

The Impact of Authentic Leadership on Organizational Commitment: Evidence from Bichena City Administration

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Abstract

This study examines how authentic leadership dimensions influence employee organizational commitment in the Bichena City Administration, Ethiopia. To address public-sector bureaucratic inefficiencies and low morale, the study used a sequential explanatory mixed-methods design. Primary quantitative survey data were collected from a stratified random sample of public servants, supplemented by qualitative insights from semi-structured interviews with purposively selected municipal key informants. The findings show a significant, positive relationship between authentic leadership behaviors and overall employee commitment. Multiple linear regression indicates that relational transparency is the strongest predictor, significantly enhancing affective commitment by fostering institutional trust. Balanced processing directly supports continuance commitment, while an internalized moral perspective and self-awareness strengthen normative commitment through heightened ethical responsibility. Qualitative insights reinforce that transparent, trustworthy leadership cultivates a psychologically safe workforce. Ultimately, the study concludes that authentic leadership drives public-sector performance. The researchers recommend targeted leadership development frameworks and institutionalized ethical training to sustain organizational commitment and improve municipal service delivery.

ARTICLE HISTORY

Received 10 April 2026

Accepted 13 June 2026

Keywords:

Authentic Leadership,
Employee Commitment,
Relational Transparency,
Public Sector Performance

Citations: Mengiste, B.W. & Guanche, A. (2026). The Impact of Authentic Leadership on Organizational Commitment: Evidence from Bichena City Administration. *ARSU, I(1), 2026.1-34.*

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Introduction

Authentic leadership has emerged as a critical leadership style in organizational studies, particularly in enhancing employee commitment. Authentic leadership is characterized by self-awareness, relational transparency, balanced processing, and an internalized moral perspective (Gardner et al., 2021). Employee commitment, in turn, reflects an individual's emotional and psychological attachment to an organization, influencing productivity, job satisfaction, and retention (Meyer & Allen, 2020). The relationship between authentic leadership and employee commitment has gained significant attention worldwide, with researchers exploring its impact across various sectors and national contexts. Studies from various countries have underscored the role of authentic leadership in shaping employee commitment. According to Ahmed and Khan (2023), authentic leadership positively influences employee commitment by fostering a culture of trust and transparency within organizations. Similarly, research conducted in the United States and Europe has found that authentic leadership contributes to organizational citizenship behaviors and enhances job satisfaction, which in turn boosts commitment (Cioca et al., 2021).

Moreover, research in Asian contexts, such as that by Asrar and Iqbal (2023), demonstrates that authentic leadership is significantly linked to employee performance and organizational loyalty. Their study highlights how relational transparency and ethical decision-making increase employees' sense of belonging. Additionally, studies in Africa have revealed that authentic leadership mitigates workplace stress and enhances employee well-being, leading to stronger organizational commitment (Tamimi & Sopiah, 2022). In Ethiopia, leadership within the public administration sector has faced challenges related to bureaucratic inefficiencies and lack of transparency. The need for effective leadership that fosters employee commitment has been highlighted in recent studies. Hadian and Afshari (2019) found that authentic leadership in Ethiopian organizations significantly enhances employee satisfaction and trust, which are essential for long-term commitment.

Despite its importance, authentic leadership remains underexplored in the Ethiopian context. A study by Baltaci and Balcı (2017) indicated that many Ethiopian public organizations struggle with leadership styles that fail to promote transparency and ethical behavior, leading to low levels of employee engagement. Research by Saatci et al. (2016) emphasized the need for leadership training programs to cultivate authentic leadership qualities among Ethiopian public sector leaders.

Bichena City Administration operates within Ethiopia's public sector, which often grapples with leadership challenges, including weak employee

commitment due to bureaucratic inefficiencies and low morale. Employee commitment in this context is vital for improving service delivery and administrative efficiency. The City administration's leaders are responsible for overseeing policies and public service implementation, requiring a leadership approach that fosters trust and motivation among employees.

Local studies indicate that authentic leadership can play a pivotal role in addressing these challenges. According to a recent study in the Ethiopian public sector (Yon et al., 2016), authentic leadership significantly impacts job satisfaction and, consequently, employee commitment. The findings suggest that leaders who practice relational transparency and ethical decision-making can enhance trust and motivation among employees.

Given these perspectives, this study aims to investigate the effect of authentic leadership on employee commitment within the Bichena City Administration. By exploring this relationship, the research seeks to provide insights that can guide leadership development programs and policies to improve employee engagement and retention.

The success of any organization is fundamentally linked to the commitment and engagement of its employees (Venkatesh, 2014; Malagas et al., 2017; Mohammed & Maher, 2017). Committed employees are more likely to exhibit behaviors that align with organizational goals, leading to reduced absenteeism, higher retention rates, and increased productivity. Given these benefits, the exploration of effective leadership styles that enhance employee commitment is crucial. One such approach that has gained significant attention is authentic leadership.

Research by Hadian and Afshari (2019) underscores the role of authentic leadership in enhancing both employee satisfaction and overall organizational performance. Authentic leaders, who act with transparency and integrity, foster a sense of motivation and connection among employees towards the organization's goals. This connection not only enhances employee commitment but also improves productivity levels.

Empirical evidence from Ribeiro et al. (2018), as cited by Hadian & Afshari (2019), demonstrates that authentic leadership is a significant predictor of employee commitment. Their study surveyed employees across various industries, revealing that those who perceived their leaders as authentic reported elevated levels of commitment. This finding emphasizes the importance of authenticity in leadership as a catalyst for fostering engagement and loyalty among employees.

Further supporting this notion, Gardner et al. (2011) highlight that leaders who are genuine and transparent in their interactions with employees create an environment where individuals feel valued and respected. This

perception leads to heightened motivation and commitment, ultimately resulting in improved productivity and job satisfaction (Baron & Parent, 2015). Similarly, Zeb et al. (2020) found that authentic leadership enhances employee commitment by fostering trust, promoting open communication, and cultivating a supportive work environment.

A comparative analysis of various leadership styles conducted by Uce and Alpkın (2021) found that authentic leadership exerts a stronger positive impact on employee commitment than other styles, such as transactional or transformational leadership. This suggests that employees are more likely to remain committed to their organizations when they perceive their leaders as trustworthy and authentic (Saatci et al., 2016).

The influence of authentic leadership on employee commitment can be attributed to several factors. Firstly, authentic leaders establish a culture of trust and psychological safety, enabling employees to freely express their ideas and concerns. Secondly, they serve as role models, demonstrating ethical behavior that inspires others to follow suit. Lastly, authentic leaders prioritize the development and growth of their employees (Rego et al., 2012; Rego et al., 2016; Hadian & Afshari, 2019; Tamimi & Sopiah, 2022).

In the context of Ethiopia, where traditional hierarchical structures may still dominate some organizations, the adoption of authentic leadership practices can significantly enhance employee engagement and retention (Geddes et al., 2014). A study by Shifare et al. (2021) corroborates these findings, demonstrating that authentic leadership practices such as self-awareness, relational transparency, balanced information processing, and moral perspective positively affect employee commitment levels within Ethiopian organizations. Furthermore, Shifare et al. (2021) confirmed that employees who perceive their leaders as authentic are more likely to demonstrate heightened commitment to their work and the organization.

