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THE INFLUENCE OF INSPIRATIONAL MOTIVATION AND INTELLECTUAL STIMULATION ON ORGANIZATIONAL COMMITMENT IN COMMERCIAL BANKS IN KENYA

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Abstract

Purpose: The purpose of this study was to establish the influence of inspirational motivation and intellectual stimulation on organizational commitment in commercial banks in Kenya.

Methodology: The study adopted the positivist research philosophy and descriptive correlational design. A sample of 150 was drawn from a population of 240 senior managers of the 40 commercial banks of Kenya using stratified random sampling technique. The tool used to collect data was questionnaire. Out of 150 questionnaires that were administered, 139 responses were received from the senior managers, giving a 93% response rate. Data was analyzed using inferential statistics such as Pearson correlations, Chi Square, ANOVA and multiple linear regression.

Results: The multiple regression results ($R^2=.722$, $F(1,139)=34.184$, $p<.05$, $(\beta = .249$, $t(139) = 3.758$, $p < .05$) indicated that inspirational motivation significantly predicted organizational commitment. Based on the results the null hypothesis was rejected. Further, the multiple regression results ($R^2=.734$, $F(1,139)=34.184$, $p<.05$, $(\beta = .366$, $t(139) = 4.585$, $p < .05$) indicated that Intellectual Stimulation significantly predicted organizational commitment. Based on the results the null hypothesis was rejected. Organizational culture showed a significant influence on the relationship between transformational leadership and organizational commitment as showed by the coefficients ($\beta = .229$, $t = 2.211$, $p < .05$). The moderating variable organizational culture was also strongly correlated to organizational commitment, $r(138) = .718$, $p < .05$.

Unique contribution to theory, practice and policy: The study provides a unique contribution to the theory and practice of transformational leadership by extending its application in a new context in terms how inspirational motivation and intellectual stimulation affect organizational commitment in commercial banks in Kenya. The study also provides unique contribution in terms of recommendations for policy development initiatives aimed at improving employee commitment and performance in the banking industry in Kenya.

Keywords: *inspirational motivation, intellectual stimulation, organizational culture, organizational commitment, commercial banks*

1.0 INTRODUCTION

1.1 Background of the study

Transformational leadership theory has gained the attention of several scholars over the past three decades (Givens, 2008). Transformational leaders focus on their follower's development both at a personal level and at their individual career aspirations. The ability of Transformational leaders to be concerned about the development of their followers has been linked to several positive organizational outcomes (Barnes, 2016). Scholars have further found that leaders who employ transformational leadership style are able to enhance positive organizational outcomes such as employee organizational commitment through characteristics like idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Duggal, 2015).

In Africa, Mclaggan, Bezuidenhout and Botha (2013) examined the relationship between transformational leadership style, transactional leadership styles and organizational commitment in the coal mining industry in South Africa. The findings from the analysis of the data collected from this study revealed that both transformational leadership and transactional leadership had a positive effect on organizational commitment. It was also found that transformational showed a higher correlation to organizational commitment than transactional leadership.

1.2 Problem Statement

Studies have indicated that organizations globally are faced with problems of employee commitment. These problems include high turnover and high costs associated with replacing and retaining employees, loss of continuity (Smith,2011) low employee productivity, low performance, and tardiness as a result of lack of employee commitment (Irefin & Mechanic,2014). Despite the challenges faced by leaders in the organization, there is need for research in this area. Globally, Kieres (2012) investigated the relationship between transformational leadership and organizational commitment amongst teachers in Pennsylvania, USA. The study revealed that there was a positive relationship between transformational leadership and teachers as well the performance of the students. Nguyen, Mai and Nguyen (2014) stated that supervisor-employee relationship and teamwork is vital for organizational commitment. The study recommended further research on the relationship between leadership, employee satisfaction, and performance. Keskes (2014) concluded that

there is need for further research on focusing on the precise ways in which style of leadership impacts employee organizational commitment.

The literature on inspirational motivation and intellectual stimulation and their influence on organizational commitment in the context of the African continent is limited and especially in Kenya within the banking industry. This study therefore was motivated by the gaps in literature and sought to contribute knowledge in this area.

1.3 Purpose of the Study

The purpose of this study was to establish the influence of inspirational motivation and intellectual stimulation on organizational commitment in commercial banks in Kenya.

1.4 The Research Questions

This research was guided by the following three research questions

1.4.1 How does inspirational motivation influence organizational commitment in commercial banks in Kenya?

1.4.2 How does intellectual stimulation influence organizational commitment in commercial banks in Kenya?

1.4.3 To what extent does organizational culture moderate the relationship between intellectual stimulation and organizational commitment in Commercial Banks in Kenya?

2.0 LITERATURE REVIEW

2.1 Theoretical Review

The study was underpinned by the Transformational Leadership theory developed by Bass (1985). The Transformational Leadership theory was first conceptualized by Burns (1978) and there after enhanced by Bass (1985).

Burns (1978) first introduced the concept of transformational leadership in his research on political leaders and defined it as the processes in which the leaders and the subjects help each other advance to a higher level of morale and motivation. Bass (1985) described transformational leaders as leaders who facilitate their follower's confidence that results to performance beyond expectations. Bass and Avolio (1994) described transformational leaders as those who have the following characteristics; idealized influence, inspirational motivation, intellectual stimulation and individualized consideration.

According to Northouse (2015) inspirational motivation is about raising the consciousness of the employees by motivating and inspiring them to demonstrate commitment to the vision and mission of the group in the organization. The inspirational motivational leaders engage in clearly communicating high expectations to followers and increase team spirit and enthusiasm. Inspirational motivational leaders enhance subordinate task and job autonomy that results to high performance. Furthermore, inspirational motivational leaders seek to learn more and encourage subordinates to continue learning and enhancing personal and career development (Smith, 2011).

