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**Influence of Idealized Influence and Individualized  
Consideration on Organizational Commitment in  
Commercial Banks in Kenya**

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## THE INFLUENCE OF IDEALIZED INFLUENCE AND INDIVIDUALIZED CONSIDERATION 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 idealized influence and individualized consideration 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 results of the regression ( $R^2=.695$ ,  $F(1,139)=34.184$ ,  $p<.05$ ,  $(\beta = .448$ ,  $t(139)=5.847$ ,  $p < .05)$ , indicated that idealized influence significantly predicted organizational commitment and therefore the null hypothesis was rejected. In addition, Results of the regression ( $R^2=.738$ ,  $F(1,139)=5.377$ ,  $p<.05$ ,  $(\beta = .295$ ,  $t(139) = 2.319$ ,  $p < .05)$  indicated that individualized consideration 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 idealized influence and individualized consideration 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:** *idealized influence, individualized consideration, 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).

Raja and Palanichamy (2011) investigated the preferred leadership style on organizational commitment among engineers in Bharat Heavy Electricals Ltd in India. The study found that transformational leadership was the preferred leadership style as it enhanced organizational commitment among engineers in the Bharat Heavy Electricals Ltd, in India. Lee (2005) extends this view in his study on the behavioral and relational aspect of leadership and employee organizational commitment among research and development professionals in manufacturing firms in Singapore. The findings indicated that leader member exchange mediated the relationship between leadership and organizational commitment. .

### 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 (2013) 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 idealized influence and individualized consideration 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 idealized influence and individualized consideration on organizational commitment in commercial banks in Kenya.

### **1.4 The Research Questions**

1.4.1 How does idealized influence, affect organizational commitment in Commercial Banks in Kenya?

1.4.2 How does individualized consideration influence organizational commitment in Commercial Banks in Kenya?

1.4.3 How does organizational culture moderate the relationship between idealized influence, individualized consideration 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.

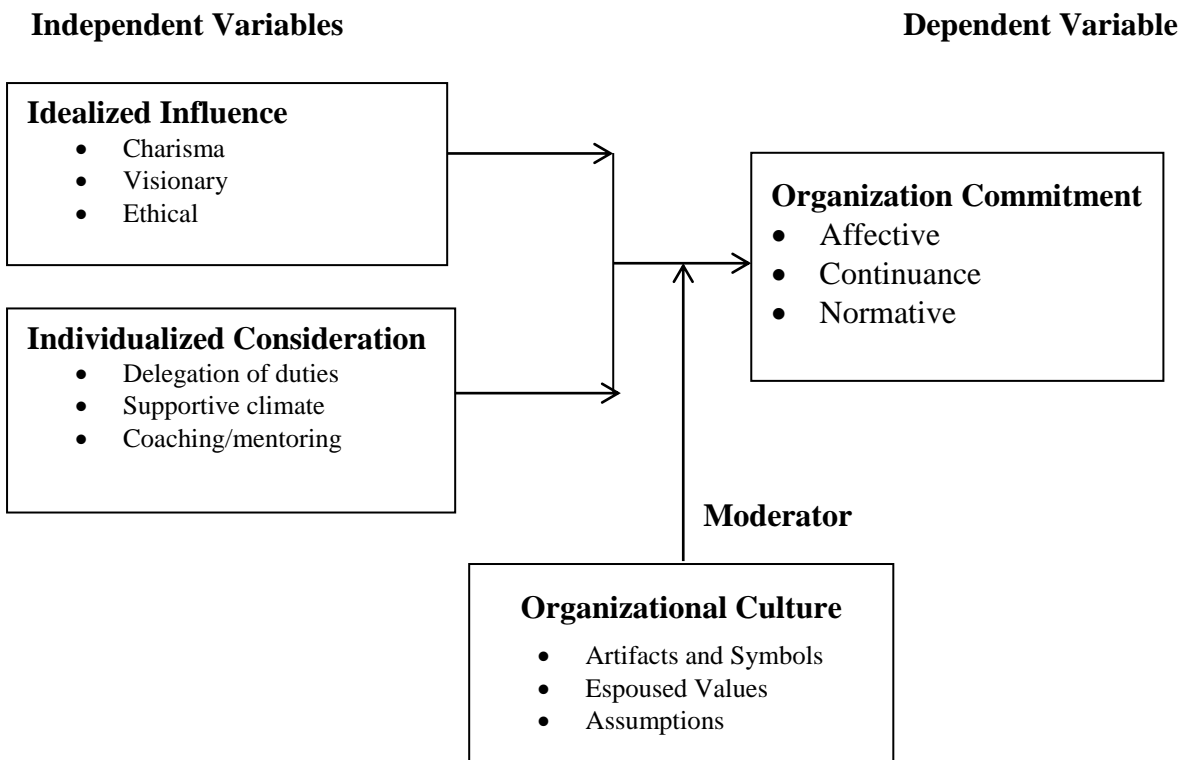
Burns (1978) viewed idealized influence as a leader's ability to be charismatic which draws followers to the leader and they view the leader as a role model due to the leader's high moral and ethical standards. Bass (2008) extends this view and described idealized influence as a leader's ability to exude confidence and communicates the organizations values and mission to the followers. This characteristic also instills trust in the followers, because they are reassured that they are all working towards common values and ethics as well as the ability to overcome any obstacle. Idealized influence is a component of transformational leadership that is concerned about the leader being a strong role model for followers. The followers admire their leader and have trust in his or her decision making and vision. The leaders are

