meet employees' leadership expectations. It has been reflected in the review of literature part that transactional leadership and transformational styles hold some tenants of McGregor's '' Theory X'' of and ''Theory Y'' employees relations respectively. The transformational leadership behaviors consist of idealized combination of task and relational oriented leadership approaches. Unlike the transactional styles, which is based on exchange process, transformational styles is growth oriented and addresses the long term benefits of both organization and employees. On the other hand, lack of transformational leadership behaviors might have contributed discrepancy between organization's interests and that of employees.

Also, the mean and standard deviation for the commitment dimensions are presented together with the various dimensions of leadership styles. The mean and standard deviation scores for each of the commitment dimensions were indicated as affective commitment with 2.33 and 0.57, continuance commitment with 3.10 and 1.06 and normative commitment with 2.75 and 1.30 respectively.

The overall results indicate that transactional leadership and laissez-faire leadership styles were fairly more prevalent leadership practices in these organizations. At the same time, low level of transformational practices was also observed. On the other hand, a relatively high level of continuance commitment was observed in these organizations whereas affective commitment was lowest. This suggests that employees or stayed in their current organizations out of socio-economic incentives.

4.1.3 Relationships between leadership styles and organizational commitment

4.1.3.1 Interrelation of various dimensions of the study variables

Table 14: Interrelation of various dimensions of the study variables

Dimen-sion	Measurement	CR	MBEA	MBEP	AB	IB	IA	IM	IS	IC	AC	CC	NC
CR	Pearson Corre-lation	1											
	Sig. (2-tailed)												
MBEA	Pearson Corre-lation	0.298**	1										
	Sig. (2-tailed)	0											
MBEP	Pearson Corre-lation	-0.102	0.202 *	1									
	Sig. (2-tailed)	0.239	0.018										
AB	Pearson Corre-lation	-0.370**	-0.145	0.366	1								
	Sig. (2-tailed)	0	0.091	0.443									
IB	Pearson Corre-lation	0.491**	0.116	-0.346	-0.319*	1							
	Sig. (2-tailed)	0.001	0.178	0.594	0.01								

IA	Pearson Correlation	0.512**	0.153	-0.225	-0.331*	0.699**	1					
	Sig. (2-tailed)	0.007	0.537	0.775	0.03	0						
IM	Pearson Correlation	0.316*	0.114	-0.361	-0.429**	0.561	0.451**	1				
	Sig. (2-tailed)	0.180	0.959	0.477	0.002	0.061	0.004					
IS	Pearson Correlation	0.241**	0.121	-0.250**	-0.472**	0.764**	0.584**	0.454**	1			
	Sig. (2-tailed)	0.005	0.162	0.003	0.006	0.002	0.001	0				
IC	Pearson Correlation	0.188*	0.116	-0.240**	-0.521**	0.372**	0.485**	0.323	0.479**	1		
	Sig. (2-tailed)	0.028	0.179	0.005	0	0	0	0.154	0.001			
AC	Pearson Correlation	0.384**	0.335**	-0.221**	-0.561**	0.523*	0.652**	0.571**	0.414**	0.453**	1	
	Sig. (2-tailed)	0.009	0.001	0	0	0.025	0	0	0.001	0		
CC	Pearson Correlation	0.321**	0.473**	-0.095	-0.475*	0.495**	0.357**	0.308	0.350**	0.340**	0.246	1

					*								
	Sig. (2-tailed)	0.005	0	0.271	0.008	0	0	0.209	0.001	0	0.091		
NC	Pearson Correlation	0.223**	0.221	-0.169*	-0.415**	0.395*	0.480*	0.409*	0.424**	0.370**	0.375	0.560*	1
	Sig. (2-tailed)	0.008	0.199	0.05	0.003	0.07	0.036	0.015	0	0	0.114	0.04	

** Correlation is significant at the 0.01 level (2-tailed)

* Correlation is significant at the 0.05 level (2-tailed)

Table 14 presents the interrelation of various dimensions of the study variables.

In line with the conceptual and hypothetical frame work presented in earlier sections, the results of the correlation analyses of the various dimensions of leadership styles and organizational commitment are presented. Weak but significant positive relationship was observed between contingent reward and management by exception-active dimensions of transactional leadership style and all organizational commitment dimensions. However, the management by exception-passive dimension has had weak but significant negative relationships with organizational commitment dimensions. The passive/avoidant behavior dimension under the laissez-faire leadership style has significant negative relationship of varying strengths with all of the dimensions of organizational commitment. Moreover, weak but significant positive relationships exist between all transformational dimensions and organizational commitment dimensions.

Bass and Avolio (1993) posited that strong and mutual interactions exist between leaders and their followers under transformational leadership behaviors. They further explained that these positive superior-subordinate relations produce changes of behavior which results strong organizational commitment. Furthermore, Almutairi (2013) found out significant positive relationship between transformational leadership style and organizational affective commitment among the Saudi Arabian Airline employees. Similar results were also reported by Wiza and Hlanganipai (2014) who found significant relationship between transformational leadership styles and affective and continuance dimensions of organizational commitment. In the same study, however, they did not find significant relationship between transformational leadership style and normative commitment. Almutairi (2013), however, did not find any relationship between transactional leadership style as the independent variable and organizational affective commitment as the dependent variable. From his findings, he concluded that there is no significant relationship between transactional leadership style and organizational affective commitment. These results concur with other studies by Wang and Lawler (2005a, 2005b) on transformational leadership styles and organizational commitment. Finally, it was suggested that adopting transformational leadership style would increase organizational commitment.

