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An Assessment of Transformational Leadership and Outcomes on Employee Commitment: A Case Study of Two Public Sector Institutions

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Abstract:

There has been several calls on the need to make the public service efficient, economical and effective through the application of managerial concepts and techniques borrowed from the private sector. This has placed more emphasis on the need for effective leadership at the public sector to facilitate economic growth and expansion, and introduce efficiency and effectiveness into their activities. Leadership can be effective when employees are committed to their work. Employees are the most strategic assets of every organization and their commitment should be increased so that it will ultimately affect their performance. The study was conducted with the purpose to assess transformational leadership and outcome on employees commitment in two Council for Scientific and Industrial Research (CSIR) institutes – Food Research Institute (FRI) and Water Research Institute (WRI). A total of 70 questionnaires were issued out and 62 were returned, giving a response rate of 88.6%. A five point Likert scale questionnaire, comprising 24 items of transformational leadership skills and 11 items of the three levels of commitment. Senior members and senior staff of Food Research Institute and Water Research Institute were used. The mean scores of the various domains of employee commitment and qualities of transformational leadership generally agree with all the individual factors under them. The study has shown that practicing transformational leadership style will ultimately affect employee commitment. Transformational leadership positively affects the commitment of employees. If the public service system can take on a business oriented outlook, then it needs to adopt this style of leadership, which has the capacity, not only to enhance positive organizational outcomes, but also reduce the negative aspects associated with employee satisfaction and commitment.

Keywords: Transformational leadership, employee commitment, outcomes and public service

1. Introduction

1.1. Background of the Study

Former President, John Agyekum Kufuor, has attributed Africa's poverty to the absence of leaders who can transform the continent's natural resources, to better the lives of Africans. According to him, despite the continent's abundance in natural resources, it remains the poorest continent in the world. President Kufuor was speaking at the third young professional's transformational leadership conference at the International Conference Centre, Accra (Kufuor, 2011). There is no doubt that the need for effective leadership in organizations is very high. Due to lack of effective leaders many organizations are under-performing. As a leader, gaining the commitment of the employees can give the organisation crucial competitive advantages – including higher productivity and lower employee turnover.

Leadership is one of the most visible component of a manager's responsibility. It is the act of motivating or causing others to perform activities designed to achieve organizational goals and objectives. Because of the importance of leadership in organizational success, it is not surprising that research into the characteristics of a good leader has gone on for generations. According to Bennis & Nanus (1997, p. 2), "the need for leadership was never so great. A chronic crisis of governance – that is, the pervasive incapacity of organizations to cope with the expectations of their constituents – is now an overwhelming factor worldwide".

The complex environment that business organizations face today, and the rapid change that has become part of life for many organizations, highlight the importance of transformational leadership for effective management of organizations. Turker & Russel (2004) opined that an organization needs transformational leaders who provide new direction, inspiration, and behaviors for their organizations. This has become crucial for the survival of organisations.

The success of every organization depends on the commitment of its employees. This is because employees do the actual work of the business and influence the firm to achieve its objectives. Boosting the morale of employees contributes to high commitment, high levels of productivity, high returns to stakeholders, and employee loyalty. Respect, involvement, appreciation, adequate compensation, promotions, a pleasant work environment, and a positive organizational culture are all morale boosters. Employees' commitment with the organization reduces their intentions to leave the organization, and to work more effectively and loyally (Pascal et al., 2011). Commitment can also increase the creativity in the organization (Carlos & Filipe, 2011). If the work

force is not committed in the organization then job insecurity, low trust, high stress and uncertainty will increase, which will ultimately have negative effect on the performance of the organization (Panayiotis et al., 2011).

Chew & Chan (2008) commented that “For the better performance of the organization, commitment is one of the strongest determinant of success”. This will then reduce waste, eliminate problems, improve quality of work, improve communication, work satisfaction and increase productivity. Motivating employees for greater commitment, satisfaction and increase in productivity is an important concern for organizations seeking to remain competitive in the global marketplace. As Dell Incorporated puts it, “to compete today, companies need to win over the MINDS (rational commitment) and the HEARTS (emotional commitment) of employees in ways that lead to extraordinary effort” (Society for Human Resource Management (SHRM) Foundation, 2006, p. 3).