However, Ethiopia currently faces numerous and persistent social, economic, and political challenges, exacerbated by ongoing violence and conflict. For instance, the COVID-19 pandemic has prompted organizations globally to shift to remote work, resulting in a rise in virtual teams and a corresponding challenge for leaders to effectively manage these groups in a virtual context (Dinh et al., 2013; Ruzgar, 2019).

Moreover, the ongoing conflict since August 2023 poses significant challenges for both employees and leaders in managing organizational tasks effectively. Leaders may feel disempowered, which undermines their ability to engage in authentic leadership practices. This lack of authenticity can result in ineffective leadership, diminished commitment, and a general sense of disengagement among employees.

Several studies conducted in Ethiopia have explored the relationship between authentic leadership and employee commitment, highlighting the significance of this leadership style in enhancing organizational outcomes. Shifare et al. (2021) examined the impact of authentic leadership on employee commitment in Ethiopian organizations, finding that employees who perceive their leaders as authentic are more likely to exhibit higher levels of commitment to their work and the organization. Geddes et al. (2014) indicated that embracing authentic leadership practices in Ethiopian workplaces can lead to higher levels of employee engagement and retention, particularly in traditional hierarchical structures. Hadian & Afshari (2019) their findings emphasized the role of authentic leadership in enhancing employee satisfaction and organizational performance, reinforcing the idea that authenticity in leadership is crucial for fostering commitment among employees. While previous studies have established the positive impact of authentic leadership on employee commitment in Ethiopia, this study is unique in several ways. It specifically investigates the effects of authentic leadership within the Bichena City Administration in the Amhara Regional State, providing localized insights that may differ from findings in other regions or sectors. The study takes into account the contemporary challenges faced by organizations in Ethiopia, such as socio-political crises and the shift to virtual leadership.

The absence of authentic leadership can lead to significant gaps that affect trust, motivation, fairness, personal growth, and organizational culture. These issues can reduce employees' commitment, resulting in decreased productivity, higher turnover, and lower engagement in public service roles. Addressing these gaps through authentic leadership practices could thus be key to building a more committed and effective workforce in the administration.

Despite the recognized importance of authentic leadership in fostering employee commitment, there remains a notable lack of attention to this leadership style among leaders within the study area. Understanding the constructs of authentic leadership and employee commitment is fundamental for ensuring the smooth operation of various organizational activities. Consequently, this study analyzes the effect of authentic leadership on employee commitment within the context of the Bichena City Administration, addressing identified gaps in the existing literature while providing insights to enhance organizational effectiveness.

The objective of this study is to examine the effects of authentic leadership on employee commitment specifically within the Bichena City Administration in the Amhara Region. By investigating these dynamics, the research seeks to determine how the core dimensions of authenticity—self-awareness, relational transparency, balanced processing, and internalized moral

perspective—influence the affective, continuance, and normative commitment of public sector employees.

Extant literature on organizational behavior widely establishes the positive influence of authentic leadership on workforce outcomes (Avolio & Gardner, 2005; Walumbwa et al., 2008). However, a critical theoretical and empirical gap remains unaddressed. The vast majority of authentic leadership frameworks have been developed and tested within Western corporate environments or centralized federal institutions, leaving its applicability to sub-national public sector governance in developing countries—particularly in Sub-Saharan Africa—largely unexamined (Bolden & Kirk, 2009). Critically, there is a profound shortage of empirical research conducted at the district administrative level. Existing public sector studies heavily bias toward macro-level ministries or regional bureaus, completely overlooking how public servant commitment operates at the grassroots level (Andrews & Boyne, 2010). In local administrations like Ethiopia's district municipalities, institutional structures are heavily shaped by distinct socio-political dynamics, resource constraints, and frontline bureaucratic complexities that alter how public servants perceive administrative transparency and moral integrity (Lipsky, 2010). Consequently, how localized leadership dimensions translate into civil service commitment at these foundational tiers of governance remains unknown.

This study directly addresses these omissions by deviating from conventional research in two distinct ways. First, rather than treating public administrations as uniform, macro-entities, this paper isolates the localized realities of a sub-national district municipality—the Bichena City Administration—offering a granular, bottom-up look at frontline civil service dynamics and grassroots employee commitment. Second, unlike previous studies that rely solely on isolated quantitative metrics, this study deploys a robust mixed-methods sequential explanatory design (Creswell & Creswell, 2018). This approach allows the researchers to not only quantify the statistical effects of leadership dimensions but also qualitatively unpack the underlying institutional mechanisms driving or hindering employee commitment at the grassroots level.

To investigate the relationship and effect of authentic leadership dimensions on employees' commitment, the following questions were prepared by the researchers:

1. How committed are employees within Bichena City Administration?
2. In what ways does self-awareness influence employee commitment?
3. What role does an internal moral perspective play in fostering employee commitment?
4. How does relational transparency affect the commitment of employees?

5. What is the relationship between balanced processing and employee commitment?

Review of Literature

The literature review explores the theoretical foundations, empirical evidence, and conceptual framework underpinning the study of authentic leadership and its effect on employee commitment. It begins by defining leadership as a dynamic process of influencing and motivating others toward shared goals, drawing on Northouse (2021) and Banerjee (2015) to emphasize its interpersonal and situational nature. Leadership is presented as an interactive process requiring influence, group context, and goal attainment, rather than a static position of authority.

The concept of authentic leadership is then introduced as a response to ethical lapses in leadership, characterized by self-awareness, relational transparency, balanced processing, internalized moral perspective, and ethical behavior (Gardner et al., 2021). Theoretical perspectives highlight its role in fostering trust, psychological safety, and employee well-being, positioning it as a blend of transformational and ethical leadership styles. Key dimensions are elaborated: self-awareness involves understanding one's strengths and weaknesses; balanced processing requires objective decision-making; and internalized moral perspective reflects alignment with ethical values. These qualities collectively enhance organizational trust, engagement, and innovation, as supported by studies from Jiang and Luo (2018), Wang et al. (2014), and others.

Employee commitment is defined as a multidimensional construct comprising affective (emotional attachment), continuance (cost-based retention), and normative (moral obligation) components (Meyer et al., 2012). The review underscores its importance to organizational outcomes like productivity and retention, linking it to leadership quality (Beloor et al., 2017). Affective commitment arises from value alignment, continuance commitment from perceived costs of leaving, and normative commitment from a sense of duty, each influenced by leadership behaviors.

The link between authentic leadership and employee commitment is explored through various pathways. Authentic leaders foster affective commitment by building emotional bonds through trust and transparency (Rego et al., 2020), enhance continuance commitment via psychological ownership and fairness (Lee et al., 2020; Walumbwa et al., 2021), and strengthen normative commitment by modeling ethical behavior (Qureshi et al., 2021). Empirical studies reinforce these connections: Tijani and Okunbanjo (2020) found significant positive effects of authentic leadership on all commitment types in

Nigeria's IT sector, while Tamimi and Sopiah (2022) identified organizational commitment as a mediator between authentic leadership and performance. However, Yon et al. (2016) noted that some dimensions (e.g., relational transparency) may require mediating factors like job satisfaction to impact commitment directly.