Intellectual Stimulation entails the leader empowering the followers to critically view their operational processes in order to generate creativity in daily business operations that are more efficient and effective. The leader also allows the followers to solve problems on their own and thus develops job autonomy and commitment in the followers (Kirkbride, 2006). The leader supports the follower's ideas and innovations. The leader creates an atmosphere or space for the followers to try new ways of doing things; it enhances critical thinking and solving problems in different ways than they have been in the past. It enhances autonomy and the followers have a sense of job responsibility and their contribution is felt in the organization (Northhouse, 2013).

2.2 Conceptual Framework

The conceptual framework shown in figure 1 was derived from transformational leadership theory.

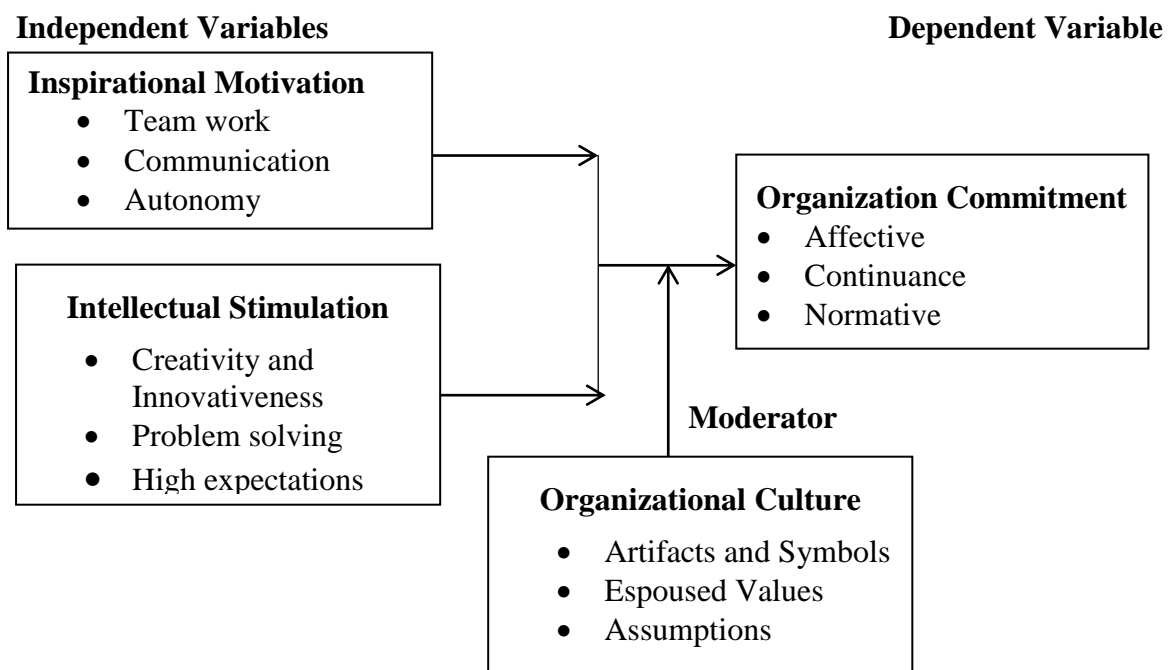


Figure 1: Conceptual Framework

2.3 Empirical Review

This section discusses studies that have been done in the recent past to identify the knowledge gap, and areas that require further research. The empirical literature review is organized on the basis of the research questions.

2.3.1 Inspirational Motivation

Ghorbanhosseini (2013) conducted a research with the aim of investigating the effects of organizational culture, teamwork and organizational development on organizational commitment in Croatia. Their correlation coefficients showed a significant and positive correlation between teamwork and organizational commitment. He states that teamwork has a direct and significant and positive effect on human capital which in turn has a positive

influence on organizational commitment. He therefore concluded that teamwork has a significant and positive effect on organizational commitment.

Ogamaba and Nwuche (2016) examined the influence of autonomy on organizational commitment. The population for the study was drawn from 43 manufacturing companies registered with the Aba Chamber of Commerce, Industries, Mines and Agriculture, Abia State Chapter, Nigeria (ACCIMA). The study concluded that autonomy is significantly associated with organizational commitment; this implies that autonomy is significantly correlated to positive work outcomes such as organizational commitment.

2.3.2 Intellectual Stimulation

Ismail, Ishak and Yusuf (2016) examined the relationship between human-oriented leadership (HOL) and organizational commitment. The constructs for human-oriented leadership used in this study included supportive leadership style, participative leadership style and empowerment of employees. Analysis revealed that there is a significant positive relationship human oriented leadership (supportive and participative leadership) and organizational commitment.

Research done in Poland on the relationship between leader-member exchange, organizational justice and innovative work behavior was conducted. Data analysis indicated that there was a positive relationship between innovative work behavior and leader-member exchange. The author therefore emphasized a correlation between the leader and innovative work behavior which eventually leads to high or low organizational commitment and performance (Wojtczuk-Turek & Turek, 2013).

2.3.3 Organizational Culture

Jelagat (2014) conducted research to investigate the influence of school culture on students' performance in Kenya Certificate of Secondary Education in Makadara District Nairobi, County, Kenya. Specifically the researcher investigated the influence of ceremonies, artifacts and values on the student's performance. The study established that school artifacts such as school uniform, badge, vision, motto, buildings and other symbols had a significant effect on academic performance. It was also found out that school rituals affected academic performance at KCSE.

