



Leadership and Employee Affective Commitment: A Literary Reflection

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Abstract: This study examined the relationship between leadership and affective commitment. The objective of the study was to examine how dimensions of leadership such as vision, ownership and collaboration influence emotional attachment, identification and involvement. The method used for the study was literature survey of other scholars from which the following findings were made: A good and effective leadership will enhance employee commitment and the desire to perform positively to the benefit of every stakeholder in an organization. The study concludes that leadership should be able to extrinsically and intrinsically elicit desired behaviour which can be achieved by a leader with the passion in understanding employee psychological state of mind and their wellbeing in respect to non-work-related issues. These will no doubt lead to employees feeling of sense of belonging and identification with the organization; becoming more involved to contributing meaningfully to organization goal. Therefore, the researcher recommends that organizational leaders should look beyond employee's behaviour that will improve immediate organizational performance. A private one-on-one interactive session between a leader and follower on non-work-related issues from which personal experience and ideas are shared will boost employee confidence and loyalty to the organization, thereby enhancing employee affective commitment.

Keywords: Leadership, Employee Affective Commitment, Emotional Attachment.

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1. INTRODUCTION

It is a known fact that every organization, whether profit or none profit oriented come into existence with set goals and objectives, as such must have some form of articulated means to actualize its purpose of existence. Nonetheless, in today's modernized world of turbulent business environment, organizations in order to remain in such dynamic environment of business must operate within the dictates of the globalized economy for its continuous existence, as such must perform profitably to the benefit of the entire stakeholder involved. However, the needed operation of the organization which manifest through successful performance, is greatly influenced by the process in which the human factor of production resource

executes its function for the attainment of the set goals and objectives of the organization (Briggs, 2020). As such validating the fact that the critical success of organizational performance is hinged upon its human resource.

For organization to be seen as performing positively, it must achieve its set vision, missions, purposes and basic organizational goals by producing the right things, which entails management efficient and effective utilization of limited resources and implementation of policies (Briggs, 2020). Also noted by (Tomal *et al*, 2015) organizational performance is the actual result or output of an organization as measured against that organization's intended outputs. It is the voluntary

assembly of productive assets, including human, physical, and capital resources, by owners or shareholders in a venture with the intent of achieving a shared purpose (Carton, 2004). The assertions above depict that a positive organizational performance must elicit financial return on investment and assets, must add value to production process and quality of product in order to be profitable and a good market share for patronage in order to remain in business, and lastly create returns (profits) that can be distributed as dividends by the shareholders that have invested their resources in the business. The above requirement can only be achieved by an organization whose management competence in strategy implementation and its leadership in line with the achievement of organizational goals and objectives by creating a conducive environment that influences employees' behaviours, attitudes, and motivations. The above was noted by (Amah, 2006) that a process that can make the work place a productive environment is effective leadership. Also, Briggs, (2020) posited that employee performance and leadership competencies are the key factors that contribute to organizational performance. (Babcock-R *et al*, 2010) opined that competent leadership empowers employees to engage themselves and improve their performance outcomes. The above scholars asserted that leadership competency determines organizational success.

Human resource is an intricate and priceless asset to every organization as such becoming very critical to management. From the conception of the organization as an entity, its planning and strategy about means of achieving its objective largely rest on human being. There is rarely no nucleus of organization without human element in it. Be it managerial, market share, technological, research and development, legal, political, innovation and so forth has human factor influencing its interaction in the organization. Conversely, organization must take into cognizance that its survival is vested on its calibre of human resource which is the most priceless asset to such organization. Also, for the organization to attract and retain the required calibre of employees, its policies and strategies implementation should meaningfully take into cognizance the significance of its personnel and workforce contributions to the continued existence of the business venture, thereby eliciting a psychological feeling both extrinsically and intrinsically to the employees, as such making them accept their association with such organization a worthwhile experience (Briggs, 2019).

Human beings are psychological as such are emotional to situations or happenings around them. Most employees action that elicit dismal

performance are due to the psychological nature of man in which his behaviour and attitude to the organization emanates from his cognitive processing of situations affecting his being. Therefore, an effective and efficient employee performance that is derivable from a committed employee can only be achieved from a favorable organizational culture with good work environment. The above requirement if in place will attract and retain an employee who will become psychologically bonded to the organization, committed to its values and goals, and will be willing to stay and contribute to the successful positive organizational performance. As such employees' contribution and commitment to organizational goal is intrinsically enhanced by a thoughtful consideration of their work in the organization through effective leadership (Amah, 2006).

Commitment is an emotional attachment that elicits behaviours such as having belief and trust which result into becoming loyal (Ongori, 2007). According to (Akintayo, 2010) employee commitment is the degree to which the employee feels devoted to the organization. His view here is that credence is attached to feelings the employee has for the organization which can vary overtime. Briggs (2019) defines employee commitment as the psychological bond of an employee to an organization, the strength of which depends on the degree of employee involvement, employee loyalty and belief in the values of the organization as such influence their behaviour to the organization. From the outgoing postulates employee commitment is an important requirement for excellent performance, but efficient implementation of policies that should arouse the phenomenon is lacking in most organization. Management of organizations has over the years improved on human resource management in the aspect of compensation (financial and other extrinsic rewards), but still grapple with issues of employee turnover and dissatisfaction due to the absence of other valuable non-financial policies such as leadership style (praise, a pat on the back, acknowledgement of good performance) which were known to management, but are neglected in most instances as such tend to dampen morale of employees (Briggs, 2019). However, viewing from works of scholars, (Meyer *et al*, 1997) observed that there is no absolute reference to employee commitment due to multi-dimensional approaches proffered, as such opined that commitment is associated with individual characteristics, organizational features, experiences about the work and job characteristics. The authors in their quest to classify the postulates of various scholars on commitment with reference to employee cognitive processing and behaviour developed their Three Component Model (TCM) of

commitment in the perspective approach of being affective, continuance and normative (Meyer *et al*, 2012).