Globally, authentic leadership is shown to outperform other styles like transactional leadership in fostering commitment (Uce & Alpkhan, 2021), though its application in Ethiopia remains underexplored. Local studies, such as Shifare et al. (2021), affirm its positive impact on commitment in Ethiopian public organizations, emphasizing its relevance amid hierarchical structures and socio-political challenges.

The chapter concludes with a conceptual framework adapted and modified from Northouse as cited in Augusta & Nurdin (2021), positioning authentic leadership dimensions (self-awareness, relational transparency, balanced processing, internalized moral perspective) as independent variables influencing employee commitment as the dependent variable.

The conceptual model is formulated to show the association of emotional intelligence and leadership effectiveness. In this study, authentic leadership dimensions (self-awareness, internal moral perspective, relational transparency and balanced processing) are independent variables, while employee commitment is the dependent variable.

A conceptual framework is an abstract framework that can be presentation of a theory which presented as a model once the variables and the relationship between them is translated into a visible image, for instance, the interconnections between independent and dependent variables. The abstract framework is a theme of ideas that the study employs in order to realize the set objectives. The subsequent figure illustrates the schematic conceptual framework for the independent and dependent variables.

To clarify the structural mechanics of this investigation, a conceptual framework is constructed to map the directional paths between the study's independent and dependent variables. Authentic leadership is treated as a multi-dimensional construct consisting of four distinct independent dimensions (Walumbwa et al., 2008): Self-Awareness (SA), Relational Transparency (RT), Balanced Processing (BP), and Internalized Moral Perspective (IMP). Conversely, Employee Organizational Commitment is evaluated through its three primary multi-dimensional components: Affective Commitment (AC), Continuance Commitment (CC), and Normative Commitment (NC) (Meyer & Allen, 1991).

Methodology

This study employs a mixed-methods sequential explanatory design, which consists of two distinct, consecutive phases: an initial quantitative phase followed by a qualitative phase (Creswell & Creswell, 2018). In this design, the primary quantitative data are collected and analyzed first to establish statistical relationships and broad institutional trends. Subsequently, the qualitative phase is deployed to directly explain, elaborate, and contextualize the statistical mechanisms uncovered in the quantitative phase. This design is uniquely appropriate for this study because while quantitative metrics can identify *which* authentic leadership dimensions predict employee commitment, qualitative narratives are required to unpack *why* and *how* these dynamics manifest within the systemic realities of a district bureaucracy.

Data collection utilized both questionnaires and semi-structured interviews to comprehensively address the research objectives. The questionnaires consisted of close-ended questions using a five-point Likert scale, ranging from strongly disagree to strongly agree, and were translated into Amharic to ensure respondent clarity. This tool allowed for the efficient gathering of data regarding participants' attitudes and behaviors, while the interviews provided deeper insights into the organizational phenomena under investigation.

To collect qualitative data, the researchers conducted semi-structured interviews with five key leaders—including the Mayor and heads of Human Resources—selected through purposive sampling for their deep organizational knowledge. This approach allowed for an exploration of complex phenomena and addressed specific research dimensions. By targeting well-informed participants, the study ensured the accuracy of qualitative insights, which served as a foundational element for the overall analysis.

For the quantitative component, the study utilized a stratified probability sampling technique to ensure a representative and unbiased selection from a population of 547 workers across 16 sectors. Applying the Taro Yamane formula with a 0.05 margin of error, the sample size was determined to be 231 (Yamane, 1967). Participants were organized into homogeneous strata based on job level and department, then selected via simple random sampling. This methodical approach minimized selection bias and provided a statistically sound reflection of the Bichena City Administration public sectors.

To determine the sample size, a stratified probability sampling technique was employed to ensure proportional representation across three distinct groups within the Bichena City Administration: political-assigned leaders, merit-based leaders, and employees. The detailed distribution of the sample size across these strata is presented in Table 1. Following the methodology established by Meresa

and Kidanemariam (2019), respondents were selected from each stratum using a proportional allocation formula to maintain an accurate distribution of samples relative to the total population.

Table 1
Distribution of sample size

Types of samples	Population	Sample Population
Political assigned leaders	55	$(231/547)55 = 23$
Merited based leaders	76	$(231/547)76 = 32$
Employees	416	$(231/547)416 = 176$
Total	547	231

Source: Bichena City Administration public services office, 2024

Data were analyzed using SPSS version 23, employing descriptive statistics such as frequencies, means, and standard deviations to summarize demographic information and survey responses. For the inferential analysis, Pearson correlation was used to identify relationships between variables, while multiple regression analysis assessed the impact of authentic leadership dimensions—including self-awareness, relational transparency, and internalized moral perspective—on employee commitment.

Qualitative data were processed through thematic analysis to identify and interpret patterns within the responses, providing nuanced perspectives that quantitative measures might overlook. This approach ensured a flexible yet structured interpretation of shared meanings. To ensure the overall integrity of the study, the research instruments underwent rigorous validity and reliability testing. This included face validity assessments through a pre-test with 25 respondents to refine question clarity and relevance, ensuring the scores truthfully represented the intended concepts.

Table 2
Measurement of reliability analysis

Variables	Cronbach's Alpha	No of items
Self-awareness	.797	4
Relational transparency	.908	4
Balanced processing	.898	4
Internal moral perspective	.846	3
Employee commitment	.956	9

Source: Own survey data, 2024

Reliability was confirmed using Cronbach's alpha coefficient to measure the internal consistency of the scales. Following the standards set by George and Mallery (2003), where a value above 0.7 is considered acceptable, the study ensured that all scale variables met this threshold. The specific Cronbach's alpha values and the number of items for each variable are detailed in Table 2. These tests confirmed that the data collection methods yielded consistent and stable findings, allowing for a reliable analysis of the relationship between leadership factors and organizational outcomes.

Analysis and Interpretation

The study achieved a high response rate of 96.1%, with 222 out of 231 distributed questionnaires successfully returned and analyzed. According to established academic standards, this rate significantly exceeds the 70% threshold considered scientifically acceptable for robust data analysis (Mugenda & Mugenda, 1999; Musi et al., 2019). The demographic profile of the 55 leader respondents reveals a male-dominated group (78.2%), primarily aged between 36 and 45 (74.5%). A substantial majority of these leaders hold a BA/BSc degree (80%) and possess significant professional expertise, with 41.8% reporting between 7 and 12 years of work experience within the Bichena City Administration.

Among the 167 employee respondents, a similar trend emerged, with males representing 59.3% of the group and the majority (52.1%) falling within the 36-45 age bracket. Educationally, 79% of employees are first-degree holders, underscoring a well-qualified workforce. Experience levels are also notable, as 50.9% of employees have served their respective roles for between 7 and 12 years. Collectively, the data suggests that the administration is staffed by experienced, mid-career professionals who are predominantly educated to a degree level, providing a stable foundation for the research findings.