Schein (2010) is of the view that shared values are created and implemented by leaders in the organization that are guided by individual values. The author indicates that when there is a new task, issue or problem, the leader or the individual with influence will find a way of resolving the problem. The methodology that is formed on how to solve the problem will be viewed as a belief on how to handle that issue or problem in the future. Once this is validated by a group of employees, it is then transformed to shared belief. The author further indicates that not all belief and values go through this process, it is only those that add value to the work processes.

3.0 METHODOLOGY OF THE STUDY

This section reports on the research philosophy, research design, population, sampling design, data collection and data analysis.

3.1 Research philosophy and Design

This study was guided by the positivism philosophy and descriptive correlational design. This study was quantitative in nature and was aimed at testing hypothesis (Cooper & Schindler, 2014). The study adopted a descriptive correlational design because it sought to establish relationships between the variables (Creswell, 2014). This research design was appropriate because the study examined the effect of inspirational motivation and intellectual stimulation on organizational commitment (Saunders, Lewis, & Thornhill, 2016).

3.2 Population and Sampling Technique

This study targeted 240 senior managers of the commercial banks in Kenya. According to CBK (2015), there were 43 commercial banks in Kenya. Only 40 commercial banks were adopted for the study because the Imperial Bank and Chase Bank were under receivership and the Charterhouse Bank Limited was under statutory management. The study targeted the management cadre as they were responsible for the daily operations and management of the banks. The study selected six key areas of management from which the target population was selected. These included Finance, Product/Consumer Banking, Information and Communication Technology (ICT), Risk Management and Compliance, Operations and Human Resource. A sample of 150 was drawn from a population of 240 senior managers of the 40 commercial banks of Kenya using stratified random sampling technique.

The stratified random sampling technique was utilized in this study because the population was divided into the three bank tiers based on the Weighted Composite Index (WCI). Large banks are those with a WCI greater than 5 percent, medium banks have WCI between 1% and not more than 5% while a small bank has WCI of less than 1%. The small banks in Kenya are 21, the medium banks in Kenya are 12 and, the large banks in Kenya are 7 making a total of 40 commercial banks in Kenya. Simple random sampling technique was used to select appropriate sample within each strata.

3.3 Data Collection and Analysis

This research used a structured questionnaire to collect primary data. The questionnaire items were derived from the Multifactor Leadership Questionnaire (MLQ) for transformational leadership and the Organizational Commitment Questionnaire (OCQ) for assessing organizational commitment of employees. The study incorporated both descriptive and inferential data analysis techniques. Descriptive statistical analysis included frequency distribution, mean and standard deviation for various aspects of transformational leadership style and organizational commitment. Inferential statistics analysis included correlation analysis, chi-square, one way ANOVA and multiple linear regression.

4.0 RESULTS AND DISCUSSIONS

4.1 Demographic Information

Table 4.1 shows the summary of the demographic results for this study.

Table 4.1: Demographic Results

| Variable | Results |
|---|---|
| Gender of respondents | Male=58% Female=42% |
| Highest Level of Education | Bachelor's degree=69% Masters' degree holders=27% Diplomas=3% Certificate and below=1% |
| Duration of service in banking industry | 0-5years=64% 6-10years=35% 11-15years=1% |

4.2 Inspirational Motivation

4.2.1 Descriptive Statistics

The study sought to determine the means and standard deviations for the effect of inspirational motivation on organizational commitment. The findings indicated that the respondents strongly agreed that their immediate supervisor effectively communicated what needed to be done and was confident that the goals are achievable ($M = 4.23$, $SD = 0.583$). The findings also indicate that they were loyal to the organization because their supervisor communicated what needed to be done and was confident that the goals are achievable ($M = 3.80$, $SD = 0.630$).

Table 4.2: Means and Standard deviations for Inspirational Motivation

| Inspirational Motivation items | N | M | SD | Variance |
|---|-----|------|------|----------|
| My immediate supervisor encourages teamwork | 138 | 4.22 | .625 | .390 |
| My immediate supervisor effectively communicates what needs to be done and is confident that the goals are achievable | 138 | 4.23 | .583 | .340 |
| My supervisor helps me find meaning in my work | 138 | 3.97 | .540 | .291 |
| I feel part of this organization because my supervisor encourages teamwork | 138 | 3.80 | .889 | .791 |
| I am loyal to this organization because my supervisor communicates what needs to be done and is confident that the goals are achievable | 138 | 3.80 | .630 | .396 |
| I feel that I have too few options to consider leaving this organization because my supervisor helps me/us find meaning in my/our work | 138 | 3.49 | .922 | .850 |

4.2.2 Factor Analysis Results on Inspirational Motivation

Factor analysis was conducted in the study to describe variability among items of inspirational motivation. Inspirational motivation construct was measured using six items on a Likert scale. The study found that KMO had a value of 0.615 and Bartlett's test, $\chi^2(6, N = 139) = 117.310$, $p < .05$. The results are presented in Table 4.3. Therefore, sampling was adequate for inspirational motivation as given by the Kaiser-Meyer-Olkin Measure of Sampling Adequacy value.