respected, trusted, have ethical standards and they provide direction, vision and clearly articulate the mission of the organization (Northouse, 2013).

Individualized consideration is defined as the support, advice and concern that leaders have for their followers to enable them achieve their career and personal goals Antonakis, Avolio and Sivasubramaniam, (2003). Individualized consideration is shown by the transformational leader by creating a supportive climate, listening to their employees, and acts as a coach and mentor which the leaders show consideration for their employees' needs. Leaders pay close attention to individual differences and treat their employees in the most caring way. Leaders also help individuals to achieve goals and personal development. This type of leaders also uses delegation to get their employee to grow through personal challenges (Northouse, 2015).

## 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 Idealized Influence**

Bass (1985) proposed that charisma is a sub construct of transformational leadership however Judge and Piccolo (2004) argue that charisma and transformational leadership are similar and have similar outcomes in an organization. Antonakis, *et al.*, (2003) argued that charisma and transformational leadership are interdependent but theoretically different. Keyes (2002) noted that a leader is only charismatic when the followers perceive the leader's actions or behaviors to be charismatic. Mackenzie (2003) extended this view by noting that charisma is founded on emotional and ideology that are manifested in verbal and nonverbal effects on the followers.

Mitonga-Monga (2015) investigated the relationship between individuals' ethical context and behavior variables and their job retention and performance. The study defined measured ethical behavior and context using the following variables ethical culture, ethical climate and ethical leadership whereas job retention and performance was measured using work engagement, job satisfaction, organizational commitment and organizational citizenship behavior. The findings indicated that employees who believed that their work environment is ethical were satisfied with their working conditions, committed to their organization, and engaged in positive behaviors. The findings further revealed that employees who were dedicated to the organizations code of conduct, policies, rules and regulations demonstrated job satisfaction and commitment to the organization. Lastly, employees who perceived their leaders to be ethical demonstrated commitment and job satisfaction as well.

### **2.3.2 Individualized Consideration**

Chen and Aryee (2007) conducted a research to investigate the impact of task delegation on employee outcomes. The data used in this study was collected from employees of a manufacturing company in a major city in Southern China. Work outcome was classified into job satisfaction, affective organizational commitment, task performance and innovative behavior. Through the results in regression analysis they concluded that delegation was positively and significantly related to affective organizational commitment of employees.

Kalkavan and Katrinli (2014) sought to explore the effect of managerial coaching on job satisfaction, career commitment, job performance and organizational commitment in the insurance industry in Turkey. The study found that managers who exercised coaching behavior had a positive significant effect on the employee's role clarity, career commitment, job satisfaction and organizational commitment. Findings also revealed that employees who were satisfied with their work had a positive effect on career commitment and organizational commitment.

### **2.3.3 Organizational Culture**

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.

Foote, Seipel, Johnson and Duffy (2005) posit that organizational policies are organizational policies are specific elements of the work that affect the daily work tasks and activities of employees'. Organizational policies incorporate the values that guide leaders that affect the work behaviors and employee relations. For example is an organization values high performance then the leaders are likely to implement policies that enhance productivity and performance.