To investigate the relationship and the effect of authentic leadership dimensions on employee commitment, this study addresses the research questions. It first assesses the current level of commitment among employees within the Bichena City Administration. The investigation further explores the specific ways in which self-awareness influence commitment levels. Additionally, it examines the role of an internalized moral perspective in fostering commitment and how relational transparency directly affects employee engagement. Finally, the study analyzes the relationship between balanced processing and overall employee commitment within the organization. Therefore, the following issue relates with these research questions.

This part consists of the descriptive statistics of the variables under study. The variables of the descriptive statistics were included; self-awareness, relational transparency, balanced processing and Internalized moral perspectives on the employee’s commitment dimension (affective commitment, continuance commitment and normative commitment) it’s using mean and standard deviation using 5 point Likert scale. The 5-point with their respective numeric value was: 1:strongly disagree; 2: disagree; 3: neither agree nor disagree, 4: agree and 5:strongly agree. Therefore, the mean value indicates the average degree of agreement or disagreement of the sample group to different statements. According to (Asenahabi, 2020) pointed out that the lower the mean, the more disagreed with these statements and the higher the average, the more respondents agree with the statement. This section details the descriptive statistics of the variables under study. The mean scores and standard deviations for the dimensions of authentic leadership and employee commitment are summarized in Table 3.

Table 3

Descriptive Analysis of Authentic Leadership and Employee Commitment in Bichena City Administration

Variables	Mean	Std. Deviation
A. Total mean and standard deviation of self- awareness	4.12	0.962
My leader knows the major weaknesses of the institution	4.00	1.011
My leader knows the major strengths of our institution	4.24	0.852
My leader will have the employee in charge of the plan	4.02	1.078
My Leader really seeks feedback as a way of understanding	4.20	0.906
B. Total mean and standard deviation of relational transparency	4.14	0.846
I believe that my leader is working to communicating about the City vision ,goal and strategies for employees or the subordinates	4.23	0.833
My leader shares relevant information for employees about the City /organizational performance	4.27	0.754
I perceive a high level of transparence in the decision making processes within the City administration/organization to followers	3.80	1.075
I feel comfortable raising concerns or expressing dissent without fear of negative consequences	4.25	0.723
C. Total mean and standard deviation of balanced processing	4.14	0.881
My Leader want to involves employees participate in decision making process	3.77	1.066
My Leader is fairness in the distribution of resources in their organization	4.10	0.882
My Leader want to receive feedback from their employees to identify issues that affect their work	4.36	0.798
My Leader is willing to delegate authority to subordinate in a spirit of accountability	4.34	0.779

D. Total mean and standard deviation of internal moral perspectives	4.24	0.796
My Leader seeks others' opinions before making up his/her own mind	4.10	0.866
My leader listens appropriately/perfirmly to the thoughts of those who disagree with him	4.43	0.700
My leader does not influence his own views among others	4.18	0.821
A+B+C+D+E= Grand total Mean of Authentic leadership in Bichena City Administration	4.18	0.853
Variables	Mean	Std. Deviation
A. Grand total mean and standard deviation of Affective commitment	4.12	0.862
I accept organizational goals and values as my own	3.78	1.064
I am loyal to the organization	4.14	0.822
Even if I get a better job than my current institution ,I will continue in my institution	4.43	0.700
B. Grand total mean and standard deviation of Continuance commitment	4.32	0.746
I am willing to make an extra effort to achieve the goal of my institution	4.39	0.715
Too much in my life would be disrupted if I decided I wanted to leave my organization now.	4.14	0.822
The longer I stay in my current job, the more obligated I feel to continue	4.43	0.700
C. Grand total mean and standard deviation of Normative commitment	4.30	0.775
I do not Changing work place from organization to organization	4.20	0.872
One of the major reasons I continue to work for this organization	4.27	0.754
I believe it is important to maintain a long-term relationship with an institution.	4.43	0.700
A+B+C=Employee Commitment in Bichena City Administration	4.25	0.794

Source: Own desin (2024)

Table 3 processes the result of descriptive analysis for the authentic leadership in Bichena City Administration. The results depicts that there is a high level of adopting authentic leadership within employee commitment, as mean is 4.18 and standard deviation is 0.853. Regarding the dimension of authentic leadership, results also reveals that, there is a high level of self-awareness, relational transparency, balanced processing and internal moral perspectives to employee commitment, as these dimensions achieved means of 4.12, 4.25, 4.14, 4.14 and 4.24 respectively.

The results of descriptive analysis for the employee commitment in Bichena City Administration. The result indicates that there is a high level of employee commitment among employees within study area, as mean is 4.25 and

standard deviation is 0.794. Regarding the three dimensions of employee commitment, results also reveals that, there is a high level of affective commitment, continuance commitment and normative commitment, as means are 4.12, 4.32 and 4.3 respectively. Among, this the highest dimension of employee commitment is continuance commitment as mean value is 4.32, while the lowest dimension is affective commitment as mean value is 4.12.

Supporting this result Ahmed and Khan (2023), finds that authentic leadership dimensions (means 4.1–4.3) positively correlate with commitment dimensions (means 4.0–4.4), with trust and engagement as mediators. My result means value (4.12–4.25 for leadership, 4.12–4.32 for commitment) fall within these ranges, supporting this link. Similarly, Ribeiro et al. (2021) show that high authentic leadership scores (mean > 4.0) predict high commitment (mean > 4.0), consistent with my findings.

This study also uses correlation analysis to investigate the strength of the relationship between effects of authentic leadership (self -awareness, relational transparency, balanced processing, and internal moral perspective) on employee commitment in Bichena City Administration. To evaluate this relationship and for this study, Pearson correlation analysis was used to provide evidence. The relationship between the variables is obtained using Pearson's product-moment correlation coefficient "r". The value of Pearson's product-moment correlation coefficient "r" usually varies between -1.0 and 1.0. The coefficient (r) reveals the magnitude and direction of the relationship. The symbol indicates whether there is a positive correlation (when one variable increases, the other variable also increases) or negative correlation (when one variable increases, the other variable decreases), and also shows the strength of the relationship.

As Hinkle, Wiersma, & Jurs (2003) described that the value of Pearson's Correlation Coefficient interpretations "r" is up to 0.30 the strength of correlation is small (weak), "r" is between 0.30 & 0.70 the strength of correlation is medium/moderate and "r" is over 0.70 the correlation is large/strong/ correlation between the two variables. In addition to this the sign of Pearson's correlation Coefficient interpretations if $r > 0$, the two variables are director positive correlation and if "r" is less than zero the variables are inversely or negative correlation.

As shown in the Pearson correlation analysis (see Table 4), all independent variables are positively correlated with the dependent variable, as indicated by the positive values of the correlation coefficients.