It has become necessary, therefore, for organizations to increase the commitment of their employees to stay profitable in the light of the increasing business competition and uncertainty. Since committed employees will definitely help an organisation to achieve not only its mission, plans and strategies but also generate important business results. The strong characteristics and positive outcome of transformational leadership coupled with its suitability in adopting to the demands of changing world of business makes this leadership style an appealing one in Ghana.

There has been several calls on the need to make the public service more efficient, economical and effective, through the application of managerial concepts and techniques borrowed from the private sector. The most important challenge, however, is creating effective leadership under this public service environment, that will change attitudes and bring about the needed change we so desire, into success, continuity, excellence, and growth. It may require a new style of leadership that can create a work environment that will foster commitment from employees expertise, creativity and innovation, in order to increase productivity. The major attribute that makes an organisation successful is the quality of leadership, which can drive up exceptionally high personal and corporate performance.

Strong evidence has accrued in support of the idea that transformational leadership behaviours are associated with outcomes desired by individuals and organizations. It has also been associated with follower satisfaction with the leader, with extra effort, and with ratings of leadership effectiveness (Lowe, Kroeck & Sivasubramanian, 1996). Neuhauser (2007) remarked, the transformational leadership has been found to have positive effect on the organisation’s productivity. This has provoked the study of transformational leadership and outcome on the commitment of two CSIR institutes. This is because, as Bass (1985) remarked, transformational leaders have the capacity to inspire individuals within an organisation to work harder and to strive for the highest levels of performance.

Greenleaf (1978, p. 77) described what he called “the leadership crisis”. He argued that colleges, universities, and seminaries have failed in the responsibility to prepare young people for leadership roles in society. The timing of this study is but one of several reasons that is significant and important. Calls for reforms, restructuring and growth of our companies in recent times have emphasized the importance of effective leadership and employee commitment in the midst of global competition.

The study is to assess the transformational leadership and outcome on employee commitment on two Council for Scientific and Industrial Research (CSIR) institutes within the Accra metropolis. These are Food Research Institute, and Water Research Institute. Specifically it seeks to: 1) Investigate the extent of transformational leadership in these institutes 2) Investigate the relationship between transformational leadership and commitment of employees.

2. Review of Literature

2.1. Introduction

For the past 50 years, researchers have grappled with the difficulties of defining leadership and how it can influence the organisation’s most valuable assets, that is, employees to achieve business results. Some theorists focused on leadership characteristics (Mann, 1959; Stogdill, 1948), and behaviours (Blake and Mouton, 1964; Fieldler, 1967), while others concentrated on situational variables (Hersey and Blanchard, 1977; House, 1971), desired ends or results (Bass, 1990; Kouzes and Posner, 1990; Tichy and Devanna, 1986).

In recent years, in an attempt to find an effective leadership, researchers have analyzed two main theories – transactional leadership and transformational leadership. Today’s business requires leaders who can adopt an attitude that support employees, provide them a vision, cultivate hope, encourage creative and innovative thinking, communicate and coach them as individuals. Transformational leadership appears to have an edge over the former since this system have the capacity to change the lives of employees.

The success of every organisation depends on the hard-work of both leaders and employees. Burns (1978) introduced the model of transformational leadership in his seminal work. According to him, transformational leadership engages everyone in such a way that both leaders and followers raise one another to higher levels of motivation and morality. Transformational leaders develop positive relationship with subordinates and motivate performance that accomplishes specific goals. Cummings et al. (2010) stated that leadership that is concerned only with the output of the workers and do not care about their feelings, failed to attain best efforts of the staff. The study suggested that transformational leadership should be adopted to improve workers satisfaction, selection, work environment and to avoid employee turnover.

Ismail and Yusuf (2009) also studied the impact of transformational leadership on followers’ commitment, and concluded that there is significant positive relation between these two variables. Transformational leadership has become one of the most important and effective leadership traits that has brought about the commitment, growth and development of many organisations. Transformational leadership has become the *sine qua non* for growth and development today.