4.1.3.2 Interrelation of the main study variables

Table 15: Interrelation of the main study variables

Variable	Measurement	TSL	LFL	TFL	AC	CC	NC
TSL	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	136					
LFL	Pearson Correlation	0.490	1				
	Sig. (2-tailed)	0.299					
	N	136	136				
TFL	Pearson Correlation	0.240**	-0.434**	1			
	Sig. (2-tailed)	0.005	0.002				
	N	136	136	136			
AC	Pearson Correlation	0.238*	-0.561**	0.635**	1		
	Sig. (2-tailed)	0.020	0.00	0.000			
	N	136	136	136	136		
CC	Pearson Correlation	0.202	-0.475**	0.318**	0.446	1	
	Sig. (2-tailed)	0.318	0.008	0.001	0.091		
	N	136	136	136	136	136	
NC	Pearson Correlation	0.330**	-0.415**	0.375**	0.374**	0.474*	1
	Sig. (2-tailed)	0.007	0.003	0.000	0.002	0.043	
	N	136	136	136	136	136	136

Source: Survey data

** Correlation is significant at the 0.01 level (2-tailed)

* Correlation is significant at the 0.05 level (2-tailed)

4.1.4   Hypotheses testing

In line with the objective of the study, the relationship between leadership styles and organizational commitment was investigated using correlation analysis. Table 15 presents the result of the inter-correlation analysis of the main variables of the study, presented in three constructs of transactional, laissez-faire and transformational, and organizational commitment, presented in three constructs of affective, continuance and nor-

mative. The results obtained from these analyses were used to test the hypotheses of the study.

The first hypothesis of this study stated that:

> H1: There is a significant positive relationship between transformational leadership style and the three constructs (affective, continuance, and normative) of organizational commitment among employees in NGOs working in the Ethiopian Somali Region.

From table 4-12 above, it can be observed that there are weak but significant positive relationships between continuance ($r=0.318$, $p=0.001$) and normative($r=0.374$, $p=0.002$) and modernly strong positive between affective ($r=0.635$, $p=0.00$) commitment dimensions and transformational leadership style. These results support the claim made in the hypothesis and therefore it is accepted. Hence, it is concluded that there is significant positive relationship between transactional leadership style and the three dimensions (affective, continuance, and normative) of organizational commitment among employees in NGOs working in the Ethiopian Somali Region.

The second hypothesis of this study stated that:

> H2: There is no significant relationship between transactional leadership style and the three dimensions (affective, continuance, and normative) of organizational commitment among employees in NGOs working in the Ethiopian Somali Region.

Referring to the data in table 4.10, it can be seen that there are weak and positive relationship (with varying significance) between transactional leadership style and the three constructs (affective, continuance, and normative) of organizational commitment. Weak but significant positive relationship have been registered between transactional leadership style and normative commitment($r=0.330$, $p= 0.007$) and affective (($r=0.238$, $p=0.020$). Also, weak but insignificant positive relationship was found between transactional leadership style and continuance ($r=0.202$, $p=0.318$) commitment. These results do not the support the claim made in the hypothesis. Thus, under this condition, the researcher rejected this hypothesis. Alternatively, it is concluded that there is positive relationship, although weak, between transactional leadership style and the three dimensions (affective, continuance, and normative) of organizational commitment among employees in NGOs working in the Ethiopian Somali Region.

The third hypothesis stated that:

H3: There is significant negative relationship between laissez-faire leadership style and the three constructs (affective, continuance, and normative) of organizational commitment among employees in NGOs working in the Ethiopian Somali Region.

Again, the data in table 4.12 show that there are weak but significant negative relationship between laissez-faire leadership style the three constructs, affective($r= -0.351$, $p=0.000$), continuance($r= -0.154$, $p=0.000$) and normative($r= -0.308$, $p=0.004$) of organizational commitment. These results obtained from the survey data support the claim made in the hypothesis. Thus, this hypothesis is accepted. Consequently, the consequent concluded that there is statistically significant negative relationship between laissez-faire leadership style and the three constructs (affective, continuance, and normative) of organizational commitment among employees in NGOs working in the Ethiopian Somali Region.

4.2 Qualitative Phase

In the qualitative phase, data analyses from the interviews with selected leaders were done through content analysis and thematic mapping. The researcher has approached 12 senior leaders from the 17 NGOs covered in the quantitate phase. Only 7 showed interest and had participated the interview. The participants were selected from Organization for Welfare and Development in Action (OWDA), Aged and Children Pastoralists Association (ACPA), Mercy Corps (MC), International Rescue Committee (IRC), Norwegian Refugee Council (NRC), Danish Refugee Council (DRC) and Save the Children International (SCFI). They were the most senior leaders representing these organizations in Jigjiga operation area. According to data obtained from regional BoFED, these organizations are the most active and have substantial program interventions in the region. Participants were reminded that their names and identifiable information would be kept confidential and that they could opt out at any time during the interview. The responses obtained from these interviews are used to explain the results found in the quantitative analysis.

4.2.1 Demographic characteristics of in-depth interview respondents

All interviewed leaders were male, majority of them above the age of 36 years, 2 held undergraduate, 5 have graduate degrees, had an average 8 years of work experience, supervised 15 employees on average, 5 were from international NGOs while the remaining 2 were from national NGOs.

Table 16: demographic characteristics in-depth interview respondents.