Table 4

Correlation coefficient between dependent and independent variables

Correlations		Self-awareness	Relational transparency	Balanced processing	Internal moral perspective	Employee commitment
Self-awareness	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	222				
Relational transparency	Pearson Correlation	.424**	1			
	Sig. (2-tailed)	.000				
	N	222	222			
Balanced processing	Pearson Correlation	.230**	.434**	1		
	Sig. (2-tailed)	.001	.000			
	N	222	222	222		
Internal moral perspective	Pearson Correlation	.341**	.403**	.301**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	222	222	222	222	
Employee commitment	Pearson Correlation	.473**	.782**	.725**	.558**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	222	222	222	222	222

Source: Own design, 2024

The correlation between self-awareness and employee commitment: The correlation matrix indicated that a positive relationship existed between self-awareness dimension of authentic leadership and employee commitment. ($r=0.473, p<0.01$). The result of the correlation expressed that self-awareness was moderate relationship with employee commitment.

The correlation between relational transparency and employee commitment: The correlation matrix indicated that a positive relationship existed between relational transparency dimension of authentic leadership and employee commitment. ($r=0.782$, $p<0.01$). The result of the correlation expressed that relational transparency was high relationship with employee commitment.

The correlation between balanced processing and employee commitment: The correlation matrix indicated that a positive relationship existed between balanced processing dimension of authentic leadership and employee commitment. ($r=0.725$, $p<0.01$). The result of the correlation expressed that balanced processing was high relationship with employee commitment.

The correlation between internal moral perspective and employee commitment: The correlation matrix indicated that a positive relationship existed between internal moral perspective dimension of authentic leadership and employee commitment. ($r=0.558$, $p<0.01$). The result of the correlation expressed that internal moral perspective was moderate relationship with employee commitment.

Therefore, the results show that there is a positive (moderate) correlation between the self-awareness and internalized moral perspective with employee commitment ($r=0.473$ and $r=0.558$ the values of r is between 0.4 & 0.7), respectively. In addition, the research results also show strong positive relationships between the variables, with particularly high correlations between employee commitment and balanced processing as well as relational transparency ($r=0.725$, $r=0.782$, the values r is over 0.7), respectively.

As we can observe from the result above all the independent variables (self-awareness, relational transparency, balanced processing and internalized moral perspective) are positively and significantly correlated with the dependent variable (employee commitment) at 1% level of significance ($P<0.01$).

The findings that all authentic leadership dimensions are positively and significantly correlated with employee commitment at $p < 0.01$ align with different research. According to Hidayat and Prasetyo (2021), finds correlations between authentic leadership dimensions and commitment ranging from $r = 0.45$ to 0.78 ($p < 0.01$), with public sector contexts showing similar patterns. My range ($r = 0.473$ to 0.782) fits this spectrum, supporting the significance and positivity across all variables. Similarly, the study by Nguyen et al., (2022), reports a composite authentic leadership and commitment correlation of $r = 0.68$ ($p < 0.01$), with individual dimensions varying from moderate to strong. My result, spanning moderate ($0.473-0.611$) to strong ($0.725-0.782$), reflect this variability, with higher values for relational transparency and balanced processing.

Multiple regression analysis to determine the influence of the independent variable on the dependent, therefore it analysis to determine whether there is a statistically significant relationship between the employee commitments with the authentic leadership.

According to (Hoyt et al., 2008) the correct use of a multiple regression model requires several key assumptions to be met before the model can be applied and its validity established. Before performing multiple regression analysis, researchers have verified the mandatory assumptions that the data must meet to be reliable and valid. The following multiple linear regression assumptions are tested using the SPSS version 23.

Prior to conducting the multiple linear regression analysis, a diagnostic test for normality was performed to ensure that the regression residuals are normally distributed—an assumption for the validity of parametric significance testing. A standardized histogram overlaid with a normal distribution curve was utilized to visually assess the data's distribution. As illustrated by the symmetric, bell-shaped curve of the residual distribution, the empirical data satisfies the assumption of normality, confirming the statistical viability of the subsequent regression models.

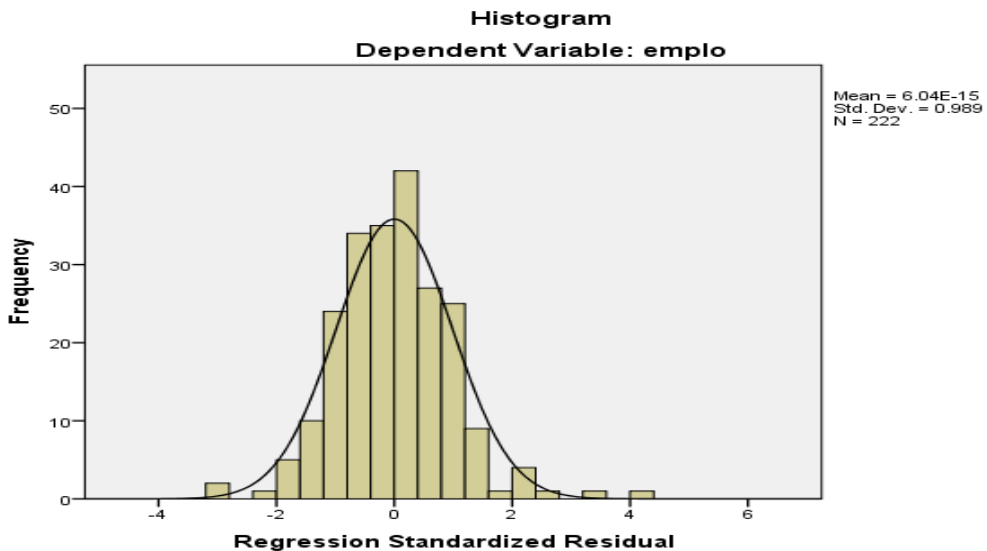


Figure 1: Test for normality

Source: Own desin (2024)

Before conducting the multiple linear regression analysis, it is essential to diagnose potential multicollinearity among the independent variables to ensure that highly correlated predictors do not distort the stability of the regression coefficients. According to Yu et al. (2015), the Variance Inflation

Factor (VIF) and its reciprocal, Tolerance, are the strong diagnostic metrics for detecting multicollinearity. As a rule of thumb, a VIF value exceeding 10 indicates severe multicollinearity that requires corrective action, though conservative thresholds often flag values above 5. Conversely, Oyedele (2013) notes that a tolerance value falling below 0.20 signals a high correlation with other independent variables, indicating potential multicollinearity issues that must be addressed before interpreting the model.

To formally evaluate the assumption of non-multicollinearity among the predictors, the Variance Inflation Factor (VIF) and tolerance statistics from the regression coefficients table were examined. For this diagnostic assumption to be satisfied, VIF scores should remain below the conservative threshold of 10, while corresponding tolerance scores must exceed 0.20. Because all metrics in the current model fell safely within these established statistical boundaries (see Table 5), it can be concluded that the study is free from multicollinearity. This validates the stability and reliability of the regression coefficients.