2.2. *The Attributes of a Leader*

Leadership is the process whereby a person exerts influence over others, inspires, motivates, and directs their activities to help achieve group or organisational goals (Yukl, 1989). Leadership is the ability to influence employees to work toward organisational goals. A leader can stir people's emotions, raise their expectations, and take them in a new direction (Ferrell & Geoffrey, 2000). Dwight D. Eisenhower once said: "Leadership is the art of getting someone else to do something you want done because he wants to do it" (Hughes *et al.*, 2006, p. 405). Leadership has to do with some form of influence over its followers (Yukl, 2006, p. 3) and that, in order to manage a successful organisation, the leader has to create commitment among the employees and a willingness to strive for improvement (Ekstam, 2002, p. 11). Batten (1989) defines leadership as a development of a clear and complete system of expectations in order to identify, evoke and use the strengths of all resources in the organization, the most important of which is people. Leadership is about change, inspiration, motivation, influence, drive and a strive for improvement.

Rapid changes have placed greater burden on the shoulders of the managers of today's organizations. In such an environment organizations need effective leadership, flexibility, organizational learning and change in order to survive. Accordingly, a new model of leadership, described as transformative leadership, has replaced a leadership function confined to top management (Huseyin & Alicon, 2008).

2.3. *The Nature and Importance of Leadership*

Buchanan and Huczynski (1997) define a leader as "someone who exercises influence over other people." Another definition is an interpersonal influence directed towards the achievement of a goal or goals. There are three parts to this definition:

- i. Interpersonal – means between persons. A leader has more than one person to lead.
- ii. Influence – is the power to affect others
- iii. Goal – is the end one strives to attain.

There are different views on leadership. Some people think it is an attribute or a position; others think it is a characteristic of a person; a third group thinks leadership is a category of behaviour. Leadership can be viewed from three standpoints:

- i. an attribute or a position, e.g. the managing director
- ii. a characteristic of a person - a natural leader
- iii. a category of behaviour.

Leadership is an art that should include a combination of the three characteristics above in order to be successful. A leader must know how to manage, lead and behave in a way that will promote creativity and the commitment of employees of the organisation towards success.

According to Drucker (1989), leadership is 'the lifting of a man's vision to higher sights, the raising of a man's performance to a higher standard, the building of a man's personality beyond its normal limitations.' McShane and VonGlinow (2005) said that, a leader must be able to "influence, motivate and enable others to contribute toward the effectiveness and success of the organization." They also outline seven competencies to effective leadership. Those competencies include emotional intelligence, integrity, drive, leadership motivation, self-confidence, intelligence and knowledge of the business.

Kotter (1990) also posits that managers must know how to lead as well as manage. Without leading as well as managing, today's organizations face the threat of extinction. Pollard (1997) remarked that a real leader is not the "...person with the most distinguished title, the highest pay, or the longest tenure...but the role model, the risk taker, the servant; not the person who promotes himself or herself, but the promoter of others". Employees are only interested in genuine, trustworthy, visionary and competent stewards who are interested in promoting the well being of the employees and the organisation. Hannay (2009) concluded in her paper that the relationship that the leader builds with the employee can also play a significant role in developing the employee's skills, abilities and competencies and ultimately improve organizational outcomes through increased loyalty, commitment and engagement.

2.4. *Transformational Leadership*

The concept and the adoption of transformational leadership in an organization, or a nation like Ghana, to cope with the challenges of modern business and growth of a society has never been eminent than today. Transformational leadership has the ability to achieve competence, effectiveness and excellence in performance. As Mohammed *et al.* (2011) put it, "The most important challenge, however, is creating effective leadership capable to lead the organization, under this changeable and turbulent environment into success, continuity and excellence".

Yammarino (1994) defined transformational leadership as the one which motivates followers to do more than they are expected to do in a way that upgrades the individual's level of awareness of importance and value of outputs and how they are produced. Yukl (1998) described transformational leadership as the process of greatly affecting and changing the individuals' attitudes, behaviours and beliefs, and commitment of the individuals to the organizational tasks, aims and strategies.