Demographic characteristics	Particulars	Frequency
Age	26-35 yrs.	2
	36-45 yrs.	3
	45-55 yrs.	1
	Over 56 yrs.	1
Gender	Male	7
	Female	0
Level of education	High school certificate	0
	Diploma	0
	Undergraduate degree	2
	Postgraduate	5
Job position	Board director	1
	Executive director	1
	Program manager	3
	Project manager	2
Number of employees reporting to	1-10	1
	11-21	2
	22-32	3
	Over 33	1
Years of working in this organization	< 1	0
	1-5	2
	6-10	3
	11-15	1
	Over 15	1
Type of organization	INGO	5

	NNGO	2	

Source: Survey data

4.2.2 In-depth interview questions and responses analysis

Table 17: Research and interview questions

Research question	Interview question(s)
Q1: What is the relationship between transformational leadership style and the three dimensions (affective, continuance, and normative) of organizational commitment among employees in NGOs working in the Ethiopian Somali Region? **Q2:** What is the relationship between transactional leadership style and the three dimensions (affective, continuance, and normative) of organizational commitment among employees in NGOs working in the Ethiopian Somali Region? **Q3:** What is the relationship between laissez-faire leadership style and the three constructs (affective, continuance, and normative) of organizational commitment among employees in NGOs working in the Ethiopian Somali Region?	• How would you describe your leadership style? • Describe your role in a situation when your staff was successful or failed in achieving organizational goal(s)? • How committed do you consider the employees to this organization? • Why do you think make employees stay / leave your organization? • What is your view point of the relationship leadership styles and commitment of employees? Please, elaborate your view points?

Source: Survey data

As indicated in table 17, five open-ended questions were prepared for the leaders who participated the in-depth interview sessions. The questions were intended to find out their leadership styles and how they are related to employees' commitment in their respective organizations.

Q1: How would you describe your leadership style?

A participant responded to this question in this away:

Basically, I try to make sure that my staff is on the same page with me and of what we are supposed to achieve together. Yes, a clear sense of direction is required. It is the responsibility of the leader to sketch the map. I provide them detailed explanations of what we need to achieve and how to achieve. This means, I state the intended goals, give technical backup, monitor the progress of the tasks and provide feedback when and where necessary. I am great believer of continuous improvements. I don't mind people making mistakes, but I want them to learn from their mistakes, and, what I won't tolerate are people who put their own ego or their desire for self-promotion ahead of the team. When I see evidence of people who are not acting on the basis of "how are we getting our mission accomplished," then I'll give them a couple of warnings, and if it's chronic, they won't be part of my organization. Briefly, I mean, that is how I see my approach of leading.

Another participant noted:

I treat my staff as adults and I trust them to make good decisions. I try to provide people with as much information as possible about what's happening in the organization. I motivate, inspire them with the strong sense of purpose and bring to the task at hand. This empowers them to shine (and sometimes reveal weaknesses) under both guidance and context by giving them wide latitude for decision making. I give them challenging assignments and overstretch to their limits, until no-further-go point is possible. My goal is to create change by challenging our perception limits. I push them hard go beyond the easy-to-do things and test their potentials. This needs a whole-hearted engagement and inspiration of your staff. And the by the way, building trust is very essential. It is essential element for any successful leadership.

Another participant said:

My staff is competent and handles assignments very well. I don't take much time in directing and telling them what do. I have complete trust

on them and give them the necessary flexibility. Instead, I concentrate doing other tasks like report writing, designing, proposal writing, participation of meetings and conferences etc. We review results together and if achievements are satisfactory we proceed to the next task. You know people don't like to be pressured in doing things that they don't like. I don't like either.

Another participant noted:

You know we never act the same way always. Sometimes you may be very tense and behave aggressively. Other times you may be calm and follow the normal course of action. The situation you are found in is very important and influences how you lead. I take things to my hands when the situation demands. My staffs sometimes see me a serious person. I never shy away to show that I am dead-serious about an issue. When the hysteria of meeting a deadline or any other unusual thing passes, things resume their normal course.

This question was intended to probe the leadership styles of the interviewees as they would like to describe in their own words. Key words reflected in the statements above include goal setting, continuous improvement, flexibility, since of direction, inspiration, motivation, trust building, encouragements and inspirations. The first three words (goal setting, continuous improvement and flexibility) indicate transactional leadership characteristics while the remainder of the words (since of direction, inspiration, motivation, trust building, encouragements and inspirations) describe transformational leadership behavior. Generally, NGOs are categorized as operational and advocacy depending their organizational mission or orientations(Mostashari, 2005). On one hand, operational NGOs mobilize resources, in the form of financial donations, materials or volunteer labor, in order to sustain their projects and programs need for the accomplishments of their goals. This process requires quite complex organization. On the other hand, advocacy NGOs aim at influencing policy changes in favor of their goals. Almost of the NGOs in this study were operational types. Thus, leaders of NGOs are required to be adept at the art of leading organization efficiently.

Q2: Describe your role in a situation when your staff was successful or failed in achieving organizational goal(s)?

Participant:

> Well, most of our works here are organized in the form of projects. In these projects, various deliverables or milestones are expected to be achieved in a given time span. The most important task of a leader is to make sure that the employees are clear of the goals and how they will be achieved. Leaders should be involved in all stages of the work until the goals are realized. During my tenure as technical manager, I supervised the successful implementation of several projects. I strived to be available as much as possible and provided feedback on performances. Also, I showed my appreciation to those who were performing well. You know, I wrote many letters of recommendations and issued certificate of appreciations to several employees whose performances met the required standards. Many of our current projects coordinators and senior program officers owed their promotion because of the rigorous on the job assessment and performance feedback. I think it is beneficial both to the organization and career development of the employees.