In the light of this scenario, Organizations comprises of individuals who continuously associate and interact as such develop attitudes and behaviour that are useful in integrating internally and adapting to external environmental conditions (Schein, 2010). It involves the absorption of new employees into the organizations and creating a feeling of identity among personnel and the organization, while conducting external activities in line with acceptable behaviour and social system stability. The above depicts that the process of interaction involves, employees, management, clients, stakeholders and so forth which, with efficient collaboration and good control by management will bring about effective organizational performance. Managers, according to (Oosthuizen, 2001), have a responsibility to encourage and influence their staff in order to increase organizational efficiency. Management control is required owing to the moderating effect of organizational culture on performance, in that being the strength of an organization, it can also be a source of weakness in that certain content of culture are very hard to change or alter, such as the scenario in which important shared believes and values interfere with the general believes of employees, the needs of business and required strategy to be implemented (Pearce *et al*, 2003). As noted from works of various scholars, the prosperity and survival of the organizations is dependent on the leadership structure, the human resource (workforce) and how they are treated. As such an effective management control will be derived from a well implemented leadership.

An organization's leadership role is critical since it's made up of people, and therefore the role of leadership in an organization is crucial in crafting a vision and mission, determining and setting goals, devising strategies and policies, and coordinating efforts and organizational activities (Xu *et al*, 2008). It involves the persuasion, explanation and also the ability to identify, affirm, and renew the values of the group the leader represents. According to (Karamat, 2013) leadership is the character trait of an individual to influence people in achieving set goals. It is possible to judge a leader's effectiveness by the degree to which he or she acknowledges the duty to share one's expertise and offer direction to one's followers in order to help those followers achieve higher levels of performance and become more adept at ensuring quality (Epelle *et al*, 2019). Thus,

managerial expertise, cultural literacy, technical skills, and other relevant knowledge and skills are considered not adequate for the leader, but rather a behaviour exhibited by the individual, coupled with the way of providing influence, implementing plans, motivating people under his leadership and coping with the changes occurring in the external environment.

2. Statement of the Problems

Contributions to the concept of leadership has being on from the classical organizational theories to modern contemporary management and various studies indicated that organizational commitment is positively related to employee and organizational performance. As a result, adverse effects on organizational commitment could bring about drops in employee performance as well as overall organizational effectiveness (Setyaningrum *et al*, 2017). Also, researchers have identified the need for more studies on this subject as a priority due to the continuous existence of required enquiry about the subject matter. Concerted efforts have been made in understanding leadership traits and styles, and its applicability in organization to enhance employee performance, yet there are gaps and unanswered questions (Mohammed *et al*, 2014).

The above problem is hinged on the fact that while attention about employee performance is considered vital to organizational operation, the significance of human nature such as employees behaviour to the performance of their task, alignment of the organizational goals and objectives through leadership style to elicit behaviours that will enhance employees performance in organizations has never been efficient, limited and inconclusive, thus the need for more studies that can contribute to growing body of literature investigating leadership influence on employees behaviour. More so, literatures of scholars reveal that gaps exist in knowledge of aligning leadership and behaviour to boost employee's performance. Thus, this study seeks to fill these gaps.

3. Conceptual Framework

The conceptual framework as shown in Figure 1 below indicates the relationship between the independent variable (leadership) and dependent variable (affective commitment) and how their dimensions are laid out. This will form as a guide in discussing the study purpose and objectives from which findings from literatures as regards to the relationship with the variables will be discussed.

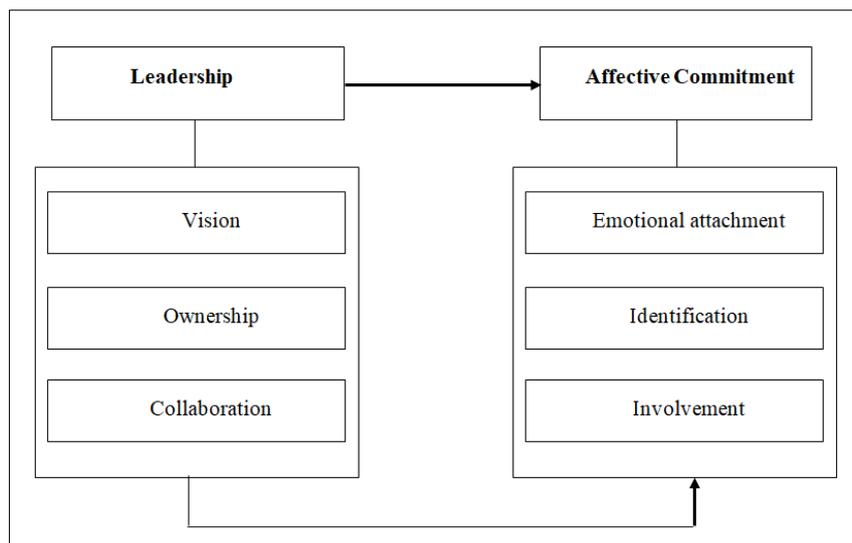


Fig 1: Conceptual Framework of Employee Recognition Schemes and Affective Commitment.
Source: Desk Research, 2020.