Table 4.3: KMO and Bartlett's Test for Inspirational Motivation

| | | |
|--|--------------------|---------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .615 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 117.310 |
| | df | 6 |
| | Sig. | .000 |

The study also carried out the Eigen values for the factors under inspirational motivation. According to the findings, the first factor accounts for 28.274% of the variance while the second factor contributes 24.837% of the variance. The third factor accounts for 18.837% of the variance. All the remaining factors were found to be not significant hence were dropped. The findings are presented in Table 4.4

Table 4.4: Total Variance Explained for Inspirational Motivation

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 1.696 | 28.274 | 28.274 | 1.696 | 28.274 | 28.274 |
| 2 | 1.490 | 24.837 | 53.111 | 1.490 | 24.837 | 53.111 |
| 3 | 1.130 | 18.837 | 71.948 | 1.130 | 18.837 | 71.948 |
| 4 | .802 | 13.370 | 85.318 | | | |
| 5 | .550 | 9.169 | 94.486 | | | |
| 6 | .331 | 5.514 | 100.000 | | | |

Extraction Method: Principal Component Analysis.

4.2.3 Correlation between Inspirational Motivation and Organizational Commitment

The study correlated inspirational motivation and organizational commitment and found that all the items of inspirational motivation were positively and significantly related with organizational commitment. Findings are presented in Table 4.5.

Table 4.5: Correlations for Inspirational Motivation Items and Organizational Commitment

| Inspirational Motivation Items | | Organizational Commitment |
|---|---------------------|---------------------------|
| My immediate supervisor encourages teamwork | Pearson Correlation | .748** |
| | Sig. (2-tailed) | .000 |
| | N | 138 |
| My immediate supervisor effectively communicates what needs to be done and is confident that the goals are achievable | Pearson Correlation | .762** |
| | Sig. (2-tailed) | .000 |
| | N | 138 |
| My supervisor helps me find meaning in my work | Pearson Correlation | .814* |
| | Sig. (2-tailed) | .012 |
| | N | 138 |
| I feel part of this organization because my supervisor encourages teamwork | Pearson Correlation | .794** |
| | Sig. (2-tailed) | .000 |
| | N | 138 |
| I am loyal to this organization because my supervisor communicates what needs to be done and is confident that the goals are achievable | Pearson Correlation | .770* |
| | Sig. (2-tailed) | .016 |
| | N | 138 |
| I feel that I have too few options to consider leaving this organization because my supervisor helps me/us find meaning in my/our work | Pearson Correlation | .814* |
| | Sig. (2-tailed) | .012 |
| | N | 138 |
| Organizational Commitment | Pearson Correlation | 1 |
| | Sig. (2-tailed) | |
| | N | 138 |

4.2.4 Chi Square Test on Inspirational Motivation

Chi square test was used to test the strength of association between inspirational motivation and organizational commitment. The study found that there was a strong association between inspirational motivation and organizational commitment, $\chi^2(6, N=139) = 105.884, p < .05$. The results are presented in Table 4.6.

Table 4.6: Chi square Test on Inspirational Motivation

| | |
|-------------|----------------------|
| Chi-Square | 105.884 ^a |
| Df | 6 |
| Asymp. Sig. | .000 |

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 19.7.

4.2.5 One Way ANOVA on Inspirational Motivation

One-way ANOVA was carried out to establish if there was significant difference between the mean of inspirational motivation and the bank tiers. The study found that the means for inspirational motivation were the same for the different bank tiers $F(8, 137) = 1.04, p > 0.05$. This implies that the mean of Inspirational Motivation and the three bank tiers were not significantly different. The results are presented in 4.7.

Table 4.7: One Way ANOVA for Inspirational Motivation

| Inspirational Motivation and Bank Tier | | | | | |
|--|----------------|-----|-------------|------|-------|
| | Sum of Squares | Df | Mean Square | F | Sig. |
| Between Groups | 14.478 | 8 | 2.093 | 1.04 | 0.100 |
| Within Groups | 198.894 | 129 | 0.894 | | |
| Total | 213.372 | 137 | | | |

4.2.6 Hypothesis Testing for Inspirational Motivation

Based on multiple linear regression model, the study sought to establish the effect of inspirational motivation on organizational commitment. The following hypothesis was therefore tested:

H_0 : Inspirational motivation does not significantly influence organizational commitment in Commercial Banks in Kenya

H_1 : Inspirational motivation significantly influences organizational commitment in Commercial Banks in Kenya

The study found that inspirational motivation explained a significant proportion of variance in organizational commitment, $R^2 = .722$. This implied that 72.2% of the proportion in organizational commitment could be explained by inspirational motivation in commercial banks of Kenya as shown in Table 4.8 (a)

Table 4.8(a): Model Summary Results of Inspirational Motivation

| Model Summary | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---------------|-------------------|----------|-------------------|----------------------------|
| 1 | .749 ^a | .722 | .715 | .449 |

a. Predictors: (Constant), Inspirational Motivation

The findings indicated that the ANOVA for Inspirational Motivation had an F statistic of $F(1, 139) = 13.092$, $p < 0.05$. Therefore this indicated that Inspirational Motivation significantly affected organizational commitment. Results are as presented in Table 4.8(b).

Table 4.8(b) ANOVA for Inspirational Motivation

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 1.736 | 1 | 1.736 | 13.092 | .011 ^b |
| | Residual | 76.355 | 136 | .561 | | |
| | Total | 78.091 | 137 | | | |

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Inspirational Motivation

The study found that inspirational motivation significantly predicted organizational commitment, $\beta = .249$, $t(139) = 3.758$, $p < .05$. This therefore indicated that inspirational motivation significantly influenced organizational commitment. This finding implied rejection of the null hypothesis that stated that Inspirational Motivation does not significantly influence organizational commitment in commercial banks in Kenya. The results are

presented in Table 4.8(c). The study therefore concluded that inspirational motivation significantly influenced organizational commitment in commercial banks in Kenya.