Participant:

> There were number of successful assignments or project works that I took in my career, and especially in this organization. We finished several projects to the satisfaction of our stakeholders and we received several awards from the Federal and regional governments. I attribute these achievements to the supportive environment and sharing of responsibilities with my staffs and seniors. I always consider as collective success. My main inputs as leader were to spot strengths of my staffs and provide them encouragements and inspirations. I believe that shared responsibilities encourage actions that support the organization rather than personal interests. If your staff understand the goals of your organization and have stake in them, then you earn genuine trust, respect, and admiration from your team. This surely influences performance and the impact will be beyond expectation.

Participant:

> As a leader, I believe in exemplifying respect, allowing others to have their say whether I agree with it or not. I believe I exhibit integrity. I strive to allow each person on my team to showcase his/her unique abilities and skills. These, I believe have been my keys to success.

This question was asked to further understand leader-subordinate relationships and task accomplishments as the interviews would like to put in their own words. Key words repeated here include successful task achievements; strive for organizational goals; collective success and supportive work environment. These words illustrate characteristics of leaders who focus on task achievements and positive subordinate relationships exemplifying both transactional and transformational leadership styles. NGOs are expected to fulfil their organizational objectives by marshalling all resources available to them, including human resources. Since most of NGOs profess altruistic ideals, it is important that employees should be aligned with their goals and values. Transformative leadership behaviors will have positive influences on employees.

Q3: How committed do you consider the employees to this organization?
Participant:

> Our staffs are committed to their work and do best of their abilities in achieving their assigned tasks. This is attested by their work performances. The feedback that we are getting from our staff indicates that career prospective in this organization is well appreciated.

Participant:

> Well, I consider my staff, and also the entire organization for that matter, to be highly committed people. We really enjoy what we do here. My staff has a positive working relationship with me and their co-workers and often stays at their jobs. In addition, our organization pays well compared with others NGOs offering similar jobs as result we have low staff turnover. Another cause of low turn-

over in our organization is that there is a room for advancement. So, employees feel that they can move up in their careers if they stay and work hard in this organization.

Participant:

To be on the right side, it differs from time to time and from individual staff to another. But in general, I believe most of my staffs do good work. But there are times we face disappointments. People are very much unpredictable. I don't consider bad if someone one tells me that he wants to leave his job. I assume that he thought he will be better off with his decision. There is no point in persuading an employee to stay when he doesn't want and you may even never fully understand why.

Participant:

We don't have any problem with employees' commitment in our organization. Those who are not enthusiastic about their work and, the organization in general, should not stay here. Each employee is contracted to work eight hours per day under clear job descriptions. These are the benchmarks. We don't mind if an employee wants to leave the organization, provided that he has given us the notice period as per the organization's job leave requirements.

This question was asked to inquire the level of commitment of employees in these organizations as per the leader's perspective. Key words include low turnover; work enthusiasm; career prospective and advancements. These words are related to organizational commitment, especially affective type of commitment. However, there are no strong evidences on the ground indicating the existences of such type of commitment in the organizations surveyed. The statements disagree with quantitative results as the affective dimension of commitment registered the lowest mean score. It could be labeled as discrepancy of leadership and employees perceptions. Moreover, NGOs in the region have different capacities and organizational strengths. For example, some NGOs can afford to attractive salaries and employees befits while others have meager resources. The nature of NGO's goal is also crucial. This is particularly true for local NGOs which

are initiated by local people to address social, economic and environmental factors in their areas of operation. Such NGOs have disadvantages in attracting and retaining employees as they cannot competitive pay them. However, they have the advantages of taping local sensitivities of their cause in to their organizational goals. The role leadership is utmost important under these circumstances.

Q4: Why do you think employees stay / leave your organization?
Participant:

> I believe this organization is successful because it has committed employees. We went through challenging times. We survived and thrived. The backbone of this success is the leadership of the organization. They recognized that having dedicated employees have tremendous advantage. We feel like a family. I have joined this organization as junior officer and rose to the rank. Everyone else feels and aspires to be the same. That is why we never runout of talents. Our organization started working in this country in the early 1980s. There are employees who started with the organization in its first year of operation and still continuing.

Participant:

> Basically, employees join us because of availability of job opportunity and to further develop their career prospects. They stay in this organization as long as these conditions are satisfied. It is natural that one seeks better opportunity when the chances arrive.

Participant:

> Well, I don't think that there is any special condition in our organization which makes employees stay or leave but I guess that employees will be here as long as staying is better option for them. Likewise, they join other organizations when they get better chance than they have here. It has been like that as far as I know.

Participant:

Everybody joins this organization to work and earn living. They leave when they get better option somewhere else. I worked number of organizations in my life time and I don't think this organization will be last. It is natural that one seeks better opportunity when the chances arrive.

Participant:

I had worked of much of my time in humanitarian organizations. Working in a humanitarian organization requires that you have a humanitarian heart and thinking. This has influenced the way I treat my staff. I see my staff as partners of noble cause. We are here to serve humanity.

This question was intended to uncover reason(s) that keep or make leave employees work in their respective organizations. Key words here include job availability and better options. These words are linked with continuance type of commitment where employees stay/leave by weighting the advantages and disadvantages of such decisions. This is further supported by the survey results as the continuance dimension has the highest record among the three organizational commitment dimensions.

Q5: What is your view point of the relationship leadership styles and commitment of employees? Please, elaborate?

Participant:

Yes, for sure. It is natural to assume that employees will be less committed if there is no competent leadership. In other saying, poor leadership brings less commitment. After all, why would anyone would be committed to an organization whose leadership is not up to their work? It is just basic as that.

Participant:

Definitely, employees work harder when they are inspired and derive value from what they are doing. They also choose to stay in organizations that contribute to their economic and social wellbeing. In other words, they like to be

part of successful organizations. Successful organizations exist because of good leaders. In other words, where is a good leadership, there will be committed employees and vice versa.