Table 5

Multicollinearity Assumption test

Coefficients ^a		
Model	Collinearity Statistics	
	Tolerance	VIF
(constant)		
self-awareness	.756	1.322
Relational transparency	.583	1.716
Balanced processing	.766	1.306
Internalized moral perspectives	.782	1.279

Source: Own desing (2024)

According to Durbin Watson test can be used to Linearity reflects the degree to which changes in the independent variables are consistently associated with a constant rate of change in the dependent variable. To verify that the relationship between the authentic leadership dimensions and employee commitment is linear—a fundamental prerequisite for parametric analyses like ordinary least squares (OLS) multiple regression—a linearity test was conducted (Hair et al., 2019). This assumption was visually evaluated using a Normal P-P Plot of regression standardized residuals. As illustrated in the plot, the observed data points cluster tightly along the straight diagonal reference line with no major deviations or non-linear patterns. This distribution confirms that the relationship is accurately represented by a straight line, thereby satisfying the assumption of linearity required for stable regression estimation.

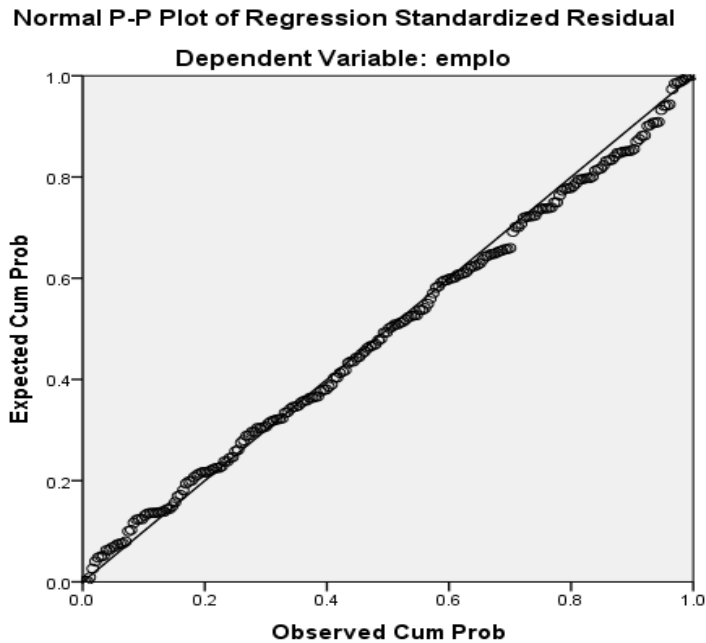


Figure 2: Test for Linearity

Source: Own desain (2024)

In the SPSS software program under regression analysis, there is an option of Durbin Watson, which you can use to get the calculation results. Therefore, as shown in Table 6, the researchers used the Durbin Watson test to check for autocorrelation. The Durbin Watson value is assumed to be between 0 and 4; a value around 2 indicates that there is no autocorrelation.

Table 6

Autocorrelation Assumption test

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.925a	.856	.852	.20173	1.829
a. Predictors: (Constant), self-awareness, relational transparency, balanced processing, Internalized moral perspectives					
b. Dependent Variable: employee commitment					

Source: Own desain (2024)

According to the autocorrelation table the Durbin-Watson statistics show (Durbin-Watson = 1.829). Therefore, the result is approximately close to 2 and

above 1.5 since the researchers assumes that the residual independence assumption (autocorrelation test) is hold. From the interpretation of the information presented in the four multiple regression assumption is fully tested and it can be concluded that there are no major data problems in the study.

As shown in the model summary (see Table 7), the "R" column represents the value of R, which is the multiple correlation coefficients. The value of .925a indicates that there is a strong correlation between the employee commitment with in authentic leadership and it shows a good level of prediction. The "R squared" column represents the R² value, called the coefficient of determination, which is the proportion of the variance in the dependent variable that can be explained by the independent variable. As shown in the table, the adjusted R Square value (.852) explained the variation of dependent variable can be predicated by the independent variables. This indicated that, the dimension of authentic leadership directly influence 85.2% of the variance in employee commitment. However, the remaining 14.8% of the changes in the employee commitment of authentic leadership in Bichena City Administration are due to other factors not included in the model.

Table 7

Model Summary

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.925a	.856	.852	.20173	1.829
a. Predictors: (Constant), self-awareness, relational transparency, balanced processing, Internalized moral perspectives					
b. Dependent Variable: employee commitment					

Source: Own desain (2024)

This finding confirms with the finding of Ahmed and Khan (2023), offers with an R = 0.93 and an adjusted R² of 0.83, accounting for 83% of commitment variance. This R value, nearly identical to the finding 0.925, confirms a strong correlation, while the adjusted R² of 0.83, just below 0.852, reinforces the model’s predictive strength. The authors highlight trust and culture as mediators and note that the 17% unexplained variance.

This study evaluates the statistical significance of each independent variable representing authentic leadership within the Bichena City Administration.

Table 8

Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	-.557	.140		-3.973	.000	-.833	-.281
	Self-awareness	.056	.020	.083	2.775	.006	.016	.096
	Relational transparency	.398	.032	.419	12.354	.000	.334	.461
	Balanced processing	.397	.028	.415	14.056	.000	.342	.453
	Internalized moral perspective	.190	.029	.194	6.644	.000	.134	.247
a. Dependent Variable: employee commitment								

Source: Own desin (2024)

The qualitative data gathered through semi-structured interviews with key officials in the Bichena City Administration, including the Mayor and heads of Human Resource Development. The inquiries focused on defining employee commitment, assessing its current levels, and identifying the impact and challenges of authentic leadership within the organization.

In the Bichena City Administration, employee commitment is defined as a synergy of loyalty, effort, and emotional connection to the administration’s core values. Interviewees emphasized that commitment is rooted in an emotional bond rather than mere task performance. For instance, one respondent defined commitment as "giving your best effort while remaining loyal," while another described it as an "emotional connection that drives employees to contribute toward success". This qualitative definition aligns with quantitative evidence showing that authentic leadership—particularly through relational transparency

and balanced processing—enhances affective and normative commitment. Research by Cioca et al. (2021) supports this, noting that emotional attachment (affective commitment) reduces absenteeism and inspires employees to exceed basic duties.

Respondents characterized employee commitment levels within the Bichena City Administration as moderate and uneven, noting that engagement often fluctuates depending on specific departmental dynamics and the quality of leadership interaction. While some staff members remain highly engaged, others experience demotivation rooted in unclear leadership directions and a lack of incentives, a finding that mirrors research by Katili et al. (2021) regarding how inconsistent leadership styles breed organizational uncertainty. Key determinants of these commitment levels include the presence of fairness and growth opportunities, as equitable treatment and career advancement are viewed as vital for maintaining dedication, supporting Haerani et al.'s (2020) link between procedural justice and affective commitment. Conversely, significant financial and resource barriers, specifically low salary scales and inadequate operational tools, continue to diminish staff motivation regardless of the leadership approach.

Authentic leadership is viewed as a vital driver of loyalty. Transparency, ethical behavior, and empathy foster the trust necessary for long-term engagement. Quantitative data substantiates this, with authentic leadership explaining 85.2% of the variance in commitment. Ribeiro et al. (2021) further validate that leaders who exhibit self-awareness and transparency cultivate the emotional bonds necessary for organizational success.