4. Review of Related Literature

The proceeding section of this paper provides a summary of literature survey that is relevant to the study. It includes concepts, theories and empirical reviews on leadership and organizational commitment, and leadership and organizational commitment

5. Conceptual Review

This paper focused its conceptual review on the major issues as presented in the conceptual framework in order to contribute to works of other researchers.

5.1. Concept and Dimensions of Leadership

To lead effectively, a manager must have the capacity and aptitude to inspire a group of people (coworkers and subordinates) to work together with confidence and enthusiasm toward a common objective. When a group of people work together to accomplish a shared objective or purpose, it's called "leadership" (Northouse, 2010). It's a way of organising people's efforts toward a shared purpose. Leadership, according to (Robbins, 2000), is the ability of an individual or group to exert influence on others in order to attain a common purpose. More broadly speaking, leadership is the ability of a person to harness the power of an organization or environment in order to achieve difficult goals (Ivansevich, 2008). Some scholars have viewed leadership as a process that exercises the power owned by an individual through position, expertise, proficiency or charisma to influence employees in an organization to achieve a desired goal (Kelloway *et al*, 2010). For (Ogbose *et al*, 2016) leadership should endeavour to inspire through shared values, vision and aspirations which are premised on cordial and mutuality accepted principles; effort should be made to inculcate in subordinates a shared appreciation of

the goals and objectives of the organization through value systems as well as clear and consistent precepts. In another approach (Babcock-R. *et al*, 2010) espoused that, competent leadership empowers employees to engage themselves and improve their performance outcomes. These authors stated that leadership competency determines organizational success. Also leadership, according to (Certo, 2000) is defined as the course of directing the character of others towards the achievement of some objectives. In support of leadership as a direction, Amah (2006) espoused that it creates vision for others to follow. (Riggio *et al*, 2008) see leadership as a learning process that is centrally associated with what needs to be said about what others understand and follow.

The concept of leadership has been vigorously researched as a significant predictor to organizational performance in that the most fundamental concerns in modern organization is how it can assist employees to achieve high level of performance, make them willing to stay in the organization and give their best by boosting production in the organization (Armstrong *et al*, 2005). Therefore, Organizational managers play a vital role in the achievement of organizational goals and objectives by creating a conducive environment that influences employees' behaviours, attitudes, and motivations through leadership which is one of the key factors that contribute to organizational performance. The term leadership has being a re-occurring word in most organizational discipline with different definitions existing due to the views of scholars about the concept. However, there is a dominant phenomenon in which individuals utilizes group effort in the achievement of organizational goals and objectives termed as style of leadership.

Leadership style which also featured as management style, according to (Adaga *et al*, 2018), is the mindset and behavioural attributes of leaders in an organization. It is the total pattern of explicit and implicit actions performed by their leader (Newstrom *et al*, 1993). For (Cherry, 2020), A leadership style refers to a leader's characteristics behaviours when directing, motivating, guiding, and managing groups of people. However, several leadership styles have emerged over time depending on organizational needs to accomplish goals through its human resources. Lewin in his quest to identify different styles of leadership, propounded three approaches namely; authoritarian, democratic, or laissez-faire leadership styles. However, in recent times researchers have described numerous other characteristic patterns of leadership such as behavioural, situational, transformational and transactional leadership styles (Cherry, 2020). Researchers in modern contemporary leadership style have classified all the above into two major types: task-oriented (transactional leadership) and people-oriented (transformational leadership) style. For example, task-oriented leadership is defined as a behavioural style where the leader concentrates on what has to be done to reach certain goals or a certain performance level. If you want to manage your team in a way that ensures their happiness, motivation, and overall health, you need to apply a behaviour approach known as "relationship-focused" leadership.

A leader's orientation to the world around them is influenced by a variety of factors. According to the conceptual framework, this article focused on three of these aspects; they are: vision, ownership and cooperation.

Vision

Leadership relies heavily on the ability to articulate a clear vision. It encompasses the ability to see the future, be creative, and adapt to change. In order for organizations to keep improving and developing their processes and systems as well as to adapt to external pressures, change is important to allow for this. Vision is essential for leaders to respond effectively to business environments that continue to transform at a rapid pace. As posited by (Amah, 2006) it is the mental image of the possible and desired future state of an organization. To attain goals and encourage continuous development, all organizations must adapt to both internal and external factors (such as a change in law). According to the findings of the researchers, it is possible to formulate a broad vision and translate that into workable detail as being essential for successful leadership (Alimo-M *et al*, 2008). Vision involves spotting when change is required and putting it on the organizational agenda and to be successful, any

organization must have a leadership team that is capable of adapting quickly and effectively to the demands of change, whether those demands come from inside or outside the organization. Change requires a set direction in response to a vision of a possible future and the creation of strategies to produce the change which will put the vision in place. People must be able to see the big picture in order to completely commit to making it a reality. Motivating and inspiring others is essential to achieving a goal, even in the face of significant impediments to change (Kotter, 2001).