Participant:

> I think it is difficult to attribute leaders' actions or inactions for employees' staying or leaving in an organization, or commitment if you like to call it. When someone is leaving he thinks that such a better option for him. Yes, he just leaves and that is natural order of business. As far as this organization is concerned, there were times when we faced high employees' turnover. The main cause, as we latter discovered, was that we were lagging behind similar organizations in the sector in terms of payments and other employee fringe benefits. Employees were leaving without complaints from the management of the organization. In most cases, they were citing pay and other work conditions as the most important factors influencing their decisions.

Participant:

> Of course, the leader's approach of managing the affairs of the organization will certainly affect employees' work performances and their attachment to the organization. It is the social and interpersonal interactions that make organizations place to stay or leave. In this regard, leader's role is profoundly important.

This question was intended to reveal the relationship between leadership styles and organizational commitment as perceived by the participants. Key words from the responses provided include socio-economic wellbeing; interpersonal interactions; competent leadership; role model; more commitment; poor leadership; less commitment. All these words indicate link between leader-subordinate relationship and commitment of employees. However, one respondent's reflections were exception among other leaders. This respondent said that he couldn't relate leadership style with organizational commitment. One thing that caught my interest was that interviewed leaders did seem to worry about lack of commitment from their employees. This could be that either these

leaders were not aware of the importance of employee commitment or did find it relevant problem in their respective organizations.

5   Discussion, Conclusion and Recommendations

5.1 Discussion

The main purpose of this study is to investigate the relationship between leadership styles and organizational commitment among employees working at NGOs in the Ethiopian Somali Region. An explanatory sequential mixed research method has been adopted in order to ensure the objectivity, replicability, and generalizability of the study findings. In the first phase of the study, quantitative data have been collected, analyzed and presented as per the procedures described in the methodology section of the study. The quantitative data were analyzed by using the SPSS 21 version software. Summaries of demographic characteristics and descriptive states of main variables of the study were obtained and then presented. Moreover, the researcher examined the strength and direction of relationship among the study variables through correlation analyses. Leadership styles represented the independent variables while employees' organizational commitment was treated as dependent variable. In the second phase, qualitative data have been examined through content analyses of the responses provided by the participants of the in-depth interviews and results obtained thereafter were presented in the form of direct quotation and explanatory interpretations. This section integrates and then discusses the results obtained from both phases.

To start with, the results obtained from the analyses of the quantitative data showed evidences that respondents tend to perceive that their respective leaders exhibited more of transactional and laissez-faire than transformational behaviors. This was attested by the high mean scores of contingency reward (3.76), management by exception-active (3.58) and management by exception-passive (3.11) dimensions under transactional leadership style relative to the other dimensions under the laissez-faire and transformational leadership styles. Earlier studies on the topic have also found that the exchange type of leadership behaviors are wide spread among leaders of different organizations (Bono and Judge, 2004; Eagly et al., 2003; Howell and Avolio, 1993; MacKenzie, Podsakoff, and Rich, 2001).

Moreover, the quantitative results are further supported by the findings in the qualitative phase of the study. For example, while responding to the question '' How would you describe your leadership style'', one of the participants in the in-depth interview highlighted on goal setting, performance benchmarks, close monitoring, corrective measures and coaching roles, all suggesting transactional leadership behaviors. These results confirm the employees' perceptions that their leaders were displaying greater level transactional leadership behaviors than transformational. Transactional leadership behaviors include setting goals, clarifying of objectives, specifying standards for compliance, monitoring progresses, identifying mistakes and errors and taking corrective actions to resolves issues which are captured in the contingency reward dimension. These findings are in line with the perception of employees under leaders demonstrating transactional behaviors (Kunhert and Lewis, 1987). Such leaders also wait for problems arise before taking actions and tend to overlook subordinates' needs. The relatively high mean score of the ''management by exception'' dimension further attests this line of argument.

Adopting transactional leadership approach may prove useful when management can directly match benefits with desired behaviors and/or performances. It could be effective in business organizations where financial rewards, such as commissions for every increase in sales, are easily matched with performances. However, such options are not available for employees working at NGOs and therefore limit the desirability of the approach in these organizations.

The avoidant behavior dimension under the laissez-faire style has registered the second highest mean score (3.2) after transactional dimensions. Avoidant behaviors are associated with feeling of neglect and poor performances. Such leaders are not available when required or fail to appropriately respond to the needs of both the work and the employees. This is also further supported by the statements of one of the interviewees who illustrated more of laissez-faire leadership characteristics. His main words included trusting of employees and providing more flexibility. Laissez-faire leadership style places organizations in an unfavorable competitive position. These leaders are often seen as uninvolved, withdrawn and unconcerned with what is happening in the organization. Such leadership behaviors can lead to lack of commitment from employees as they get

confused about priorities and express less care and concern for the task at hand (Skogstad et al., 2014). However, this approach can be effective in situations where employees are highly skilled, motivated, and capable of working on their own. Since employees are assumed to be experts and have the knowledge and skills to work independently, they would be capable of accomplishing tasks with very little guidance (Humborstad and Giessner, 2015). Given the proactive leadership behaviors, such as civic engagements, expected from NGOs leaders, laissez-faire leadership style will unlikely be suitable approach for effective leadership at NGOs.