Table 4.8 (c) Coefficients for Inspirational Motivation

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|--------------------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2.313 | .640 | | 3.614 | .000 |
| | Inspirational Motivation | .370 | .154 | .249 | 3.758 | .011 |

4.3 Intellectual Stimulation

4.3.1 Descriptive Statistics

The study sought to analyze the views of management staff on intellectual stimulation using means and standard deviations. Findings on intellectual stimulation are shown in Table 4.9. According to the findings, the respondents strongly agreed that their immediate supervisor enabled them to think about old problems in new ways ($M = 4.26$, $SD = 0.882$), and also indicated that they were dedicated to their organization because their supervisor provided them with new ways of looking at puzzling things ($M = 3.79$, $SD = 0.699$)

Table 4.9: Means and Standard deviations for Intellectual Stimulation

| Intellectual Stimulation Items | N | M | SD | Variance |
|---|-----|------|------|----------|
| My immediate supervisor enables me/us to think about old problems in new ways | 138 | 4.26 | .882 | .778 |
| My supervisor provides me/us with new ways of looking at puzzling things | 138 | 3.99 | .639 | .409 |
| My supervisor enables me/us to rethink ideas that I/we had never questioned before | 138 | 4.14 | .779 | .607 |
| I really feel as if this organizations' problems are my own because my immediate supervisor enables me/us to think about old problems in new ways | 138 | 3.09 | .955 | 1.575 |
| I am dedicated to this organization because my supervisor provides me/us with new ways of looking at puzzling things | 138 | 3.79 | .699 | .488 |
| I feel I would be letting my coworkers down if I left the organization because my supervisor enables me/us to rethink ideas that I/we had never questioned before | 138 | 3.31 | .801 | 1.442 |

4.3.2 Factor Analysis Results on Intellectual Stimulation

Factor analysis was conducted in the study to determine the variability among items of intellectual stimulation. This was done to reduce the items under intellectual stimulation construct. Intellectual stimulation construct was measured using six items thereby the construct was factor analyzed in order to come up with an appropriate measure. The study found that KMO had a value of 0.638 and Bartlett's test, $\chi^2(6, N = 139) = 117.800$, $p = .000$. The results are presented in Table 4.10. Therefore, sampling was adequate for intellectual stimulation as given by the Kaiser-Meyer-Olkin Measure of Sampling Adequacy value.

Table 4.10: KMO and Bartlett's Test for Intellectual Stimulation

| | | |
|--|--------------------|---------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .638 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 177.800 |
| | Df | 6 |
| | Sig. | .000 |

The study also carried out the Eigen values for the factors under intellectual stimulation. According to the findings, the first factor accounts for 39.610% of the variance while the

second factor contributes 22.854% of the variance. All the remaining factors were found to be not significant hence were dropped. The findings are presented in Table 4.11.

Table 4.11: Total Variance Explained for Intellectual Stimulation

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 2.377 | 39.610 | 39.610 | 2.377 | 39.610 | 39.610 |
| 2 | 1.371 | 22.854 | 62.464 | 1.371 | 22.854 | 62.464 |
| 3 | .814 | 13.567 | 76.032 | | | |
| 4 | .649 | 10.816 | 86.848 | | | |
| 5 | .431 | 7.183 | 94.031 | | | |
| 6 | .358 | 5.969 | 100.000 | | | |

Extraction Method: Principal Component Analysis.

4.3.3 Correlation between Intellectual Stimulation and Organizational Commitment

The study correlated intellectual stimulation and organizational commitment and found that all the items of intellectual stimulation were positively and significantly related with organizational commitment. Findings are presented in Table 4.12.

Table 4.12: Correlations for Intellectual Stimulation Items and Organizational Commitment

| Intellectual Stimulation Items | | Organizational Commitment |
|---|---------------------|---------------------------|
| | Pearson Correlation | 1 |
| | Sig. (2-tailed) | |
| | N | 38 |
| My immediate supervisor enables me/us to think about old problems in new ways | Pearson Correlation | .723** |
| | Sig. (2-tailed) | .000 |
| | N | 138 |
| My supervisor provides me/us with new ways of looking at puzzling things | Pearson Correlation | .841** |
| | Sig. (2-tailed) | .000 |
| | N | 138 |
| My supervisor enables me/us to rethink ideas that I/we had never questioned before | Pearson Correlation | .707* |
| | Sig. (2-tailed) | .015 |
| | N | 138 |
| I really feel as if this organizations' problems are my own because my immediate supervisor enables me/us to think about old problems in new ways | Pearson Correlation | .891** |
| | Sig. (2-tailed) | .000 |
| | N | 138 |
| I am dedicated to this organization because my supervisor provides me/us with new ways of looking at puzzling things | Pearson Correlation | .724** |
| | Sig. (2-tailed) | .000 |
| | N | 138 |
| I feel I would be letting my coworkers down if I left the organization because my supervisor enables me/us to rethink ideas that I/we had never questioned before | Pearson Correlation | .728** |
| | Sig. (2-tailed) | .000 |
| | N | 138 |

4.3.4 Chi Square Test on Intellectual Stimulation

Chi square test was used to test the strength of association between intellectual stimulation and organizational commitment. The study found a strong association between intellectual stimulation and organizational commitment, $\chi^2(6, N=139) = 99.913, p < .05$. The results are presented in Table 4.13.

Table 4.13: Chi square Test on Intellectual Stimulation

| | |
|-------------|---------------------|
| Chi-Square | 99.913 ^a |
| Df | 6 |
| Asymp. Sig. | .000 |

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 15.3.

4.3.5 One Way ANOVA on Intellectual Stimulation

One-way ANOVA was carried out to establish if there was significant difference between the mean of intellectual stimulation and the bank tiers. The study found out that the mean for intellectual stimulation were the same for the different bank tiers $F(8, 137) = 1.99, p = 0.145$. This further indicates that the mean for intellectual stimulation for the three bank tiers are not significantly different. Table 4.14 presents the results.