### **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 is because the 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 individualized influence and idealized consideration 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 Idealized Influence

#### 4.2.1 Descriptive Statistics

The study sought to determine the means and standard deviations for the effect of idealized influence on organizational commitment. The findings indicated that the respondents agreed that it would be very hard for them to leave their organization, even if they wanted to because their immediate supervisor instilled pride in them ( $M = 3.09$ ,  $SD = 1.200$ ). The respondents also agreed that if they got another offer for a better job elsewhere they would not take it because they considered their supervisor to be ethical and moral ( $M = 3.34$ ,  $SD = 0.985$ ). The findings are as shown in Table 4.2.

**Table 4.2: Means and Standard deviations for Idealized Influence and Organizational Commitment**

Idealized Influence and Organizational Commitment	N	M	SD	Variance
It would be very hard for me to leave my organization right now, even if I wanted to because my immediate supervisor instills pride in me	137	3.09	1.200	1.439
This organization has personal meaning to me because I fully understand the mission and vision of the organization	137	3.85	.733	.537
If I got another offer for a better job elsewhere I would not take it because I consider my supervisor to be ethical and moral	138	3.34	.985	.971

#### 4.2.2 Factor Analysis Results on Idealized Influence

Factor analysis was conducted in the study to describe variability among items of idealized influence. Idealized influence construct was measured using six items on a Likert scale.. The study found that KMO had a value of 0.708 and Bartlett's test,  $\chi^2(6, N = 139) = 213.952$ ,  $p = .000$ . The results are presented in Table 4.3. Therefore, sampling was adequate for idealized influence as given by the Kaiser-Meyer-Olkin Measure of Sampling Adequacy value.



**Table 4.3: KMO and Bartlett's Test for Idealized Influence**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.708
Bartlett's Test of Sphericity	Approx. Chi-Square	213.952
	df	6
	Sig.	.000

The study also carried out the Eigen values for the factors under idealized influence. According to the findings, the first factor accounted for 44.657% of the variance while the second factor contributed 20.109% 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 Idealized Influence**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.679	44.657	44.657	2.679	44.657	44.657
2	1.207	20.109	64.766	1.207	20.109	64.766
3	.838	13.966	78.732			
4	.507	8.448	87.180			
5	.428	7.128	94.308			
6	.342	5.692	100.000			

Extraction Method: Principal Component Analysis.

#### 4.2.3 Correlation between Idealized Influence and Organizational Commitment

Correlation test conducted to determine the relationship between idealized influence and organizational commitment found that all the items of idealized influence were positively and significantly related with organizational commitment. My immediate supervisor instills pride in me had a strong correlation with organizational commitment,  $r(138) = .730, p < .05$ . My immediate supervisor effectively communicates the collective vision and mission of the organization and organizational commitment were strongly correlated,  $r(138) = .894, p < .05$ . My immediate supervisor considers the moral and ethical consequences of decisions he/she makes and organizational commitment also were strongly correlated,  $r(138) = .727, p < .05$ .

The findings also indicated that it would be very hard for me to leave my organization right now, even if I wanted to because my immediate supervisor instills pride in me and organizational commitment were strongly correlated,  $r(137) = .892, p < .05$ . This organization has personal meaning to me because I fully understand the mission and vision of the organization and organizational commitment had a strong correlation,  $r(137) = .893, p < .05$ . The findings are presented in Table 4.5.

**Table 4.5: Correlation between Idealized Influence and Organizational Commitment**

Idealized Influence		Organizational Commitment
My immediate supervisor instills pride in me	Pearson Correlation	.730**
	Sig. (2-tailed)	.000
	N	138
My immediate supervisor effectively communicates the collective vision and mission of the organization	Pearson Correlation	.894**
	Sig. (2-tailed)	.000
	N	138
My immediate supervisor considers the moral and ethical consequences of decisions he/she makes	Pearson Correlation	.727**
	Sig. (2-tailed)	.000
	N	138
It would be very hard for me to leave my organization right now, even if I wanted to because my immediate supervisor instills pride in me	Pearson Correlation	.892**
	Sig. (2-tailed)	.000
	N	137
This organization has personal meaning to me because I fully understand the mission and vision of the organization	Pearson Correlation	.873**
	Sig. (2-tailed)	.000
	N	137
If I got another offer for a better job elsewhere I would not take it because I consider my supervisor to be ethical and moral	Pearson Correlation	.788**
	Sig. (2-tailed)	.000
	N	138
Organizational Commitment	Pearson Correlation	1
	Sig. (2-tailed)	
	N	138

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

#### 4.2.4 Chi Square Test on Idealized Influence

Chi square test was used to test the strength of association between idealized influence and organizational commitment. The study found that there was a strong association between idealized influence and organizational commitment,  $\chi^2(6, N=139) = 264.261, p < .05$ . The results illustrated in Table 4.6.