They are accountable for creating and disseminating both lofty and practical visions, which they must do. As a result, strategy makes these visions clear. Long-term goals and scope of an organization may be established by understanding how to integrate the organization's resources, skills, and competencies to achieve competitive advantage in the following one to five years. A well-defined strategy can be derailed from the planned outcomes by unexpected events and crisis, as such it is essential to have effective processes in place that support any formal planning respond to opportunities and crisis. It is necessary to devise a plan for achieving the vision of the future that has been put together. In order to convince others, the vision needs to be compelling and encourage people to think outside the box (Handy, 1992).

People that can think strategically and look at a wide range of facts and find reasons to support their conclusions are needed to construct a vision that includes these capabilities (Kotter, 2001). Risk taking is necessary if organizations are to improve, develop and compete effectively, however organizations that hide or punish failure will revert to a risk-averse culture that inhibits risk-taking by employees. There is a need to take risks, but it is important that they are managed effectively. Leaders need to demonstrate that risk-taking is an acceptable part of organization's culture. Together, stakeholders are viewed as the best method to move forward, making a vision more enticing (Carnall, 2007). Visions that are formed together may be captivating, fostering trust and encouraging others to take action (Senge, 2006).

According to (Higgs, 2003), most intended adjustments fail. This means that organizations need leaders that can cope with the unknowns and uncertainties that come with any transition in order to achieve long-term success, growth, and development even as their circumstances shift (Carnall, 2007). As a part of this, we'll engage in active listening, take calculated risks, try new things, take our time, and have an open mind (Senge, 2006).

Not only does one need to survive as a visionary leader; one also has to thrive in order to make the impossible possible. Emotional involvement, passion, inventiveness and criticality are all necessary for success. As a vision ambassador and part of a leadership institute that is setting an inspiring agenda for leadership; is bold in its vision and commitment; is informed by research and practise; turns vision into reality; and engages with a range of organizational contexts to make a difference economically, politically and socially; it is exciting to be part of an institute that makes a difference. These attributes need a high level of creativity, originality, and imagination. In the year 2019 (Trehan, 2019).

Ownership

Taking responsibility for one's own actions and events is an important part of being a good leader, as is being decisive, solving issues, delegating, refraining from assigning blame, and regularly reflecting objectively on one's own behaviour.

When it comes to issue resolution, being decisive is an essential leadership role. An inactive or procrastinating approach will almost always result in missed chances (Yamoah, 2010). Success as a leader hinges on taking the right actions at the right moment. They do not wait for someone to tell them what to do, but rather they think on their feet and take appropriate action, are proactive rather than reactive, and appear flexible, confident and courageous. They help their teams and organizations to innovate, progress and overcome competition, and they spot and take advantage of opportunities that others pass by. The above was espoused by Torbett and Associates (2004) as the importance of responsibility. However, making a selection is all about picking the greatest option out of the many accessible options. When making a choice, a leader must acquire consensus and clarity about why the decision is necessary, comprehend what the decision is intended to accomplish, and be open to all viable alternatives, asking counsel from others to prevent unconscious prejudice.

Leaders do not do everything by themselves

While it's important to delegate responsibilities, it's also important to take ownership of them. We term this process "empowerment." Allowing members of the team to accept greater responsibility and become more self-reliant is part of this process. Providing training and development opportunities, as well as exciting work and new challenges, may assist empower workers by keeping them updated on company developments. Gallo (2012), on the other hand, recommends leaders to stay active in tasks they

have outsourced rather than walk away. Participating individuals with an interest in the issue, especially those who are close to the action, provides an opportunity to get new perspectives (Doyle *et al.*, 2001).

When the team or a member's performance is bad, responsible leaders take accountability for their actions. People's faults aren't judged; instead, they're encouraged to learn from their mistakes and use that knowledge to better themselves in the future (Tjosvold *et al.*, 2005).

Taking responsibility for one's actions is a type of leadership, and it applies to everyone. Good communication skills enable leaders to ask for honest criticism about their own performance in order to improve (Furnham, 2010). It is widely accepted that they have a high degree of self-awareness and an ability to reflect objectively, methodically, and continually on events and their own involvement in them. People who have a strong sense of personal accountability are more likely to take initiative and show initiative in the organization as a whole, resulting in an organization that is always improving its ability to shape its own destiny (Senge, 2006).

Shared leadership requires leaders to express their views and feelings in a constructive manner, which might be challenging for certain leaders due to their temperament or cultural upbringing. Anyone, in whatever situation, should pause and consider whether or not they are ready to take responsibility for their actions. However, leadership is not a one-size-fits-all position, and many people inside an organization may make a difference, both individually and as a team. Taking responsibility, according to Coleman (2012), demands cultivating a practise of accountability for outcomes, even while working with others. The opposite is true for leaders who don't care about their employees, don't delegate and attempt to do everything themselves, who are micromanaging, eager to highlight their own importance, and are unable to make decisions (Owen, 2014).

Collaboration

In this world of dynamic, chaotic, and highly competitive environment of business, heads of units and organization need to harness the knowledge and expertise of all stakeholders to innovate, partner effectively, compete, and win. As such competing successfully requires leading collaboratively. They should in the mist of complexity and uncertainty articulate an inspiring vision across cultures with good strategic thinking. However, leaders collaborate with other stakeholders (employees inclusive) in the delivery of organizational goal. Trust, alignment of interests, and power sharing are

all built and maintained when they are under severe pressure to succeed. This style of leadership is known as "collaborative" because it relies on leaders' ability to influence rather than their positional authority to bring their teams together, keep them on track, and help them deliver results. As a critical source of competitive advantage, many organizations today use the practise of harnessing collective intelligence to achieve benefits across organizational boundaries. Collaborative leaders are emotionally intelligent, understand team dynamics, access networks and invest in relationships due to the fact that usually complex projects delivery, involve numerous individuals performing different roles. With today's organizations facing innovative, complex, and multifaceted challenges, collaboration is based on a notion that we can do better together than we can do alone, especially when it comes to tackling these issues (Hurley, 2011).