Table 4.14: ANOVA on Intellectual Stimulation and Organizational Commitment

| Intellectual Stimulation and Bank Tier | | | | | |
|--|----------------|-----|-------------|------|-------|
| | Sum of Squares | df | Mean Square | F | Sig. |
| Between Groups | 16.662 | 8 | 2.825 | 1.99 | 0.145 |
| Within Groups | 178.929 | 129 | 0.945 | | |
| Total | 195.591 | 137 | | | |

4.3.6 Hypothesis Testing for Intellectual Stimulation

Based on multiple linear regression model, the study sought to establish the effect of intellectual stimulation on organizational commitment. The following hypothesis was therefore tested:

H_0 : Intellectual stimulation does not significantly influence organizational commitment in Commercial Banks in Kenya

H_1 : Intellectual stimulation significantly influences organizational commitment in Commercial Banks in Kenya

The study found that intellectual stimulation explained a significant proportion of variance in organizational commitment, $R^2 = .727$. This implied that 72.7% of the proportion in organizational commitment could be explained by intellectual stimulation in commercial banks of Kenya as shown in Table 4.15 (a).

Table 4.15 (a): Model summary for Intellectual Stimulation

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .766 ^a | .734 | .727 | .305 |

a. Predictors: (Constant), Intellectual Stimulation

The findings indicated that the significance value in testing the reliability of the model for the relationship between intellectual stimulation and organizational commitment was $F(1, 139) = 21.019, p < 0.05$. Therefore the model was therefore better fit. Therefore this indicated that Inspirational Motivation statistically affected organizational commitment. Results are as presented in Table 4.15 (b).

Table 4.15 (b) ANOVA for Intellectual Stimulation

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 10.453 | 1 | 10.453 | 21.019 | .000 ^b |
| | Residual | 67.638 | 136 | .497 | | |
| | Total | 78.091 | 137 | | | |

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Intellectual Stimulation

The study found that intellectual stimulation significantly predicted organizational commitment, $\beta = .366$, $t(139) = 4.585$, $p < 0.05$. This finding implied a rejection of the null hypothesis. The results are presented in Table 4.15 (c). The study therefore concluded that intellectual stimulation significantly influenced organizational commitment in commercial banks in Kenya.

Table 4.15 (c) Coefficients for Intellectual Stimulation

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|--------------------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.546 | .416 | | 3.716 | .000 |
| | Intellectual Stimulation | .457 | .100 | .366 | 4.585 | .000 |

a. Dependent Variable: Organizational Commitment

In conclusion, the results of the regression $R^2 = .734$, $F(1, 139) = 34.184$, $p < .05$ indicated that 73.4% of the proportion in organizational commitment could be explained by intellectual stimulation. The study further found that Intellectual Stimulation significantly predicted organizational commitment ($\beta = .366$, $t(139) = 4.585$, $p < .05$) hence implied rejection of the null hypothesis

4.4 Organizational Culture

4.4.1 Factor Analysis Results on Organizational Culture

Factor analysis was used to reduce the items of organizational culture. Factor analysis results for organizational culture showed that KMO had a value of 0.720 and Bartlett's test, $\chi^2(18, N = 139) = 1202.145$, $p = .000$. The results are presented in Table 4.16.

Table 4.16: KMO and Bartlett's Sphericity test for Organizational Culture

| | | |
|--|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .720 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 1202.145 |
| | Df | 18 |
| | Sig. | .000 |

4.4.2 Correlation between Organizational Culture and Organizational Commitment

The moderating effect of organizational culture on organizational commitment was sought in the study. The Table 4.17 gives the results obtained in the study. The results obtained indicate that the coefficients obtained were above 0.7 indicating a strong and positive association between organizational culture and organizational commitment. The significant values for the relationship between organizational culture and organizational commitment indicated a significant relationship between the variables since all the values were below 0.025, the critical value. Organizational commitment and artifacts / symbols were strongly

correlated, $r(138) = .811$, $p < .05$, organizational commitment and espoused values were strongly correlated, $r(138) = .754$, $p < .05$ and organizational commitment and assumptions were also strongly correlated, $r(138) = .822$, $p < .05$.

Table 4.17: Organizational Culture and Organizational Commitment Correlations

| | | Organizational Commitment |
|---------------------------|---------------------|---------------------------|
| Organizational Commitment | Pearson Correlation | 1 |
| | Sig. (2-tailed) | |
| | N | 138 |
| Artifacts / Symbols | Pearson Correlation | .811** |
| | Sig. (2-tailed) | .000 |
| | N | 138 |
| Espoused Values | Pearson Correlation | .754** |
| | Sig. (2-tailed) | .000 |
| | N | 138 |
| Assumptions | Pearson Correlation | .822** |
| | Sig. (2-tailed) | .000 |
| | N | 136 |

4.4.3 Hypothesis Testing for Moderating Effect of Organizational Culture

The study sought to establish the effect of organizational culture on organizational commitment. The following hypothesis was therefore tested:

H₀: Organizational culture does not significantly moderate the influence transformational leadership on organizational commitment in Commercial Banks in Kenya

H₁: Organizational culture significantly moderates the influence of transformational leadership on organizational commitment in Commercial Banks in Kenya

The multiple regression analysis was conducted through a hierarchical analysis with two tests where the first test involved testing the effect of transformational leadership on organizational commitment. The second test involved testing the effect of the moderating variable (organizational culture) on the relationship between transformational leadership and organizational commitment. Results in Table 4.18 (a) indicates the regression model summary showing the extent to which transformational leadership styles organizational commitment. From the results, the change in R² shows a positive change where the percentage of the variability accounted for by the predictor variables went up from 72.7% to 73.7% ($R^2 = .727 - R^2 = .737$).