The concept of transformational leadership was initially introduced by leadership expert, Burns (1978). According to him, transformational leadership can be seen when "leaders and followers make each other to advance to a higher level of morality and motivation". Through the strength of their vision and personality, transformational leaders are able to inspire followers to change expectations, perceptions and motivations to work towards common goals.

Later, Bernard M. Bass expanded upon Burns (1978) original ideas to develop what is today referred to as Bass' Transformational Leadership Theory. According to him, transformational leadership can be defined based on the impact that it has on followers. Transformational leaders, Bass suggested, garner trust, respect and admiration from their followers.

How do leaders develop the bonds necessary to make transformational leadership possible? Bernard Bass has four interrelated components that he views as essential for leaders to move followers into the transformational style.

First is idealized influence. He maintains that genuine trust must be built between leaders and followers. “If the leadership is truly transformational, its charisma or idealized influence is characterized by high moral and ethical standards”. Trust for both leader and follower is built on a solid moral and ethical foundation. According to the definitions of Ayalio and Bass (1994), leaders with idealized influence behaviour are well-admired, respected and trusted by followers who want to be associated with them. Leaders also put others above themselves, share risks with followers and often act as role models. Idealized influence also involves integrity in the form of ethical and moral conduct (Tracy & Hinkin, 1998).

The second is inspirational motivation. “Its [transformational leadership’s] inspirational motivation provides followers with challenges and meaning for engaging in shared goals and undertakings.” The leader’s appeal to what is right and needs to be done, provides the impetus for all to move forward. Transformational leaders inspire and motivate others by providing meaning and challenge to their followers’ work” (Ayalio & Bass, 2002, p. 2). This heightened levels of motivation is linked towards higher levels of performance (Shamir, House & Authur, 1993).

The third component is intellectual stimulation. “Intellectual stimulation helps followers to question assumptions and to generate more creative solutions to problems”. The leader’s vision provides the frame work for followers to see how they connect to the leader, the organization, one another, and the goal. Once they have this big picture view and are allowed freedom from convention they can creatively overcome any obstacles in the way of the mission.

Lastly is individualized consideration. “Individualized consideration treats each follower as an individual and provides coaching, mentoring and growth opportunities”. This approach not only educates the next generation of leaders, but also fulfills the individual’s need for self-actualization, self-fulfillment, and self-worth. It also naturally propels followers to further achievement and growth. The transformational leader disburse attention to followers based on the individual follower’s needs for achievement and growth (Ayalio & Bass, 2002).

2.5. The Qualities of Transformational Leaders

Noel Tichy and Mary Anne Devanna (1986) through their research in the field came up with the following characteristics of transformational leaders:

2.5.1. Qualities of the Agents of Change

Transformational leaders create adaptive entrepreneurial, innovative and flexible organizations. Their personal and professional image makes it possible for them to successfully lead people in such an environment, i.e. to stimulate changes and to realize them successfully.

2.5.2. Courage

Transformational leaders are ready and able to assume an appropriate attitude, to take a risk and face the *status quo* in the organization. Their intellectual abilities allow them to face the reality, even though it is not pleasant.

2.5.3. Openness and Faith in the Followers

In the relationship with the others (followers), transformational leaders are open and sincere and ready to give confidence when required. So, although they possess great power, transformational leaders are sensitive as regards their followers’, and they do their best to empower them whenever possible.

2.5.4. Led by Values

Transformational leaders formulate a set of essential values, which are to be achieved, and show behaviour, which is in accordance with the values.

2.5.6. Lifelong Learning

Transformational leaders try to draw a lesson from their own experience for some future situations. In that sense they are ready, when necessary, to perform radical changes in their own attitudes, approach, and behaviour. Not only do they adapt to change, but also creatively search for new ways of operating in order to meet the needs of employees and customers.

2.5.7. Ability to Face the Complex, Ambiguous and Uncertain Situations

Transformational leaders are ready to face almost every situation they find themselves in. One of the things that makes managing a modern business difficult is that unexpected and unforeseen situations keep occurring. But the ability of successful ingenuity in such conditions is of extreme importance.

2.5.8. Visionary Abilities

Transformational leaders are good visionaries. Their ability to create a future state, to articulate successfully that state and its successful communication with the followers, with a lot enthusiasm, work on achieving such a state, is never in question.