On the other hand, low mean scores were recorded in the idealized attribute (2.81), idealized behavior (2.94), inspirational motivation (2.41), intellectual stimulation (2.73) and individualized consideration (2.75) dimensions under the transformational leadership style. This clearly shows that transformational leadership behaviors were less commonly practiced in these organizations as perceived by the participants of the survey. Nevertheless, there were exceptions in the qualitative findings which didn't support this line of argument. One of the leaders interviewed described in length how he considers employees as mature people who need to be treated differently. He stated that his main leadership role included providing information about the organization's programs and operations and encouraged them to make good decisions. These narratives characterized transformational leadership behaviors and suggested he was at least theatrically aware of transformational behaviors, if not in practice. However, the explanations were not supported in the survey results. It may indicate discrepancy of leader- subordinates perceptions.

Generally, these results indicate that transactional leadership and laissez-faire styles were more prevalent in these organizations and agreed with findings of Temesgen (2011). However, it is contrasted by another finding by Teshome (2013) who reported transformational leadership style as the dominant practice. Somewhat opposite results were reported by McLaggan et.al (2013) who reported high level of transformational followed by transactional and very low level of laissez-faire leadership behaviors.

Regarding the organizational commitment, the highest mean score was recorded with the continuance commitment (3.10), followed by normative commitment (2.75) while lowest was the affective commitment (2.33). This indicates that employees have relatively high continuance commitment towards their respective organizations. Continuance commitment describes the extent employees need to remain part of the organization because they feel that cannot afford to leave by weighting various socio-economic advantages and disadvantages associated with their current job. Continuance commitment has been shown to positively influence productive behavior, performance and absenteeism(Satardien, 2014). Tellefsen and Thomas (2005) have found that continuance commitment is more impacted by transactional leadership style compared to transformational.

Normative commitment was found to positively relate with employees' health and well-being while affective commitment influences retention and turnover retention (Jaros, 2007). Qualitative findings also supported the above results. When asked the question '' what do you think employees stay / leave your organization?'' majority of the responses included job availability and better options, both linked with continuance type of commitment. This is further illustrated by statements of one of the participants of the in-depth interview who retreated that, employees join their organization because of availability of job opportunities and prospect of furthering their careers. He added that employees will be attracted to the organizations as long as these conditions are satisfied. On the other, it seemed natural for him that employees will pursue better opportunity elsewhere when the chances arrive. These viewpoints indicate that employees were continuing to work with NGOs in the region out of necessity rather than desire to remain with them. Such employees are likely to leave on the first of chance of getting opportunity and thereby ensuring high turnover for the organizations.

The next area of discussion was the relationship between leadership styles and organizational commitments. In the qualitative phase of the study, correlation analyses were used to investigate the relationship between leadership styles and organizational commitment. Three hypotheses were formulated and then tested against findings of the study. The first hypothesis stated:

H1: There is a significant positive relationship between transformational leadership style and the three constructs (affective, continuance, and normative) of organizational commitment among employees in NGOs working in the Ethiopian Somali Region.

The results of the correlation analysis in the quantitative section confirmed this hypothesis. It also supported by other empirical studies (Emery and Barker, 2007 and Lee, 2005). This means that transformational leadership style is the ideal leadership style in NGOs operating in the region, and possibly elsewhere.

The second hypothesis of this study stated that:

H2: There is no significant relationship between transactional leadership style and the three dimensions (affective, continuance, and normative) of organizational commitment among employees in NGOs working in the Ethiopian Somali Region.

Again, as illustrated in the quantitative section, this hypothesis was not confirmed and thus rejected. Unlike the researcher's initial prediction that transactional leadership style has no relationship with commitment, the quantitative evidences have shown that transactional leadership style is positively related to organizational commitment.

The third and the last hypothesis stated that:

H3: There is significant negative relationship between laissez-faire leadership style and the three constructs (affective, continuance, and normative) of organizational commitment among employees in NGOs working in the Ethiopian Somali Region.

The quantitative results supported the claim made in the hypothesis. It was also confirmed in the results obtained from the qualitative data. The implication here is that laissez-faire leadership style is related to organizational commitment, albeit negative one. Hence, such leadership approach is not recommendable for NGOs in the region.

The above results present evidences that relationship exists between leadership styles and three constructs of organizational commitments. Similar findings were reported by Sakiru et al.(2013). Results from the qualitative phase also add more weight of evidences. For instance, while responding to the question '' do you think that leadership styles have something to do with the commitment of employees'', one leader from the in-depth interview associated leadership style with commitment of employees indicating employees direct respond the leadership styles. He contended that poor leadership causes less commitment. Another participant also noted employees work harder when their values and of the organization are aligned.

Hence, the preponderance of evidences from both quantitative survey and qualitative in-depth interviews suggest that a relationship exist between the leadership styles and organizational commitment among employees in NGOs operating in the Ethiopian Somali Region. In addition to these, the evidences point out the prevalence of low levels of both affective and normative type of commitments in these organizations which are again attributed, among other possible factors, to the low level of formational leadership behaviors.

5.2 Conclusion

This study investigates the relationship between leadership styles and organizational commitment of employees at NGOs operating in the Ethiopian Somali Region. It has been initiated with the view that leadership styles and organizational at NGOs in the region were largely unexplored and undervalued.

An explanatory sequential mixed method has been used to disclose the perceived leadership styles and related organizational commitment of employees and leaders/managers of these organizations. The responses from quantitative survey of 136 employees and supervisors working in 17 different NGOs and in-depth interviews held with 7 leaders have been used to illustrate results.