Beyond the statistical correlations, the qualitative analysis identified several "radioactive" barriers that significantly curtail the application of authentic leadership within the administration. Bureaucratic systems, characterized by inflexible policies and extensive "red tape," were found to restrict a leader's capacity to act with the necessary transparency and flexibility. This structural rigidity often leads employees to perceive their leaders as merely bound by impersonal systems rather than acting with genuine intent, a phenomenon noted by Hidayat and Prasetyo (2021). Furthermore, cultural and environmental pressures, such as deep-seated resistance to change and excessively high workloads, foster a sense of skepticism toward leadership initiatives. Collectively, these systemic and cultural constraints represent the 14.8% of commitment variance that remains unexplained by the leadership model alone, highlighting the need for broader organizational reform.

The integration of qualitative narratives with quantitative trends provides a comprehensive, holistic view of the administration, revealing that while statistical data confirms a strong positive correlation between leadership

authenticity and commitment, individual testimonials indicate that external stressors such as job security and heavy workloads can sometimes overshadow these leadership efforts. To effectively maximize commitment, the Bichena City Administration must prioritize enhanced communication by involving employees in decision-making processes to build foundational trust. Additionally, the administration should formalize recognition through the implementation of structured incentive and morale-boosting programs. Finally, it is imperative to address systemic stressors; organizations must look beyond leadership training to resolve deep-seated structural issues, including resource scarcity and bureaucratic delays, to ensure that the positive impacts

Discussion

The descriptive statistics indicate that the perceived adoption of authentic leadership has a high mean score of 4.18, while overall employee commitment stands at a mean of 4.25 on a 5-point Likert scale. However, it is argued here that while employees perceive high compliance with ideal authentic leadership indicators on paper, the qualitative findings highlight a disconnect: systemic realities within the public sector often prevent these highly rated perceptions from translating into flawless, day-to-day public service delivery. For instance, during the qualitative interviews, informants noted that despite leaders displaying transparency and ethical behavior, resource constraints and rigid bureaucratic bottlenecks directly hindered their operational capacity.

To strengthen the study's mixed-methods sequential explanatory design, the integration between the quantitative and qualitative datasets moves purposefully beyond mere parallel reporting. This is achieved through an active connecting phase where the quantitative finding that relational transparency is the most significant predictor—accounting for 39.8% of the unique variance in employee commitment—was explicitly used to refine the subsequent qualitative interview protocols. Rather than deploying generic questions, the refined interview guide specifically prompted municipal leaders and employees to unpack *why* open information sharing and communicative honesty are so uniquely dominant within the Bichena City Administration compared to other leadership behaviors.

Furthermore, this study implements explanatory mapping to explicitly document how qualitative themes account for the remaining 14.8% of the variance in employee commitment left unexplained by the quantitative regression model ($R^2 = 0.852$). By utilizing this integrative approach, the qualitative narratives do not simply duplicate the statistical trends; instead, they

contextualize, explain, and bridge the empirical gaps between statistical path coefficients and the lived institutional realities of grassroots public servants.

The primary objective of this study was to investigate the impact of authentic leadership dimensions on employee organizational commitment within the Bichena City Administration. A central finding of this research is the pronounced influence of relational transparency, which emerged as the strongest statistical predictor of employee commitment, accounting for 39.8% of the variance. This empirical finding aligns significantly with foundational public management frameworks which establish that authentic leadership behaviors directly elevate positive workforce outcomes (Avolio & Gardner, 2005; Walumbwa et al., 2008).

In the specific context of the Bichena City Administration, relational transparency operates as the primary driver of affective commitment. When public leaders openly share information, admit operational challenges, and maintain complete communicative honesty, it actively dismantles deep-seated frontline bureaucratic cynicism. This statistical result is vividly mirrored in the qualitative data, where interviewees and department heads emphasized that leaders who practice open communication create an environment of profound psychological safety. This transparent environment cultivates deep institutional trust, which directly fosters a strong emotional attachment (affective commitment) among grassroots civil servants, causing them to internalize the municipality's goals as their own.

This outcome strongly corroborates the insights of Meyer and Allen (1991), who argued that organizational transparency satisfies employees' underlying needs for workplace predictability and psychological safety, thereby driving internal motivation. It also aligns with contemporary global literature, such as Ahmed and Khan (2023), who demonstrated that a culture of systemic trust and transparency is foundational for sustaining employee engagement. Crucially, within a developing public sector framework, this outcome provides a powerful localized counter-argument to classical Weberian bureaucratic theories that advocate for top-down, opaque, and highly secretive administrative structures. The findings prove instead that relational clarity and open communication are vital requirements for effective sub-national governance in developing states.

The study further revealed that balanced processing significantly influences continuance commitment within the municipality. This positive statistical relationship demonstrates that objective, participatory decision-making processes directly impact employee retention strategies. When municipal leaders systematically analyze all relevant operational data and objectively solicit diverse viewpoints from subordinates before executing local policies, civil

servants perceive the workplace as inherently fair, logical, and structurally stable.

This finding directly echoes the work of Andrews and Boyne (2010), who noted that participatory administrative processes and robust management capacity in local government settings drastically reduce employee turnover intentions. Within a sub-national district bureaucracy facing distinct resource constraints, acute economic uncertainties, and complex socio-political challenges, this sense of procedural stability is vital. Balanced processing signals to grassroots employees that their technical expertise and frontline insights are genuinely valued by the executive leadership. Consequently, this participatory environment significantly raises the perceived personal and professional costs associated with leaving the organization. This reinforces the workforce's continuance commitment, anchoring them to their roles due to the fair, predictable, and stable operational climate established by authentic leadership behaviors.

An internalized moral perspective, supported by leader self-awareness, was identified as the key driver underpinning normative commitment among the municipal workforce. This dynamic reflects a deep, reciprocal sense of moral obligation among civil servants to remain loyal to the institution. The findings indicate that when administrators align their daily actions with high ethical standards, regulate their decisions according to deep-seated universal values, and actively resist external corruptive or socio-political pressures, they activate an internalized sense of duty within their subordinates.

Qualitative insights gathered from the Mayor and municipal department heads heavily reinforced this mechanism, noting that ethical consistency between a leader's words and deeds serves as a powerful institutional role-modeling mechanism. This empirical link strongly supports the street-level bureaucracy insights of Lipsky (2010), which suggest that grassroots public servants continuously observe and model their own ethical behavior based on the perceived moral integrity of their immediate supervisors. By demonstrating strong moral alignment under pressure, authentic leaders instill a deep sense of institutional duty and vocational calling (normative commitment) among employees, compelling them to remain steadfastly loyal to the municipality's public service mission.

While the quantitative structural model established that authentic leadership dimensions explain a substantial 85.2% of the variance in employee commitment, the remaining 14.8% of unexplained variance highlights the profound influence of critical external factors and structural barriers. Through the sequential deployment of qualitative thematic analysis, the researchers

successfully mapped the exact institutional obstacles that suppress workforce commitment regardless of leadership quality.