As earlier mentioned, collaboration on leadership involves activities that cuts across cultural boundaries as such requires respect for different cultures as an essential leadership capability. Culture has specific characteristics such as language, religion, ethnic and racial identity, and cultural history and traditions. Individuals' cultural background affects and influence situations around them, which also impacts on how they lead on daily basis. Leaders in a team of individuals with diverse cultural background need to understand and work with their employees to ensure that they can effectively communicate with them from a range of cultures and understand the benefits such diversity can bring to the organization. However, lack of respect for others culture can emanate to conflict when an individual or group perceives that they are being prevented from achieving their needs and goals or are being blocked from expressing their values and beliefs in a way that they think is reasonable. Such situation can be harmful and destructive (dysfunctional), but it can also be a powerful driver of change, learning and growth (functional) in that the leader in resolving such conflict focus on the borderlands, intentionally leading at the juncture where similarities and differences meet (Ernest, 2009).

5.2. Concept and Dimensions of Affective Commitment

Affective commitment is a scenario in which an employee identifies with the values and goals of the organization with belongingness in the organization as such effectively participate towards the achievement of organization objectives (Briggs, 2019). According to (Meyer *et al*, 1997) affective commitment refers to an emotional attachment to, identification with, and involvement in the organization. The employee is motivated and willing

to exert effort for the good of the organization. An employee with a high level of affective commitment enjoys the relationship that exists with the organization and is likely to stay. As noted by (Beck *et al*, 2000) that organizational members who view their values and goals to be in congruent with those of the organization, have a longing to remain in the organization because they have an affective level of commitment to such organization. This form of employee commitment is attitudinal as noted by (Porter *et al*, 1974). As was espoused by Coetzee (2005) that the psychological processing of events by the employee is influenced by the cognitive component which determines the strength of an attitude depending on the homogeneity between the cognitive components and feeling of affection. The above indicates that an employee attitude is dependent on how they view the organization which is intrinsically rewarding as such gets emotionally attached to the organization. Employees with strong affective commitment become motivated and will continue to work and make more meaningful contributions for the organization because it creates an environment that is intrinsically rewarding and is in congruent to the cognitive components as processed by the employee, (Briggs, 2019). Employees with affective commitment would be motivated to high levels of performance which will have positive effect on organization goal and objectives. Deducing from the above assertions affective commitment of employee has dominant characteristics such as sense of belonging, emotional attachment and willingness to participate in the organization, (Briggs, 2019). In this section of the paper that deals with the concept and dimension of affective commitment, the discussion will be focused on three characteristics which are emotional attachment (having faith in the organization's objectives), involvement (willingness and ready to exert effort to achieve organization's objectives) and identification (a strong desire to be seen as part of the organization). These three characteristics shall be the dimensions of affective commitment in this paper.

Identification

According to Briggs (2019) identification is employee perception of oneness with or belongingness to an organization, where the individual defines his or herself in terms of the organization in which he or she is a member. (Lee *et al*, 1987) argued that employees who have high levels of organizational identification have enhanced feelings of belongingness to their organization and are more psychologically attached to it. Having a sense of belonging was viewed from social identity perspective which holds that individuals classify themselves and others into different social categories in order to define and locate themselves

in their social environment. Affirming the above Becker (1960) proposed that identification with a group often involves the adoption of attitudes, including commitment, directed toward the group. This view stems from the perception that belongingness as a cognitive construct refers to the self-definitional component of identification. Also, (Ashforth *et al.*, 1989) argued that identification can enhance support for and commitment to the organization. Giving further incite on the subject matter, (Baumeister *et al.*, 1995) opined that belongingness refers to the need to develop and maintain strong and stable relationships in which there is a need for frequent, non-aversive interactions within an ongoing relational attachment. Drawing from the above assertions employee identification in organization relate in two perspectives namely personal belongingness elicited from the relationships and interdependence between persons and organizational belongingness which entails belonging to a larger, more impersonal group.

The above situation will lead to individual members' feeling of possession and psychological connection to an organization as a whole including organizational culture and climate, attitudes of senior management, acknowledges that are non-work aspects, such as life result in overall satisfaction with the quality of one's life.

Emotional Attachment

Every organization is a system of individuals or persons whose course of group activities (sharing of meanings and knowledge sharing) leads to the formation of emotional attachments of individuals to each other from which commitment arise. Such a bond can be formed as a result of shared acts, as in the case of a completed project, or it might develop naturally inside a company as a favourable attitude toward partners without any ulterior motives (Ferrada *et al.*, 2015). Individuals who identify as organizational members are more likely to generate good feelings about the organization, such as a sense of belonging. An emotional attachment, according to (Mowday *et al.*, 1979), influences employees' positive attitudes about their work and their ability to achieve good outcomes; their views of pride and esteem in their organization and their employment. When employees are highly devoted, (Meyer *et al.*, 1997) say, they are driven to put in a lot of effort on behalf of the organization, which results in a sense of success and self-gratification. The employees become confident in organizational participation on the basis of everyday activities, considering life meaningful, positive self-images, happy and optimistic outlook and feeling success in achieving goals. The above was supported by (Ferrada *et al.*,