In general, transformational leaders are those who have a strong sense of direction (vision), which they communicate in inspiring ways. They are charismatic and elicit emotional responses and trust from followers. In addition to being charismatic, transformational leaders are said to raise followers self-confidence and self-efficacy (Shamir, House & Arthur, 1993), both by expressing confidence in followers and by providing training, coaching, and development opportunities.

2.6. Comparing Transformational Leadership and Servant Leadership

What is the difference between transformational leadership and servant leadership, and which is the most effective? Gregory et al. (2004) posit that, the primary difference between transformational leadership and servant leadership is the focus of the leader. According to them, transformational leader's focus is directed toward the organisation, and his or her behaviour guides follower commitment toward organizational objectives, while the servant leader's focus is on the followers, and the achievement of organizational objectives is a subordinate outcome. They remarked that both transformational leaders and servant leaders are visionaries, generate high levels of trust, serve as role models, show consideration for others, delegate responsibilities, empower followers, teach, communicate, listen, and influence followers. Servant leadership theory is one approach designed to encourage a more relationship-oriented workplace.

As Williams (1998) remarked, "The world has become more complicated, and dynamic times require dynamic, driven leaders". The combination of servant leadership and transformational leadership will hold a great promise for Ghana and, for that matter, Africa. Because it has the capacity to ginger and inspire our employees to perform beyond their limitations and set Ghana and Africa on its path towards economic recovery.

2.7. Transformational Leadership and Employee Commitment

Employees are the most valuable asset in any organisation. In order to use this valuable asset, there is the urgent need for leadership to increase their commitment so that their performance can be enhanced. No matter how well jobs are designed, without committed and motivated workforce, performance will always fall short of expectations. The most difficult job of a leader is how to energize the talent and commitment of his employees to achieve their full potential (Fry et al., 2001).

According to Porter et al. (1974, p. 604), commitment is a "strong belief in the acceptance of the organization's goals and values, a willingness to exert considerable effort on behalf of the organisation, and a definite desire to maintain organizational membership." Degree of attachment with the organisation is called commitment (Reilly & Chatman, 1986). Henken and Marchiori (2003) defined organizational commitment as a feeling of employees which force them to be part of their organisation and recognize the goals, values, norms and ethical standards of an organisation. As indicated by Meyer and Herscovitch (2001), all of these definitions refer to a force that directs a person's behaviour.

The model of organizational commitment was developed by Meyer & Allen (1991), and includes three levels of commitment; affective, normative and continuous. The degree of employee relationship with the organisation varies from one employee to the other, and reflects different degrees, of attachment with the organisation.

- Affective commitment refers to an employee's emotional attachment to, identification with, and involvement in the organisation. Affective commitment of employees toward the organisation has three different shapes; one is identification, second is formation and third is maintaining. In affective commitment, emotions for the organisation form at the beginning stage, and then make identification of emotions with the organizational goals and objectives, and finally try best to maintain these emotions toward the organisation. Therefore, Jaros et al. (1993) says that affective commitment of employees is a psychological attachment with the organisation.
- Normative commitment reflects a feeling of obligation to continue employment (Meyer & Allen, 1991, p. 67). Obligations are development in the employee, when employee knows about the investment of the organisation on him/her. This is the stage when the employee recognizes, the time and money investment on his/her training, and this establishes a feeling of moral commitment to remain in the organisation.
- Continuance commitment refers to an awareness of the cost associated with leaving the organisation. This develops as employees recognize that they have accumulated investments that would be lost if they were to leave the organisation, or as they recognize that the availability of comparable alternative is limited (Meyer et al. 1993, p. 539). Continuous commitment is based on Becker's Bet theory (1960), which states that employees made long investment of time in the organisation and leaving the organisation gives loss, therefore, employees show intention to stay with the organisation. The investment includes time, work, effort, abilities and relationship with other employees, which cannot be found in the next job. Therefore, the turnover of the employees remains low in the organisation and this then results in a positive effect on the performance of the organisation. This is also referred to as psychological attachment of employee with the organisation.