Table 4.18(a): Model Summary for the Multiple Model

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|-------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. Change |
| 1 | .826 ^a | .727 | .710 | .529 | .727 | 29.464 | 5 | 132 | .000 |
| 2 | .864 ^b | .737 | .724 | .550 | .737 | 29.473 | 4 | 133 | .000 |

From Table 4.18(b), the significance value in testing the reliability of the model for the relationship between transformational leadership and organizational commitment was obtained as 0.000 which was less than 0.05 of the critical value at 95% significance level.

Therefore the model was statistically significant in predicting the relationship between transformational leadership and organizational commitment in commercial banks of Kenya. The model was significant for the relationship as given by the regression coefficients $F(1, 4) = 9.174$, $p < 0.05$. This shows that the overall model was statistically significant and reliable in explaining the influence of the predictor variables to the organizational commitment. The second model showing the effect of organizational culture also proved this as the significance value which was less than the previous p-value in the prior results $F(2, 5) = 29.464$, $p < .05$. Thus, there was a significant change in the extent to which the independent variables influenced organizational commitment due to the effect of organizational culture.

Table 4.18(b) ANOVA for the Multiple Model

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 16.887 | 4 | 4.222 | 9.174 | .000 ^b |
| | Residual | 61.204 | 133 | .460 | | |
| | Total | 78.091 | 137 | | | |
| 2 | Regression | 41.187 | 5 | 8.237 | 29.464 | .000 ^c |
| | Residual | 36.904 | 132 | .280 | | |
| | Total | 78.091 | 137 | | | |

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Inspirational Motivation, Individualized Consideration, Intellectual Stimulation, Idealized Influence

The estimates of the regression coefficients, t-statistics and the p-values for the relationship between transformational leadership and organizational commitment are as shown in Table 4.18(c). These coefficients answer the regression model relating the dependent and the independent variables

Table 4.18(c) Coefficients for the Multiple Model

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 16.887 | 4 | 4.222 | 9.174 | .000 ^b |
| | Residual | 61.204 | 133 | .460 | | |
| | Total | 78.091 | 137 | | | |
| 2 | Regression | 41.187 | 5 | 8.237 | 29.464 | .000 ^c |
| | Residual | 36.904 | 132 | .280 | | |
| | Total | 78.091 | 137 | | | |

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Inspirational Motivation, Individualized Consideration, Intellectual Stimulation, Idealized Influence

From Table 4.18, Inspirational motivation showed a significant influence on organizational commitment with the coefficient ($\beta = .342$, $t = 5.844$, $p < .05$) indicating a positive effect on organizational commitment. Intellectual stimulation had a coefficient of ($\beta = .449$, $t = 2.943$, $p < .05$) showing a positive and significant relationship. Testing the influence of organizational culture as well showed a significant influence to the relationship between transformational leadership and organizational commitment as indicated by the coefficients ($\beta = .229$, $t = 2.211$, $p < .05$).

5.0 DISCUSSION CONCLUSIONS AND RECOMMENDATIONS

5.1 Discussion

5.1.1 Inspirational Motivation

Correlation results, ($r(138) = .801, p < .05$) showed that organizational commitment and inspirational motivation were strongly correlated. The constructs of inspirational motivation also had a strong positive influence on organizational commitment. The present findings do not align with the findings obtained by Yan (2011) who investigated how social-emotional-oriented communication and work-oriented communication in an organization enhance the aspect of organizational commitment. These results showed the relationship between the types of communication and organizational commitment was very weak. The present results show a strong relationship between these variables. The difference in results can be explained by difference in areas of data collection since the area of study in the present study was in commercial banks of Kenya while Yan (2011) studied government organizations in China.

Chi square test results ($\chi^2(6, N=139) = 105.884, p < .05$) indicated that there was strong association between inspirational motivation and organizational commitment, this was in line with Hanaysha (2016) who revealed that teamwork has a positive and statistically significant effect on organizational commitment. Zhen (2013) indicated that there is a positive and significant association between communication satisfaction and organizational commitment.

Using One way ANOVA $F(1, 139) = 13.092, p < 0.05$., findings indicated that there was no mean difference between inspirational motivation and bank tiers. This is in line with Shapira-Lischshinsky and Azriel (2010) who found that there was a significant link between teamwork (employees grouped in various teams) and commitment. Altaf and Naqvi (2013) revealed positive significant relationship between employee commitment and team efficacy. The study targeted 148 sales teams. The study concluded that by having committed employees and teamwork, the organization could achieve overall high performance.

Multiple regression results ($R^2 = .722, F(1, 139) = 34.184, p < .05, (\beta = .249, t(139) = 3.758, p < .05$) indicated that inspirational motivation significantly predicted organizational commitment. This finding implied a rejection of the null hypothesis. This therefore indicated that the leader's inspirational motivation as measured by teamwork, communication and autonomy behavior significantly affects organizational commitment of employees in commercial banks in Kenya. The findings of the study agree with the findings of Greenberg, Sikora, Grunberg and Moore (2014) who found that there is a strong, positive and significant relationship between teamwork and organizational commitment. Ghorbanhosseini (2013) further agreed with this study and stated that teamwork had a direct and significant positive effect on human capital which in turn had a positive influence on organizational commitment.