2015) that emotional attachments thus produce a distinct organization-specific resource that has its own value in development of organization competitiveness arising from the following; individual responsibility for one's own allotted work, a worker performing tasks in good faith (Brown, 1996); increased sense of belonging to organizational flows and activities, due to sharing of goals and values on non-rational level, self-identification with organization and thereby arising enthusiasm (Lewicki *et al.*, 1996), (George *et al.*, 2001); growing trust (both unconditional and conditional) in intra-organizational interactions, leading to increasing efficiency of collective work, since norms and sanctions are developed, and responsibilities and expectations of participants are defined (Krackhardt, 1992), (Nahapiet *et al.*, 1998); cited in (Ferrada *et al.*, 1970). Apart from that, emotional attachment creates the potential for development of other organization-specific resources; strong links between individuals enforce effects of organizational learning and development of organization-specific knowledge (Gnyawali, 1999). As such employee invests mental, emotional and physical energy towards the accomplishment of organizational goal, thereby becomes devoted and willing to exert effort on behalf of the organization. This implies that employee commitment is an emotional state that exemplifies employees' relationships with an organization and the choice to stay in the organization.

Involvement

One of the most crucial aspects of an organization's life has always been its employees' engagement (Shadur *et al.*, 1999). The concept has been discussed mainly in several perspective communication, teamwork, and participation in decision-making; or as espoused by (Boxall *et al.*, 2009) that a high-involvement goal implied making better use of employee capacities for self-management, personal development, and problem solving. The above assertions imply that employee involvement is a broad term. However, for this paper, the term is limited to employees' contribution to organizational goal. People want to stay with Meyer and Allen and are eager to put in effort for the company because of the benefits they obtain from their association with Meyer and Allen. People's demand for self-worth is fulfilled through their job experiences, according to the researchers. (Glew *et al.*, 1995) in their contribution noted that employee involvement is a conscious and intended effort by individuals usually at a higher level in the organization to provide visible extra-role or role-expanding opportunities for individuals or groups at a lower level in the organization to have a greater voice in one or more areas of organizational performance. However, it should be noted that

individuals or groups at a lower level of the organization should be involved through their representations on issues concerning them as such negligence will be detrimental to organizational goals.

When employees are accepted in an organization, they become informed about the organizational goals and participate freely in the discussions openly; they feel valued and trustworthy for making meaningful contribution to organizational goals (Briggs, 2019). The above scenarios of employee involvement has distinct characteristics which are as follows: Power that provides enough authority to employees in making work-related decisions, timely access to relevant information for decision making, providing training and development programs for knowledge and skills improvement and provision of intrinsic and extrinsic rewards for involvement (Cummings *et al*, 2008).

6. Theoretical review

Literary reflections on leadership and affective Commitment are a social inquiry which seeks to understand the realities of phenomena in organizations. Given the need to critically examine the implication of the phenomena to organization, the study anchors its theoretical review on Social Exchange Theory (SET) which has value in diverse subject matters as regards to organizational behaviour of which this study seeks to address one of such issues.

6.1. Social Exchange Theory (SET)

The social exchange theory opines that all human behaviour and interaction are connected to exchange of value which may be economical, psychological and sociological with cost-benefit effect. The theory has significance in many topical issues of organizational behaviour such as organizational citizenship behaviours, commitment, justice, and both supervisory and organizational support (Cropanzano *et al*, 2017). It is an interaction between parties which is usually seen as mutually dependent and contingent on the actions made by the other persons (Blau, 1964). Though there are diverse views of the theory, there exist a sequence of event that propelled a model of actor - target - relationship. Social exchange commences when the actor (usually a manager in an organization or place of work) initiates a stimulus (positive such as organizational support, trust, remuneration, recognition, justice, equity etc. or negative such as abuse, bully, disrespect, dehumanization etc.) to the target whose response in behaviour of attitude (good or bad deed) is seen as reciprocal leading to formation of relationship. The initial behaviours of the actor is known as initiating actions, while that of the target is called reciprocating responses. The

theory predicts that, in organization employees are likely to reciprocate positively to positive initiating actions. One type frequently results in the other. Overall, a sequence of good reciprocal exchanges may turn a business partnership into an excellent social partnership. In this way, people may become affectively committed to organizations. Though the above assertion may hold, in an organizational setting where employees are likely to stay in the organization if they perceive that the relationship is worthwhile for them, else will terminate the relationship when the costs are more than the rewards that they gain from the relationship (Cropanzano *et al*, 2017). The implication here is that employee being a rational man desires that what is received from the leader is fair and commensurate with his skills, experiences and knowledge.

Though the study is anchored on social exchange theory, it also considers the following social theories relevant as regards to the variables under investigation; Contingency Theories (Situational) and Transformational Theory.

6.2. Contingency Theories (Situational)

Contingency approach has evolved as a reaction to the limitation found in the universalism and principles doctrines of traditional management. Though Mary Packer Follett situational approach to leadership has been advanced before this era, she espoused that the man possessing the knowledge demanded by a certain situation tends in the best managed business, and other things beings equal, becomes the leader at that moment. She maintained that attitudinal change is required for the integrative process to work properly. Individuals must develop a cooperative attitude that fosters a search for integrative solutions to conflict and aspire only to exercise power-with rather than grasp for power-over.