**Table 4.6: Chi square Test on Idealized Influence**

Chi-Square	264.261
Df	6
Asymp.Sig.	.000

#### 4.2.5 One Way ANOVA on Idealized Influence

The study conducted one way ANOVA to determine the mean difference between idealized influence and the three different bank tiers. The study found that there were significant differences in means of all items of idealized influence and the bank tiers  $F(8, 137) = 1.55, p > 0.05$ . This implies that the mean of Idealizes Influence of the three bank tiers are not significantly different. The results are presented in Table 4.7.

**Table 4.7: ANOVA on Idealized Influence and Organizational Commitment**

Idealized Influence and Bank Tier					
Idealized Influence Index	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	10.338	8	1.930	1.55	0.090
Within Groups	200.292	129	0.738		
Total	210.630	137			

#### 4.2.6 Hypothesis Testing for Idealized Influence

Using multiple linear regression model, the study sought to establish the effect of idealized influence on organizational commitment. The following hypothesis was therefore tested:

H<sub>0</sub>: Idealized influence does not significantly influence organizational commitment in Commercial Banks in Kenya

H<sub>1</sub>: Idealized influence significantly influences organizational commitment in Commercial Banks in Kenya

The study found that idealized influence explained a significant proportion of variance in organizational commitment,  $R^2 = .695$ . This implied that 69.5% of the proportion in organizational commitment could be explained by idealized influence in commercial banks of Kenya. Findings are as presented in Table 4.8(a).

**Table 4.8(a): Model Summary Results of Idealized Influence**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.848 <sup>a</sup>	.731	.695	.677

a. Predictors: (Constant), Idealized Influence

The ANOVA for Idealized Influence had an F statistic of  $F(1,139) = 34.184$ ,  $p < .05$ . This indicated that Idealized Influence significantly affected organizational commitment. Results are as presented in Table 4.8b

**Table 4.8(b): ANOVA for Idealized Influence**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.686	1	15.686	34.184	.000 <sup>b</sup>
	Residual	62.405	139	.459		
	Total	78.091	137			

a. Predictors: (Constant), Idealized Influence

The study found that the coefficient of Idealized Influence was  $\beta = .448$ ,  $t(139) = 5.847$ ,  $p < .05$ . This finding implied that idealized influence significantly predicts organizational commitment. The results are presented in Table 4.8(c). The study therefore concluded that idealized influence significantly influenced organizational commitment in commercial banks in Kenya

**Table 4.8 (c) Coefficients for Idealized Influence**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.729	.297		5.824	.000
	Idealized Influence	.472	.081	.448	5.847	.000

a. Dependent Variable: Organizational Commitment

### 4.3 Individualized Consideration

#### 4.3.1 Descriptive Statistics

The study sought to analyze the views of management staff on individualized consideration using means and standard deviations. Findings on individualized consideration are shown in Table 4.9.

According to the findings, the respondents agreed that their immediate supervisor helped them to develop themselves ( $M = 3.95$ ,  $SD = 0.718$ ), majority strongly agreed that their immediate supervisor let them know how they were doing ( $M = 4.11$ ,  $SD = 0.508$ ). The findings also indicated that the respondents agreed that they were very happy with their organization because their immediate supervisor helped them develop themselves ( $M = 3.84$ ,  $SD = 0.938$ ), they felt they owed their organization because their immediate supervisor let them know how they were doing ( $M = 3.67$ ,  $SD = 0.899$ ).