According to Meyer et al. (1993, p.67), "employees with a strong affective commitment remain with the organisation because they want to, those with a strong continuous commitment remain because they need to, and those with a strong normative commitment remain because they feel to do so". Tella et al. (2007) also commented that organizational commitment is the strongest motivator that highly affects persons' intentions to perform well, increases his efficiency, and improves his skills. Organisational commitment is important for organisational survival because it is a good predictor of organizational goals and objectives, productivity, growth, absenteeism and turnover.

Leadership plays an important role in determining employees' commitment. Researchers have found that employees who are pleased with their supervisors/leaders, feel that they are being treated with respect and are valued by their management feel more attachment with their organisations (Stup, 2006).

Jack & Suzy ((2006) remarked that "No company, small or large, can win over the long run without energized employees who believe in the firm's mission and understand how to achieve it. That's why every organisation need to take the measure of employees engagement/commitment at least once a year through anonymous survey in which people feel completely safe to speak their minds." Since employees are the strategic resource of every organisation and the firm's competitive advantage, every effort should be made to ensure that their total commitment is secured to ensure the company's growth, success and profitability. The challenge today is that fewer than half the employees in today's workforce feel committed to their employer (Bragg, 2002).

Strong evidence has accrued in support of the idea that transformational leadership behaviours are associated with outcomes desired by individuals and organisations. Transformational leadership has been associated with follower satisfaction with the leader, with extra effort, and with rating of leadership effectiveness (Lowe, Kroeck & Sivasubramaniam, 1996); associated with the follower performance at the individual (Judge & Bono, 2000); Yammarino, Dubinsky, Comer & Jolson, 1997), group (Pillai & Meindl, 1998), and business unit (Hater & Bass, 1988; Howell & Avalio, 1993) levels of analysis. Followers are more satisfied with their jobs and display greater trust in transformational leaders (Podsakoff, Mackenzie & Bommer; 1996), and are more committed to their organisations (Barling, Weber & Kelloway, 1996).

In a nut shell, the transformational leader articulates the vision in a clear and appealing manner, explains how to attain the vision, acts confidently and optimistically, expresses confidence in the followers, emphasizes values with symbolic actions, leads by example, and empowers followers to achieve the vision (Yukl, 2002).

3. Methodology

3.1. Research Design

The objective of the research is to find out the relationship between transformational leadership and employee commitment on two of the Council for Scientific and Industrial Research institutes within the Accra metropolis. These are Food Research Institute and Water Research Institute.

To answer the research questions, quantitative research method was used to gather data and information, because it is one of the most important methods used in gathering data and information in the field of exploring certain phenomena. Quantitative because the data were based on meanings derived from numbers. For the investigation, survey method was used to collect some form of numerical data, after which statistical procedures were used to analyze and draw conclusions from the data. A structured questionnaire was used to elicit their perceptions on transformational leadership and its outcome on employee commitment and performance. The survey was cross-sectional because the data were collected at one point in time. The study is a causal type of investigations.

3.2. Population and Sample

The study was conducted using the research staff and the senior staff of Food Research Institute and Water Research Institute. A purposeful sampling was applied, since this method employs the use of judgement to select cases which will best help answer the research questions and meet objectives. This form is used when working with small samples such as in this case study. A total of 70 questionnaires were distributed.

3.3. Method of Data Collection

The Multifactor Leadership Questionnaire (MLQ), developed by Bass and Avalio (1994 and 1992) and model of organizational commitment, developed by Meyer and Allen (1991) were used. The questionnaire was a well structured Likert-scale measuring five sub scales – (1) Totally agree; (2) Agree; (3) Not sure; (4) Disagree and (5) Totally disagree.

3.4. Data Analysis

Statistical Package for the Social Sciences (SPSS) Version 16 was used for the initial data analysis, management and documentation. It was further used to compute the Mean Scores of Domain and to determine the Pearson's Correlation to examine whether there was a relationship between transformational leadership and employee commitment. The results were presented in tables.