The theories of contingency recommend that no leadership style is precise as a stand-alone as the leadership style used is reliant upon the factors such as the quality, situation of the followers or a number of other variables. According to this view, there is no one proper method to lead since the leader must adapt to the specific scenario according to the internal and external characteristics of the environment. The dynamics and climate of an organization are often changed by leaders, but so are the individuals inside the organization. Behavioural theories that argue that there is no one ideal method to lead or organize, and that the leadership style that works in one context may not work in the next, are known as theories of contingency (Greenleaf, 1977).

According to contingency theorists, relationships between leaders and subordinates are primarily defined by the leader; however, situational theorists contend that the subordinates play an important part in this definition. Even though the primary focus of situational leadership is on the leader, it emphasizes the significance of maintaining a laser-like focus on the needs of the group as a whole. Our present ideas of group dynamics and leadership are based on these studies of the interactions between groups and their leaders. According to the principle of situational leadership, a leader's approach should be based on the level of maturity of those under him or her (Bass, 1990). There is no one optimal method to lead, according to the Situational Leadership model initially proposed in 1969. Leaders must be able to adjust their leadership style from task-oriented to relationship-oriented in order to be effective. It is the concept of the situation that is central to contingency theory, which is characterized by three factors: leader-member relations, which deals with how the group's members feel about their leader; task structure, which deals with the clarity of the tasks; and position power, which deals with the amount of reward-punishment authority that the leader has over the members of the group. These three factors determine the favorableness of various situations in organizations.

6.3. Transformational Theory

Based on its alignment to a higher good, transformational leadership is distinct from other theories of leadership because it requires followers to participate in processes or activities relevant to the organization and a course that will generate a superior social dividend. Leaders that are transformational increase the morale of both their followers and themselves by inspiring them to greater heights of performance (House *et al.*, 1993). Transformational leaders are viewed as engaging in relationships with their followers based on shared values, beliefs, and objectives. This has an effect on the performance and leads to the achievement of the objective. In accordance with Bass (1990), a transformational leader tries to influence followers to rearrange their needs by transcending their own self-interests and pursuing higher-order wants.

Changes and methods are made to leaders' beliefs, values, and attitudes that enhance their ability to lead change through transformational leadership. According to research, both followers and leaders put the interests of the group ahead of their own. As a result, the leader is urged to focus on the needs and input of his or her followers in order to empower and motivate them to become leaders themselves (House *et al.*, 1997).

It is the capacity to see the need for change, acquire support from others, establish a vision for the future that directs change, and make the changes stick that distinguishes transformational leaders (Mac Gregor, 2003). As a result, these leaders are able to cultivate their subordinates' conscience, values, and talents by giving them meaning and challenge in their job. These leaders give the impression that they are compelling and promote a future vision. They're "visionary leaders who strive to appeal to the better nature of their followers and guide them toward higher and more universal needs and objectives," according to Wikipedia (Mac Gregor, 2003).

When making decisions, leaders who practice transformational leadership evaluate the impact they will have on the individuals they are interacting with. Also known as relationship-oriented leaders, they focus on creating overall success of completing task by building lasting relationships with employees, as such does care about tasks and schedules, but believes that work culture is more important for accomplishment of task (Larman, 2015). According to Griffin and Ebert (2010) people-oriented leaders also known as relationship-oriented leader pay more attention on good teamwork and collaboration, through fostering positive relationships and good communication. According to the authors, these leaders priorities the welfare of the group and spend time and effort meeting the individual needs of everyone involved by offering incentives like bonuses, providing mediation to deal with workplace or classroom conflicts, having more casual interactions with team members to learn about their strengths and weaknesses, creating a non-competitive and transparent work environment, or simply leading in a personable or encouraging manner.. By using relationship-building strategies, such as employee recognition and team building activities, a people-oriented leader encourages his or her staff to work hard for the company' success and to perform at their maximum possible level of performance. Because of this, there must be a lot of open communication between management and employees so that everyone feels a sense of ownership over the decision that is made. This results in much greater buy-in from employees because they have confidence in their manager and are loyal to the company and to their coworkers.

7. Empirical Review

This component of the investigation will rely on the findings of previous studies. As mentioned by (Gathungu *et al.*, 2015), insights from the contributions of researchers on the role of leadership on organizational and employee outcomes may give organizations and leaders with

useful knowledge linked to organizational and employee behaviour. In this regard, the importance of analysing employees' reactions to the leadership of the organization

Leadership and dedication are clearly necessary for an organization's success, based on the findings of a conceptual evaluation of the two. The elements that evoke a response from them drive people to put forth effort toward achieving an organization's goals (Akintayo, 2010).

In their study, (Fu *et al.*, 2014) identified a link between organizational commitment and employee performance, suggesting that how employees see their employer-employee relationship affects their level of commitment to the company. Yahaya and Ebrahim (2016) found that an employee's commitment to their organization is influenced by the leadership style they are exposed to. Leadership traits that impact employee loyalty, motivation, acceptance, trust, labour for a common goal, and the desire to stay with an organization strongly connected with leadership influence organizational commitment (Clinebell *et al.*, 2013). According to research done by Keskes (2014), leadership style has an impact on the level of staff commitment. The influence of transformational leadership on organizational commitment has been established in multiple researches using a direct effect method, but there is no data to explain precisely how styles impact commitment. Research done by (Abasilim *et al.*, 2019) shows that the Lagos State Civil Service Commission of Nigeria has a favourable association between leadership styles and employee commitment. Transformational leadership has a moderately favourable association with employee commitment, according to research on the subject of leadership styles and employee commitment. Because it focuses on its workers, it motivates and inspires them to go above and beyond what was expected of them, while also giving its executives an opportunity to grow professionally. It was found that transformational leadership has an impact on organizational citizenship behaviour both directly and indirectly by (Gathungu *et al.*, 2015). However, further empirical research into these outcomes and transformational leadership may provide more insight into the development of theories about leadership and organizational behaviour. According to the researchers, this kind of study might shed light on the relationship between transformational leadership and the civic virtues of virtue, helping, sportsmanship, civility, and altruism among organizations.