**Table 4.9: Means and Standard deviations for Individualized Consideration**

Individualized Consideration Items	N	M	SD	Variance
My immediate supervisor helps me/us to develop myself/ourselves	138	3.95	.718	.516
My immediate supervisor lets me/us know how I/we am/are doing	138	4.11	.508	.258
My immediate supervisor spends time coaching and mentoring us	138	3.90	.583	.340
I am very happy with this organization committed because my immediate supervisor helps me develop myself	138	3.84	.938	.880
I feel I owe this organization because my immediate supervisor lets me know how I am doing	138	3.67	.899	.808
I am dedicated to this organization because my supervisor spends time coaching and mentoring us	138	3.83	.679	.461

#### 4.3.2 Factor Analysis Results on Individualized Consideration

Factor analysis was conducted in the study to determine the variability among items of individualized consideration. This was done to reduce the items under individualized consideration construct. Individualized consideration 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 0.592 and Bartlett's test,  $\chi^2(6, N = 139) = 143.089$ ,  $p = .000$ . The results are presented in Table 4.10. Therefore, sampling was adequate for individualized consideration as given by the Kaiser-Meyer-Olkin Measure of Sampling Adequacy value.

**Table 4.10: KMO and Bartlett's Test for Individualized Consideration**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.592
Bartlett's Test of Sphericity	Approx. Chi-Square	143.089
	df	6
	Sig.	.000

### 4.3.3 Correlation between Individualized Consideration and Organizational Commitment

The study correlated individualized consideration and organizational commitment and found that all the items of individualized consideration were positively and significantly related with organizational commitment. My immediate supervisor helps me/us to develop myself/ourselves had a strong correlation with organizational commitment,  $r(138) = .771, p < .005$ , my immediate supervisor lets me/us know how I/we am/are doing and organizational commitment were strongly correlated,  $r(138) = .719, p < .05$  and my immediate supervisor spends time coaching and mentoring us and organizational commitment were strongly correlated,  $r(138) = .782, p < .05$ .

**Table 4.11: Correlations for Individualized Consideration Items and Organizational Commitment**

Individualized Consideration Items		Organizational Commitment
Organizational Commitment	Pearson Correlation	1
	Sig. (2-tailed)	
	N	138
My immediate supervisor helps me/us to develop myself/ourselves	Pearson Correlation	.771**
	Sig. (2-tailed)	.005
	N	138
My immediate supervisor lets me/us know how I/we am/are doing	Pearson Correlation	.719**
	Sig. (2-tailed)	.010
	N	138
My immediate supervisor spends time coaching and mentoring us	Pearson Correlation	.782**
	Sig. (2-tailed)	.000
	N	138
I am very happy with this organization committed because my immediate supervisor helps me develop myself	Pearson Correlation	.787**
	Sig. (2-tailed)	.001
	N	138
I feel I owe this organization because my immediate supervisor lets me know how I am doing	Pearson Correlation	.800**
	Sig. (2-tailed)	.000
	N	138
I am dedicated to this organization because my supervisor spends time coaching and mentoring us	Pearson Correlation	.784**
	Sig. (2-tailed)	.001
	N	138

### 4.3.4 Chi Square Test on Individualized Consideration

Chi square test was used to test the strength of association between individualized consideration and organizational commitment. The study found a strong association between individualized consideration and organizational commitment,  $\chi^2(6, N=139) = 193.130, p < .05$ . The results are presented in Table 4.12.

**Table 4.12: Chi square Test on Individualized Consideration**

	Individualized Consideration
Chi-Square	193.130 <sup>a</sup>
df	6
Asymp. Sig.	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 17.3.

### 4.3.5 One Way ANOVA on Individualized Consideration

A one-way ANOVA was carried out to establish if there was significant difference between the mean of individualized consideration and the bank tiers. The study found out that the mean for individualized consideration were the same for the different bank tiers  $F(8, 137) = 1.32, p < 0.05$ . This further implies that the mean for individualized consideration for the three bank tiers are not significantly different. Table 4.13 presents these results.

**Table 4.13: ANOVA on Individualized Consideration and Organizational Commitment**

Individualized Consideration and Bank Tiers					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	19.903	8	1.938	1.32	0.098
Within Groups	167.738	129	0.384		
Total	187.641	137			

### 4.3.6 Hypothesis Testing for Individualized Consideration

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

$H_0$ : Individualized consideration does not significantly influence organizational commitment in Commercial Banks in Kenya

$H_1$ : Individualized consideration significantly influences organizational commitment in Commercial Banks in Kenya

The study found that individualized consideration explained a significant proportion of variance in organizational commitment,  $R^2 = .738$ . This implied that 73.8 % of the proportion in organizational commitment could be explained by individualized consideration in commercial banks of Kenya as shown in Table 4.14(a).