Qualitative analysis identified systemic structural friction, such as deep-seated bureaucratic inefficiencies, where rigid administrative systems, redundant approval layers, and archaic policies frequently stifle a leader's capacity for operational flexibility and rapid transparency. Furthermore, severe material resource constraints—manifesting as low civil service salaries, lack of career growth, unmanageable workloads, and inadequate digital tools—significantly diminish employee motivation and commitment independently of the supervisor's behavior.

These localized stressors are further exacerbated by the broader, volatile socio-political landscape in Ethiopia, marked by ongoing conflict and regional instability, alongside the complex, fragmented transition to virtual or hybrid work environments following the COVID-19 pandemic. This integration of qualitative narratives with quantitative trends confirms that authentic leadership is not merely a theoretical luxury but an absolute practical necessity for public sector performance and resilience in Ethiopia. While traditional, highly centralized hierarchical structures still dominate many public organizations, this study strongly corroborates the work of Shifare et al. (2021) by demonstrating that moving intentionally toward authentic management styles can significantly enhance public servant retention, morale, and administrative productivity.

The cumulative results suggest that for the Bichena City Administration to successfully sustain a highly committed and productive workforce, institutional leadership development cannot be restricted to basic technical or administrative skills. It must encompass comprehensive, institutionalized training models that cultivate deep relational transparency, ethical integrity, self-awareness, and high emotional intelligence. However, to maximize the return on these leadership interventions, the municipality must simultaneously address the job-related external stressors identified in the qualitative phase. By pairing authentic leadership behaviors with structural reforms aimed at mitigating resource scarcities, clarifying career growth trajectories, and reducing bureaucratic red tape, the administration can effectively bridge the gaps in trust and motivation currently hindering its municipal service delivery.

Conclusion and Recommendations

Conclusion

This study investigated the effect of authentic leadership on employee commitment within the Bichena City Administration. Using a mixed-methods approach, the research combined quantitative and qualitative data to analyze the relationship between authentic leadership dimensions and employee commitment components. The study revealed several key observations and results.

A total of 222 questionnaires were returned, resulting in a response rate of 96.1%. Most respondents were male, with 78.2% of leaders and 59.3% of employees being men. Age-wise, the majority of leaders (74.5%) and employees (52.1%) were within the 36-45 years age group. Regarding educational qualifications, 80% of leaders and 79% of employees held a Bachelor's degree. Leaders and employees with 7 to 12 years of work experience formed the largest groups in their respective categories.

The dimensions of authentic leadership evaluated included self-awareness, relational transparency, balanced processing, and internalized moral perspective. Employee commitment was analyzed across three dimensions: affective commitment (emotional attachment), continuance commitment (perceived cost of leaving), and normative commitment (moral obligation to stay).

The correlation analysis revealed significant positive relationships between all dimensions of authentic leadership and employee commitment. Relational transparency and balanced processing displayed the strongest correlations with employee commitment. The regression analysis confirmed that all dimensions of authentic leadership significantly influenced employee commitment, with relational transparency (39.8%) being the most impactful predictor. The adjusted R-squared value demonstrated that the authentic leadership dimensions explained a significant portion of the variation in employee commitment.

Affective commitment was strongly associated with relational transparency, as leaders' ethical behavior and trustworthiness fostered employees' emotional attachment to the organization. Continuance commitment was influenced by balanced processing, which aligned organizational goals with employees' personal values, thereby reducing turnover intentions.

Qualitative findings from interviews highlighted the importance of authentic leadership in cultivating a transparent and trustworthy organizational

culture. Participants emphasized that authentic leaders enhance psychological safety, enabling employees to voice their concerns and feel valued.

Overall, the study demonstrated that authentic leadership plays a critical role in promoting employee commitment by fostering trust, transparency, and ethical behavior. These findings emphasize the need for organizations to prioritize leadership development programs that cultivate authenticity to enhance employee retention, satisfaction, and overall organizational effectiveness.

This study conclusively demonstrates that authentic leadership is a foundational driver of employee commitment within the Bichena City Administration, explaining 85.2% of the variance in organizational loyalty. Through a mixed-methods lens, the research highlights that while all dimensions of authenticity are significant, relational transparency stands as the primary cornerstone, accounting for 39.8% of the impact on commitment. This transparency, coupled with an internalized moral perspective, fosters an environment of psychological safety and ethical consistency that transforms the administration's culture from a traditional hierarchy into a trust-based organization where employees feel emotionally and morally obligated to stay.

Furthermore, the study establishes that the practical application of balanced processing serves as a vital tool for organizational stability, particularly within the challenging socio-political climate of Ethiopia. By objectively weighing diverse viewpoints and aligning institutional goals with the personal values of the workforce, leaders enhance continuance commitment, making the decision to remain with the administration appear as a worthwhile investment for employees despite external economic uncertainties and conflict. The synergy between these dimensions ensures that leadership effectiveness is not merely about individual traits but about creating a cohesive framework of inclusivity and fairness.

Ultimately, the research identifies a critical intersection between leadership behavior and systemic constraints, where authentic practices act as a mitigating force against "radioactive" barriers like bureaucratic red tape and resource scarcity. While external stressors and rigid policies can overshadow leadership efforts, the strong positive correlation between authenticity and engagement suggests that developing leaders who are self-aware and ethically grounded is a vital strategy for improving public sector performance. Consequently, the Bichena City Administration must move beyond technical training to prioritize the cultivation of authentic leadership as a means to bridge trust gaps, enhance service delivery, and sustain a resilient workforce.

Recommendation

Based on the findings and conclusions of this study, the following recommendations are proposed to enhance authentic leadership practices and improve employee commitment within the Bichena City Administration:

The administration should prioritize training programs that focus on developing authentic leadership skills. This includes enhancing self-awareness, relational transparency, balanced processing, and ethical decision-making among leaders. Providing workshops, mentoring sessions, and continuous professional development opportunities can strengthen these competencies.

Leaders should foster open communication and genuine relationships with employees to build trust and emotional attachment. Regular feedback sessions, team-building activities, and transparent decision-making processes can help enhance relational transparency.

To strengthen internalized moral perspectives among leaders, organizations should emphasize ethical leadership through codes of conduct, ethical training, and accountability mechanisms.

The administration should implement initiatives aimed at increasing employee engagement and commitment. This includes creating opportunities for professional growth, recognizing employee contributions, and providing a supportive work environment.

The administration should promote a systematic approach to monitor and evaluate the impact of leadership practices on employee commitment. Regular employee surveys, performance reviews, and feedback mechanisms can help assess progress and identify areas for improvement.

Limitation of the Study

This study on The Effect of Authentic Leadership on Employee Commitment in Bichena City Administration has several limitations that must be acknowledged. Firstly, the sample size of 231 respondents, while sufficient for the purposes of this study, limits the generalizability of the findings. The results may not apply to other cities, regions, or sectors in Ethiopia due to contextual differences. Additionally, the geographical scope of the study was confined to Bichena City Administration in the Amhara Region. The unique socio-political and administrative context of this area may not reflect conditions in other regions, which could impact the broader applicability of the findings.

Declarations

All authors declare that they have no conflicts of interest.

Funding Information

This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

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