This Likert scale has been divided by the number of the measure cells to get an equal length of cell for all responses. Then the resultant value of division was added to the limits and, hence, the responses are shown as follow – From 1 to 1.8 represents "Totally Agree" response; From 1.81 to 2.6 represents "Agree" response; From 2.61 to 3.4 represents "Not Sure" response; From 3.41 to 4.2 represents "Disagree" response; From 4.21 to 5.0 represents "Totally Disagree" response.

4. Findings of the Study

4.1. Introduction

The study sought to assess transformational leadership and outcome on employee commitment and performance using Water Research Institute and Food Research Institute of the CSIR as a case study. The findings of the study are presented in the form of tables according to the objectives of the study. A total of 70 questionnaires were issued out and 62 were returned, giving a response rate of 88.6%.

4.2. Demographic Characteristics of Respondents

The study surveyed sixty-two (62) employees from the case study sites. There were more females (54.8%) compared with males. Most employees (30.6%) were in age group 30-39, 22.6% in age group 40-49 while the least 3.2% were found in age group 60-69. More than half (61.3%) of the employees had graduate degrees while 13% had educational levels below graduate level. Most (32.3%) employees have worked for 1-5 years, 22.6% for 11-15 years while only 17.8% have worked for more than 20 years. Majority of the employees (67.7%) were officers while 14.5% of them were clerks (Table 1).

Gender	Frequency	Percent
Male	28	45.2
Female	34	54.8
Total	62	100
Age group		
20-29	18	29.0
30-39	19	30.6
40-49	14	22.6
50-59	9	14.5
60-69	2	3.2
Total	62	100
Level of education		
Post Graduate	16	25.8
Graduate (University)	38	61.3
Advanced level	4	6.5
Senior High School	4	6.5
Total	62	100
Length of service		
1-5	20	32.3
6-10	9	14.5
11-15	14	22.6
16-20	8	12.9
21-25	7	11.3
26-30	4	6.5
Total	62	100
Position		
Manager	11	17.7
Officer	42	67.7
Clerks	9	14.5
Total	62	100

Table 1: Distributions for the demographic characteristics of respondents

Source: Field Data; 2012

4.3. Idealized influence

Employees were asked to comment on their perception towards different aspects of idealized influence. Majority of the employees (74.2%) “totally agree and agree” that they feel comfortable working with a leader who employs idealized influence. Approximately 58% of the employees reported that they are willing to sacrifice their personal interest for that of the organization. Majority of the employees (80.6%) reported that a leader with idealized influence is respected by them while 66.2% reported that he/she is a role model for them. More than half of the employees (74.2%) “totally agree and agree” that they are confident in his/her abilities to overcome obstacles while 70.9% “totally agree and agree” that they feel proud to work under his/her management (Table 2).

Idealized Influence	Totally	Agree Agree	Not	Disagree Sure	Totally Disagree
I feel comfortable working with him/her	14 (22.6)	32 (51.6)	9 (14.5)	7 (11.3)	0 (0.0)
I am willing to sacrifice my personal interest	10 (16.1)	26 (41.9)	14 (22.6)	9 (14.5)	3 (4.8)
He/she is respected by the employees	18 (29.0)	32 (51.6)	8 (12.9)	4 (6.5)	0 (0.0)
He/she is a role model for the employees	21 (33.9)	20 (32.3)	13 (21.0)	8 (12.9)	0 (0.0)
I am confident in his/her abilities to overcome obstacles	14 (22.6)	32 (51.6)	6 (9.7)	8 (12.9)	2 (3.2)
I feel proud to work under his/her management	19 (30.6)	25 (40.3)	5 (8.1)	8 (12.9)	5 (8.1)

Table 2: Distributions for employee’s perception on aspects of idealized influence

Source: Field Data; 2012

4.4. Inspirational Motivation

The section presents employees’ opinions on the various aspects of inspirational motivation. More than half 66.1% “totally agree and agree” that he/she is a symbol of success from their point of view; he/she is admired by them and he/she increases their optimistic level for the future. Most employees (64.5%) “totally agree and agree” that he/she is devoted to fulfilling the needs and wishes of the employees. Majority of the employees (70.9%) reported that he inspires them to put in their best. Most employees (74.2%) reported that he/she deserves to be counted upon in times of difficulties (Table 3).