**Table 4.14(a): Model Summary for Individualized Consideration**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.795 <sup>a</sup>	.738	.731	.243

a. Predictors: (Constant), Individualized Consideration

The findings indicated that the significance value in testing the reliability of the model for the relationship between individualized consideration and organizational commitment was  $F(1, 139) = 5.377, p = 0.022$ . Therefore the model was better fit. Therefore this indicated that individualized consideration statistically affected organizational commitment. Results are as presented in Table 4.14 (b).

**Table 4.14 (b) ANOVA for Individualized Consideration**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.970	1	2.970	5.377	.022 <sup>b</sup>
	Residual	75.121	136	.552		
	Total	78.091	137			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Individualized Consideration



The study found that individualized consideration significantly predicted organizational commitment,  $\beta = .295$ ,  $t(139) = 2.319$ ,  $p < .05$ . This finding implied a rejection of the null hypothesis that stated that individualized consideration did not influence organizational commitment in commercial banks in Kenya. The results are presented in Table 4.14 (c). The study therefore concluded that individualized consideration significantly influenced organizational commitment in commercial banks in Kenya.

**Table 4.14 (c) ANOVA Coefficients for Individualized Consideration**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.205	.533		4.135	.000
	Individualized Consideration	.408	.133	.295	2.319	.022

a. Dependent Variable: Organizational Commitment

In conclusion, the results of the regression  $R^2 = .738$ ,  $F(1, 139) = 5.377$ ,  $p < .05$  indicated that 73.8% of the proportion in organizational commitment could be explained by individualized consideration. The study further found that Individualized Consideration significantly predicted organizational commitment ( $\beta = .295$ ,  $t(139) = 2.319$ ,  $p < .05$ ) 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 4.15.

**Table 4.15: 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 4.16 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,  $r(138) = .811$ ,  $p < .000$ , organizational commitment and espoused values were

strongly correlated,  $r(138) = .754, p < .000$  and organizational commitment and assumptions were also strongly correlated,  $r(138) = .822, p < .05$ .

**Table 4.16: Organizational Culture and Organizational Commitment Correlations**

Organizational culture constructs		Organizational Commitment
Organizational Commitment	Pearson Correlation	1
	Sig. (2-tailed)	
	N	138
Artifacts / Symbols	Pearson Correlation	.811 <sup>***</sup>
	Sig. (2-tailed)	.000
	N	138
Espoused Values	Pearson Correlation	.754 <sup>***</sup>
	Sig. (2-tailed)	.000
	N	138
Assumptions	Pearson Correlation	.822 <sup>***</sup>
	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:

H<sub>0</sub>: Organizational culture does not significantly moderate the influence transformational leadership on organizational commitment in Commercial Banks in Kenya

H<sub>1</sub>: Organizational culture significantly moderates the influence of transformational leadership on organizational commitment in Commercial Banks in Kenya

Results in Table 4.17(a) indicates the regression model summary showing the extent to which transformational leadership styles related to organizational commitment. The model was obtained after the data was subjected to a hierarchical regression test through which the initial test gave the results for the relationship between the dependent and independent variables. The final test which involved testing the effect of the moderating variable on the relationship was conducted with organizational culture as an additional variable. From the results, the change in R<sup>2</sup> showed a positive change where the percentage of the variability accounted for by the predictor variables went up from 72.7% to 73.7% ( $R^2 = .727 - R^2 = .737$ ).

Based on the coefficients, the predictor variables (Individualized Consideration, Intellectual Stimulation, Idealized Influence, Inspirational Motivation and Organizational Culture) explain 73.7% of the variation in organizational commitment in commercial banks of Kenya. This was as represented by the R<sup>2</sup> coefficient of 0.737. This therefore revealed that other factors not studied in this research contributed to 26.3% of the variability in organizational commitment in commercial banks of Kenya

**Table 4.17(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. F Change
1	.826 <sup>a</sup>	.727	.710	.529	.727	29.464	5	132	.000
2	.864 <sup>b</sup>	.737	.724	.550	.737	29.473	4	133	.000

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

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

From Table 4.17(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  $F(1, 4) = 9.174, p < 0.05$ .

**Table 4.17(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 <sup>b</sup>
	Residual	61.204	133	.460		
	Total	78.091	137			
2	Regression	41.187	5	8.237	29.464	.000 <sup>c</sup>
	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

c. Predictors: (Constant), Organizational Culture, Inspirational Motivation, Individualized

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 4.17(c). These coefficients answer the regression model relating the dependent and the independent variables.