5.1.2 Intellectual Stimulation

Findings from correlation analysis ($r(138) = .766, p < .05$) showed that organizational commitment and intellectual stimulation were also strongly correlated. The constructs of intellectual stimulation also had positive influence on organizational commitment. The study

determined that participation had a positive influence on organizational commitment. The findings of the study are in line with the findings of Baig, Rehman and Khan (2012) indicated that there was a relationship between direct participation and organizational commitment in the USA. In addition, in China, Yubo, Ge, Fei, Tingrui and Zhilan (2011) examined the relationship between thinking style, organizational commitment and creativity and a positive significant relationship between creativity and organizational commitment.

Chi square test results ($\chi^2(6, N=139) = 99.913, p < .05$) indicated a strong association between intellectual stimulation and organizational commitment. This finding is similar with Irawanto (2015) who indicated that employee participation in decision making was vital in enhancing motivation and commitment. Humuntal (2017) concluded by recommending that participative style should be highly encouraged and cultivated since it significantly positively influenced organizational commitment.

The study conducted one way ANOVA and found that there was no mean difference between intellectual stimulation and the bank tiers $F(8, 137) = 1.99, p = 0.145$. This is in line with Holliman (2012) study that looked at six k-12 sites in one Midwestern state and confirmed that teachers' commitment increased when they were empowered, and when there was an environment of innovation and professionalism.

Multiple Regression results ($R^2=.734, F(1,139) = 34.184, p < .05, (\beta = .366, t(139) = 4.585, p < .05$) indicated that Intellectual Stimulation significantly predicted organizational commitment in commercial banks in Kenya. This finding implied a rejection of the null hypothesis. This therefore indicated that leader's intellectual stimulation as measured by creativity and innovativeness, problem solving and high expectations behavior significantly affects organizational committee of employees in commercial banks in Kenya. The findings of the study are in line with the findings of Baig, Rehman and Khan (2012) which indicated that there was a relationship between direct participation and organizational commitment in the USA.

5.1.3 Organizational Culture

Organizational culture showed a significant influence on the relationship between transformational leadership and organizational commitment as showed by the coefficients ($\beta = .229, t = 2.211, p < .05$). The moderating variable organizational culture was also strongly correlated to organizational commitment, $r(138) = .718, p < .05$. These findings agree with the findings of Nongo and Ikyanyon (2012) who studied the influence of corporate culture on employee commitment to the organization in Nigeria. The study indicated that employees could not identify with company's mission or goals and that the employees were more concerned about earning a salary as opposed to the mission of the organization.

The present study determined that for employees to be committed to the organization, managers will be required to define the mission clearly and use various methods of communicating the mission to the employees. The present study support the findings of a study by Porter (2013) who investigated employees' responses to the mismatch between organizations' espoused values and basic assumptions about organizational culture within the organization. The study findings indicated that one of the outcomes between the mismatch of espoused values and basic assumptions about the organization affected the employee's

commitment to the organization. Iriqat (2016) posited dissimilar findings as the present study findings when he conducted research to investigate the impact of the organizational culture dimensions on job satisfaction with mediating role of organizational commitment on MFIs' in Palestine. The study found that organizational norms were negatively correlated to organizational commitment on the other hand; organizational expectations were found to be positively correlated to organizational commitment. These findings agree to the study that organizational expectations were found to be positively correlated to organizational commitment but disagree that organizational norms were negatively correlated to organizational commitment.

5.2 Conclusions

5.2.1 Influence of Inspirational Motivation on Organizational Commitment

Regression results ($R^2=.722$, $F(1,139) = 34.184$, $p < .05$, $\beta = .249$, $t(139) = 3.758$, $p < .05$) indicates that Inspirational Motivation significantly predicted organizational commitment. Based on the results, the null hypothesis was rejected and the alternative hypothesis accepted. The study concluded that inspirational motivation significantly affected organizational commitment in commercial banks

5.2.2 Influence of Intellectual Stimulation on Organizational Commitment

Regression results ($R^2=.734$, $F(1,139) = 34.184$, $p < .05$, $\beta = .366$, $t(139) = 4.585$, $p < .05$) indicates that Intellectual Stimulation significantly predicted organizational commitment. Based on the results, the null hypothesis was rejected the alternative hypothesis accepted. The study therefore concluded that intellectual stimulation significantly affected organizational commitment in commercial banks in Kenya

5.2.3 Moderating Influence of Organizational Culture

Regression results ($\beta = .229$, $t = 2.211$, $p < .05$) indicates that the more organizational culture was practiced, the more the relationship would be higher. Therefore, the null hypothesis was rejected and alternative hypothesis accepted. The study therefore concluded that organizational culture significantly moderated the relationship between transformational leadership styles and organizational culture in commercial banks in Kenya.

5.3 Recommendations

5.3.1 Influence of Inspirational Motivation on Organizational Commitment

The findings showed that if the immediate supervisor encouraged teamwork, effectively communicated what needed to be done and was confident that the goals are achievable, organizational commitment would be high in commercial banks of Kenya. The study therefore recommends that the commercial banks of Kenya should work towards achieving these aspects in order to improve commitment of employees to the organizations

5.3.2 Influence of Intellectual Stimulation on Organizational Commitment

The findings in the study indicated that if the immediate supervisor enabled employees to think about old problems in new ways, provided them with new ways of looking at puzzling things and enabled them to rethink ideas that they had never questioned before, organizational commitment would be high. The study therefore recommends that commercial banks need to put in place these aspects in order to increase commitment to the banks.

5.4 Areas of further research

The researcher recommends that this study should be replicated using various moderator variables such as job satisfaction in a different context and that similar research should be conducted in other financial institutions that are regulated by the Central bank of Kenya such as Microfinance Institutions to further extend this research.

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