In their research, (Morris *et al.*, 1980) found that employee engagement; decentralization, functional dependency, and formalization were all

associated with a company's level of commitment. Higher ego engagement eventually leads to increased commitment when individuals participate at all levels of the organization.. It was observed that employees who were more decentralized, more reliant on the work of others, and who had more formal written rules and procedures had a greater sense of loyalty to their organizations, as reported by Mowday *et al.* (1982)

Extrinsic factors like a competitive salary, good interpersonal relationships, a friendly working environment, and job security were cited by employees as key motivators that influenced their retention in the organizations, according to empirical studies by (Kinneer *et al.*, 2001), (Meudell *et al.*, 1998), & (Maertz *et al.*, 2004). (Cited in Mowday *et al.*, 1982). Because of this, management should not only look at the intrinsic variables when it comes to employee retention, but should also look at the extrinsic elements when it comes to keeping employees.

According to the aforementioned empirical studies, leadership style (supporting or directive) and organizational commitment are inextricably linked (affective, continuance, and normative). Leadership behaviour has a tremendous influence on organizational commitment, which is much more crucial. To put it another way, increasing organizational commitments may be a result of improving leadership behaviour on both dimensions. Finally, there should be certain rules that encourage employees to stay with their employers... Because of their role in ensuring that organizations run smoothly, leaders are the ones most in charge of enforcing these rules. As a result, one of the responsibilities of a leader is to show both supporting and directive behaviour. Although it is not the sole determinant of organizational commitment, supportive and directed leadership behaviour has a major beneficial impact.

8. Gaps in Literature

The Internet, library catalogues, historical facts, and books in the library were all used to fill in the gaps in the literature. Research findings on the relationship between leadership and employee commitment were found to be mostly in agreement with this conclusion from a survey of relevant literature. Despite the abundance of study on the issue, there were significant discrepancies in the conclusions when it came to thoroughly examining the correlations between the factors. When one considers how widely applicable these findings are, it raises the question of whether or not the relationship between leadership and employee commitment should be reexamined, with a particular focus on a commitment measure that can

be thoroughly studied in order to refute or modify existing claims by scholars. The purpose of this study is to fill up some of the knowledge gaps regarding leadership and emotional commitment. Therefore, the researcher's goal was to discover how leadership dimensions influence employee desire, and the findings of the study would help organizational leadership determine which strategy to use so that employees are more committed and motivated, resulting in much better engagement and connection with the organization. Leadership strategies that foster trust and loyalty in the workplace can also be implemented.

9. Summary of Literature Reviewed

This study examined the connection between the predictor and criterion factors of leadership and emotional commitment. Vision, ownership, and cooperation were all discussed in the context of leadership as a concept. Other researchers' contributions also included a conceptual assessment of affective commitment and associated measurements, including emotional attachment, engagement, and identification (a strong desire to be perceived as part of the organization), which were given in the conceptual review. Based on social exchange theory, alternative theories of leadership and commitment were examined in the paper's theoretical framework. Other academics' perspectives on leadership and emotional commitment are included in this overview of the empirical evidence.

10. CONCLUSION

This study focuses on the relationship between leadership and employee commitment. With the help of other researchers' work, we've come to a conclusion about the factors we were looking at. In order for a company to function well, its leaders are the ones who are ultimately accountable for the well-being of their employees. Employee commitment is influenced by the behavioural patterns of two primary types of leaders (transactional and transformational), according to research. As a result, staff commitments may improve as a result of better leadership behaviour. People-oriented (transformational) leadership styles have received the most attention because of their humanistic orientation and applicability in today's management companies. Because of this, there is a paucity of study into additional elements that may be ingrained in transactional leadership that might boost employees' motivation to pledge their devotion to the firm. While accomplishing organizational objectives, management places an emphasis on production and profit, it also places a high value on the safety and well-being of employees at every stage of the process. Leaders should have inter-personal non-work-related interactions in

which the leader displays positive intentional care and support for the non-work-related difficulties of their workers, according to the researcher's position on leadership. There are several ways in which an employee's commitment to the company may be improved, such as having a one-on-one discussion with an individual about his or her family life, his or her personal growth and his or her readiness for the future.

11. RECOMMENDATION

- i. The popular measure to employee's commitment namely; affective; continuance and normative commitment are rarely exhaustively investigated since the actual measures that elicit employee's behaviour are embedded in them. As such an in depth study of each component will greatly reveal actual measures of commitment.
- ii. Leadership should both extrinsically and intrinsically drive employees in eliciting laudable performance as suggested by most scholars of employee commitment.
- iii. Referencing and citations of works of other scholars and researchers, in addition of empirical nature and results of analysis from which findings of the study emanated will enable this work to add to existing knowledge about employees commitment.
- iv. The work will be of immense relevance to organization management, academia, scholars and researchers in the quest for knowledge about the relationship between remuneration and employee commitment.

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