**Table 4.17(c) Coefficients for the Multiple Model**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.363	.087		5.903	.003
	Idealized Influence	.532	.040	.521	4.005	.011
	Inspirational Motivation	.322	.064	.299	5.841	.009
	Intellectual Stimulation	.323	.054	.364	6.578	.000
	Individualized Consideration	.354	.031	.356	2.383	.008
2	(Constant)	.376	.089		4.381	.000
	Idealized Influence	.576	.065	.554	6.919	.001
	Inspirational Motivation	.356	.064	.342	5.844	.003
	Intellectual Stimulation	.452	.057	.449	2.943	.000
	Individualized Consideration	.475	.034	.426	9.291	.001
	Organizational Culture	.223	.080	.229	2.211	.007

a. Dependent Variable: Organizational Commitment

From Table 4.17(c), idealized influence had a coefficient ( $\beta = .544$ ,  $t = 6.919$ ,  $p < .05$ ). Individualized consideration also showed a coefficient of ( $\beta = .426$ ,  $t = 9.291$ ,  $p < .05$ ). 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 Idealized Influence

Correlation analysis results ( $r(138) = .848$ ,  $p < .05$ ) indicated that the two variables were strongly correlated. The constructs of idealized influence also had a positive significant relationship with organizational commitment. The study determined that there was a strong positive relationship between charismatic leadership and organizational commitment. The findings of the study agree with the findings of Shastri, Mishra and Sinha (2010) whose findings indicated that there was a significantly positive relationship between charismatic leadership and organizational commitment in India. In addition, Nohe et al. (2012) also found that there existed a positive relationship between leaders' charisma and employee commitment. However, Bjorn, Ralf and Karlheinz (2009) found that trust had a stronger correlation with innovation and affective commitment than charismatic leadership.

Chi square test results ( $\chi^2(6, N=139) = 264.261$ ,  $p < .05$ ) indicated a strong association between idealized influence and organizational commitment. The study agrees with the findings of Dvir, Kass and Shamir (2004) who concluded that there was a significant relationship between shared vision and affective employee commitment in Israel. The findings are also in line with the findings of Cheema, Akram and Javed (2015) who studied

organizational commitment in Pakistan and determined that for institutions to remain relevant visionary leadership is required to complement institutional theory in order to acquire employee commitment towards the shared vision. Further, Siegel (2013) supports the findings when he determined that perceived supervisor ethical leadership is a predictor of organizational commitment in Canadian armed forces.

Using one way ANOVA the study found that there were no significant differences in means of all items of idealized influence and the bank tiers. The study found the  $F(8,137)=1.55, p>.05$  These findings are in line with Taylor, Cornelius and Colvin (2014) who studied two groups of executive leaders and subordinates and found that the association between the two groups was significant. This led to the conclusion that visionary leadership was positively related to organizational effectiveness. Cheema, Akram, and Javed (2015) supports the findings in their study when they looked at two groups managers and subordinates and found that visionary leadership was significantly correlated with emotional commitment and employee satisfaction.

Multiple regression results ( $R^2=.695$ ,  $F(1,139)=34.184$ ,  $p<.05$ ,  $\beta = .448$ ,  $t(139) = 5.847$ ,  $p < .05$ ) indicated that idealized influence significantly predicted organizational commitment. This finding implied a rejection of the null hypothesis. This therefore indicated that leaders idealized influence as measured by charisma, ethical and visionary behavior significantly affects organizational commitment of employees in commercial banks in Kenya. The findings of the study agree with the findings of Ansar, Aziz, Majeed and Rassol (2016) who investigated the impact of the charismatic leadership style on organizational effectiveness and concluded that charismatic leaders enhance organizational effectiveness and positive organizational outcomes such as organizational commitment.

### 5.1.2 Individualized Consideration

Correlation analysis results ( $r(138) = .795$ ,  $p < .05$ ) showed that organizational commitment and individualized consideration were strongly correlated. The constructs of individualized consideration also had a positive relationship with organizational commitment. The findings show that delegation and organization commitment had a positive significant relationship. These findings agree with the findings of Chen and Aryee (2007) who found that delegation was positively and significantly related to affective organizational commitment of employees. This is similar to the present study which concludes that delegation is positively correlated to organizational commitment in the management of commercial banks of Kenya. The study further agrees with the findings of Liberman (2014) who indicated that there was a positive and significant relationship between delegation and organizational commitment in Chile and the US. This is in line with the findings of this study.