Generally, the relationship between NGOs and authorities in Ethiopia, both at federal and regional levels, are characterized by mutual suspicions and often trade accusations. The government's attitude is evident in the tougher laws it has enacted to regulate NGOs. Yet, NGOs in the Ethiopian-Somali have traditionally taken on the role of gap; that is taking on activities on both emergency and development where the government lacks the capacity to do so or does not consider it a priority. For example, the 2015 Joint Government and Humanitarian Partners' Document; Humanitarian Requirements Document (HRD), which is official government document from Disaster Risk Management and Food Security Sector (DRMFSS), confirmed approximately 2.9 million beneficiaries in need of relief food assistance from January to June 2015. About 39% of those in need of assistance in Ethiopia are in Ethiopian-Somali region (DRMFSS, 2015). This underscores that NGOs have important role to play both in the humanitarian relief and development efforts of the country.

Leaders of NGOs working in the Ethiopia face distinct challenges, both at personal and organizational level. Most of NGOs, especially international NGOs, have their headquarters in Addis Ababa and operate in few towns in the region. Senior leaders rarely visit project sites and consequently have less direct contact with their respective field staff. Employees are central to the achievement any organization's mission. In addition to these, most of the senior leaders of NGOs do not have enough knowledge on the local cultures and languages. The findings revealed that employees in these organizations tend to perceive that their respective leaders are displaying more of transactional and laissez-faire than transformational behaviors. Moreover, both transformational and transactional leadership styles were found to have significant positive relationship with all of dimensions of organizational commitment to varying degrees. However, laissez-faire leadership style was found to have weak but significant negative relationship with all dimensions of organizational commitment. The results of this study are in line with empirical and theoretical evidences in the existing literature. Hence, it is crucial that leaders of NGOs in the region formulate and implement a clearly defined and cohesive people-centered human resources management strategy which enables to maximize the return on their investment in people, respects local cultures and supports culture of learning and continuous improvement throughout program and operation management

cycles. Several studies indicate that NGOs are ideal places for practicing transformational leadership (Shiva and Suar, 2011). Transformational leadership emphasizes about change, innovation and instils pride on the part of followers. This is useful in recruiting, developing and retaining of competent work force. On the other hand, transactional leadership tends to overlooks subordinate involvements. Thus, according to the prevalent situation of the NGO, leaders should choose different leadership styles. The researcher believes that transformational leadership is suitable style for NGOs in the region as it will maximize both the organizations' and employees long-term interest. The region will undoubtedly benefit from improvements of NGOs leadership and employees' commitments in the form of increased productivity and effective resources utilization.

The results of this study may contribute to the better understanding of the relationship between leadership styles and organizational commitment of employees working at NGOs and thereby help design training programs that address leadership and commitment issues.

5.3 Recommendations

In light with the findings of this study, the following recommendations are made:
It is imperative that NGOs working in Ethiopian Somali Region seriously look in to the prevalent leadership behaviors and level of employees' organizational commitments in their respective organizations. The leadership of these NGOs should come up with an appropriate mix of leadership development programs and prepare their employees for highest level of transformational leadership behaviors. Further research on transformational leadership behaviors and employees' commitment at NGOs in the Ethiopian Somali Region is recommended.

Appendixes

Appendix 1: Questionnaire for Thesis Research Work

Questionnaire Code: _____

Status:

Completed: _____

Partially Completed: _____

Incomplete: _____

Questionnaire Part 1: Introduction

This questionnaire is intended to collect data for thesis researches work under title of: '*The relationship between Leadership Styles and Employees' Organizational Commitment at NGOs working in the Ethiopian Somali Region''* This questionnaire is developed to gather information for the purpose of this research. It consists of four sections and will take an average of 15 – 20 minutes to fill it out. Your answers will be handled strictly confidential and will exclusively be used for the purpose of this research. Therefore, I request you to answer the questions as honest and objective as possible in order to contribute to the success of this research.

Questionnaire Part 2: Demographic profile of the respondent

Instructions: Below are some questions to get a better overall view of the demographic profile respondent. Please answer the questions and note that all data remains anonymous.

1. *Indicate your gender? (Tick an option)*

   ☐ Male   ☐ Female

2. *What is your age range? (Tick an option)*

   ☐ 16 – 24

   ☐ 25 – 34

   ☐ 35 – 44

   ☐ 45 – 54

   ☐ 55 – 64

   ☐ >65

3. *What is the highest level of education you have completed? (Tick an option)*

☐ < High school

☐ High School

☐ Diploma

☐ Undergraduate degree

☐ Postgraduate degree

4.   *What is your current job category within the organization? (Tick an option)*

☐ Program staff

☐ Supportive staff

☐ Supervisor (middle management)

☐ Management (upper management)

☐ Other: indicate: _____

5.   *Which range indicates the number of years you are employed within the organization? (Tick an option)*

☐ <1 Year

☐ 1 – 5 years

☐ 6 – 10 years

☐ 11 – 15 years

☐ >15 years

6.   *Indicate type of the organization you currently work? (Tick an option)*

   ☐ Local NGO

   ☐ International NGO

7.   *What is your average monthly salary range (in ETB)? (Tick an option)*

☐ < 1,000

☐ 1,000 – 4,999

☐ 5,000 – 9,999

☐ 10,000 – 14,999

☐ 15,000 – 19,999

☐ 20,000 – 24,999

☐ > 25,000

Questionnaire Part 3: Leadership styles

Instructions: This part of the questionnaire is intended to describe the leadership style of your supervisor as you perceive it. Please answer all items on the answer sheet. Judge how frequently each statement fits the person you are rating. Use the following scale:

1= not at all

2= once in a while

3= sometimes

4= fairly often

5=frequently, if not always

My Supervisor/Manager :	Scale				
1. Provides me with assistance in exchange for my efforts	1	2	3	4	5
2. Re-examines critical assumptions to questions whether they are appropriate	1	2	3	4	5
3. Fails to interfere until problems become serious	1	2	3	4	5
4. Focuses attention on irregularities, mistakes, exceptions and deviations from standards	1	2	3	4	5
5. Avoids getting involved when important issues arrive	1	2	3	4	5
6. Talks about their most important values and beliefs	1	2	3	4	5
7. Is absent when needed	1	2	3	4	5
8. Discusses in specific term who is responsible for performance targets	1	2	3	4	5
9. Waits for things to go wrong before taking action	1	2	3	4	5
10. Talks enthusiastically about what needs to be accomplished	1	2	3	4	5
11. Specifies the importance of having a strong sense of purpose	1	2	3	4	5
12. Spends time teaching and coaching	1	2	3	4	5
13. Makes clear what one can expect to receive when performance goals are achieved	1	2	3	4	5
14. Goes beyond self-interest for the good of the group	1	2	3	4	5

15. Demonstrates that problems must become chronic before taking action	1	2	3	4	5
16. Acts in ways that build my respect	1	2	3	4	5
17. Considers the moral and ethical consequences of decisions	1	2	3	4	5
18. Keeps track of all mistakes	1	2	3	4	5
19. Displays a sense of power and confidence	1	2	3	4	5
20. Articulates a compelling vision of the future	1	2	3	4	5
21. Directs my attention towards failure to meet standards	1	2	3	4	5
22. Considers me as having different needs, abilities and aspirations from others	1	2	3	4	5
23. Gets me to look at problems from many different angles	1	2	3	4	5
24. Helps me to develop my strengths	1	2	3	4	5
25. Suggests new ways of looking at how to complete assignments	1	2	3	4	5
26. Delays responding to urgent questions	1	2	3	4	5
27. Expresses satisfaction when I meet expectations	1	2	3	4	5
28. Expresses confidence that goals will be achieved	1	2	3	4	5

Questionnaire Part 4: Organizational commitment

Listed below is a series of statements that represent feelings that individuals might have about the organization for which they work. Circle a number from 1 to 5 using the scale below.

1= strongly disagree

2 = disagree

3= can't decide

4 = agree

6 = strongly agree

Indicate your feeling about the organization you are	Scale

working for					
1. I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5
2. I really feel as if this organization's problems are my own	1	2	3	4	5
3. I feel "emotionally attached" to this organization	1	2	3	4	5
4. I feel like "part of the family" at this organization.	1	2	3	4	5
5. It would be very hard for me to leave my organization right now, even if I wanted to.	1	2	3	4	5
6. Too much of my life would be disrupted if I decide to leave this organization now	1	2	3	4	5
7. I feel that I have too few options to consider leaving this organization.	1	2	3	4	5
8. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	1	2	3	4	5
9. Even if it were to my advantage, I do not feel it would be right to leave my organization now.	1	2	3		5 5
10. I would feel guilty if I left this organization now.	1	2	3	4	5
11. This organization deserves my loyalty.	1	2	3	4	5
12. I would not leave my organization right now because I have a sense of obligation to the people in it.	1	2	3	4	5

(Note: Q1-4 affective commitment; Q5-8 = continuance commitment; Q9-12 NC = normative commitment.)

END OF QUESTIONS

= Thank You Very Much For Your Tim

Appendix 2: Interview Checklist Questions

Date: _____

Time: _____

Place: _____

Interviewee code: XX

Part 1: Interviewee demographic information (summary)

Particulars	Reponses from the interviewee
Gender	
Age	
Level of education	
Job category	
Years of experience	
Years of working in this organization	
Number of employees reporting to	
Type of organization	

Part 2: Responses to questions

Q1: How would you describe your leadership style?

Q2: Describe your role in a situation when your staff was successful or failed in achieving organizational goal(s)?

Q3: How committed do you consider the employees to this organization?

---75

Q4: What do you think make employees stay / leave your organization?

--- ---------

Q5: Do you think that '' leadership styles'' have something to do with the commitment of employees? Please, elaborate your view points?

-- ---

Q6: Are there any other points that you would like to add?

--- ----------------------------------

Appendix 3: Informed Consent Form

Dear Participant,

You are invited to participate in a research study about non-governmental organizations. This study is conducted by **Abdirahman Ahmed Hassan** from Anadolu University, Turkey. The objective of this research is to investigate the ''*the relationship between leadership styles and organizational Commitment of employees working at NGOs in the Ethiopian Somali Region''.* The target for this study is non-governmental in Jigjiga, Ethiopia town. The survey is provided to current employees of these organizations. There are no known risks if you decide to participate in this research study, nor are there any costs for participating in the study. The information you provide will help me understand how best to satisfy the needs of non-governmental organizations. The information collected may not benefit you directly, but what I learn from this study should provide general benefits to NGO leaders, employees and researchers.

This survey is anonymous. If you choose to participate, *do not write your name on the survey.* No one will be able to identify you. No one will know whether you participated or not in this study. Nothing you write on the survey will in any way influence your present or future position with the organization. Your participation in this study is voluntary. If you choose to participate, the researcher will contact you, explain to you the process and provide you with the required surveys, which will answered by paper-pencil. Answering the survey will require 15 to 20 minutes of your time. No one at your organization will know how you responded to the survey in the study. You can cancel your participation at any point by not answering the survey questions.

The information gathered during the research will be electronically saved in a hard drive. Upon completion of the study the hard drive will be kept in a security box in the researches' home address for a period no longer than six months upon which the data will be destroyed by the researcher.

If you have any questions or concerns about your participation in the study, you may contact me at: Email: **abdrahmanhassan@anadolu.edu.tr** / **kubjni@gmail.com**

Cellphone: ***+905078676833/+251929908701***

Skype: ***abdirahman.ahmed21***

Signature of the consenter

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