Chi square test results ( $\chi^2(6, N=139) = 193.130$ ,  $p < .05$ ) indicated that there was a strong association between individualized consideration and organizational commitment. This finding agrees with Dewettnick and Ameijde (2011) who indicated that leadership empowerment behaviors such as delegation of duties, power, enhance participation, autonomy are important because it enhances psychological empowerment which influences job satisfaction and employee commitment. Mendes and Stander (2011) found that there were positive relationships between leader empowering behavior, role clarity, psychological empowerment, work engagement and intention to leave. McManus and Subramaniam (2014) encouraged career based mentorship style as it has a positive correlation with career commitment, organizational ethical climate and organizational commitment

Using one way ANOVA the study found out that the mean for individualized consideration were the same for the different bank tiers  $F(8, 137) = 1.32, p = 0.098$ . This further implied that the mean for individualized consideration for the three bank tiers were not significantly different. The study found that there were significant differences in means of all items of individualized consideration and the bank tiers. This is in agreement with Portillo (2013) who grouped employees into either mentors or mentees and indicated that there was a relationship between mentorship, perceived organizational support, work engagement and affective commitment. Arora and Rangnekar (2015) who studied two groups one being the private sector and the other being the public sector and found that there was a strong positive correlation between supervisor career mentorship and employee commitment. However, Bozionelos et al. (2011) revealed that there was no relationship between mentoring and affective commitment.

Multiple Regression results ( $R^2=.738, F(1,139) = 5.377, p < .05, (\beta = .295, t(139) = 2.319, p < .05)$ ) indicated that individualized consideration significantly predicted organizational commitment in commercial banks in Kenya. This finding implied a rejection of the null hypothesis. This therefore indicated that the leader's individualized consideration behavior as measured by delegation of duties, supportive climate, coaching and mentoring significantly affects organizational commitment of employees in commercial banks in Kenya. The findings in the present study agree with the findings Raabe and Terry (2003) who recommended that for organizational outcomes such as organizational commitment, job satisfaction the mentor-mentee relationship should be from supervisor and subordinate relationship and not relationships from mentors who are higher up in the organization.

### 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 findings support the findings of a study conducted 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. This was in line with the study.

## 5.2 Conclusions

### 5.2.1 Influence of Idealized Influence on Organizational Commitment

From the regression results ( $R^2=.695, F(1,139) = 34.184, p < .05, (\beta = .448, t(139) = 5.847, p < .05)$ ) the study found that idealized influence significantly predicted organizational commitment. Based on this, null hypothesis was rejected and the alternative hypothesis



accepted. The study therefore concluded that idealized influence significantly affected organizational commitment in commercial banks in Kenya

### **5.2.2 Influence of Individualized Consideration on Organizational Commitment**

Regression results ( $R^2=.738$ ,  $F(1,139) = 5.377$ ,  $p < .05$ , ( $\beta = .295$ ,  $t(139) = 2.319$ ,  $p < .05$ ) indicates that Individualized Consideration significantly predicted organizational commitment. Based on the results, the null hypothesis was rejected and the alternative hypothesis accepted. The study therefore concluded that individualized consideration significantly affected organizational commitment in commercial banks of 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 Idealized Influence on Organizational Commitment**

The findings showed that if the immediate supervisor instilled pride in workers, effectively communicated the collective vision and mission of the organization and the immediate supervisor considered the moral and ethical consequences of the decisions he/she made forming could lead to more organizational commitment. The study therefore recommends that commercial banks in Kenya should ensure that the leaders instill pride in employees, effectively communicate the vision and mission of the organization and consider moral and ethical consequences of decisions they make for better organizational commitment as shown in the results of the study.

### **5.3.2 Influence of Individualized Consideration on Organizational Commitment**

The findings the study indicated that if the immediate supervisor helped workers to develop themselves, let them know how they were doing and spent time coaching and mentoring them, the organizations would have organizational commitment. The study therefore recommends that commercial banks in Kenya need to put in place these aspects of individualized consideration for improved organizational commitment

## **5.4 Areas of further research**

The researcher recommends that this study should be replicated using various moderator variables such as job satisfaction in 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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