Inspirational Motivation	Totally Agree	Agree	Not Sure	Disagree	Totally Disagree
He/she is a symbol of success from my point	19 (30.6)	22 (35.5)	13 (21.0)	6 (9.7)	2 (3.2)
Admired by his/her employees	17 (27.4)	24 (38.7)	16 (25.8)	3 (4.8)	2 (3.2)
He/she is devoted to fulfill the needs and wishes	10 (16.1)	30 (48.4)	14 (22.6)	5 (8.1)	3 (4.8)
He/she inspires me	17 (27.4)	27 (43.5)	6 (9.7)	9 (14.5)	3 (4.8)
He/she increases my optimistic level for the future	15 (24.2)	26 (41.9)	10 (16.1)	6 (9.7)	5 (8.1)
He/she deserve to count on him/her	23 (37.1)	23 (37.1)	7 (11.3)	7 (11.3)	2 (3.2)

Table 3: Distributions for employee’s perception on inspirational motivation
Source: Field Data; 2012

4.5. Intellectual Stimulation

Employees reported on their perception of various aspects of intellectual stimulation. More than half (59.6%) of the employees reported that he/she motivates them to do more and 67.7% “totally agree and agree” that he/she encourages them to try new approaches. More than half (58.1%) of the employees reported that his/her opinions clarify for them vague issues. Most of the employees (67.7%) “totally agree and agree” that he/she stimulates their creative thinking while 66.1% reported that he/she encourages them to solve problems in a creative way. However, only 58.1% reported that he/she encourages them to express their ideas (Table 4).

Intellectual Stimulation	Totally Agree	Agree	Not Sure	Disagree	Totally Disagree
Motivate me to do more	10 (16.1)	27 (43.5)	15 (24.2)	9 (14.5)	1 (1.6)
Encourage me to try new approaches	10 (16.1)	32 (51.6)	9 (14.5)	8 (12.9)	3 (4.8)
His/her opinions clarify for me vague issues	14 (22.6)	22 (35.5)	17 (27.4)	6 (9.7)	3 (4.8)
Stimulate my creative thinking	18 (29.0)	24 (38.7)	15 (24.2)	4 (6.5)	1 (1.6)
Encourage me to solve problems in a creative way	15 (24.2)	26 (41.9)	8 (12.9)	6 (9.7)	7 (11.3)
Encourage me to express my ideas	16 (25.8)	20 (32.3)	14 (22.6)	9 (14.5)	3 (4.8)

Table 4: Distributions for perception of employees on intellectual stimulation
Source: Field Data; 2012

4.6. Individualized consideration

The perception of employees on individualized consideration was investigated and their responses are presented in Table 5. More than half (66.1%) of the employees “totally agree and agree” that he/she takes into account the differences between individual employees and makes employees feel that they can achieve their objectives independently without referring to him/her in emergency situations. Majority of the employees (71%) reported that he/she is concerned about issues for all his/her staff and 75.8% reported that he/she expresses his/her appreciation to employees when they do a good job. Most employees (77.4%) reported that he/she expresses appreciation to the employees when they perform their tasks as directed and 72.6% reported that he/she is a good listener when contacted by his/her employees.

Individual Consideration	Totally Agree	Agree	Not Sure	Disagree	Totally Disagree
Takes into account the differences	12 (19.3)	29 (46.8)	11 (17.7)	6 (9.7)	4 (6.5)
Makes the employees feel that they can achieve	9 (14.5)	32 (51.6)	11 (17.7)	8 (12.9)	2 (3.2)
Concerned about personal issues for all his/her employees	20 (32.3)	24 (38.7)	7 (11.3)	10 (16.1)	1 (1.6)
Express his/her appreciation to employees when they do good job	16 (25.8)	31 (50.0)	12 (19.4)	2 (3.2)	1 (1.6)

Expresses his/her appreciation to the employees when they perform their task.	18 (29.0)	30 (48.4)	10 (16.1)	3 (4.8)	1 (1.6)
Good listener when contacted by his/her employees	21 (33.9)	24 (38.7)	8 (12.9)	5 (8.1)	4 (6.5)

Table 5: Distributions for the perception of employees on individualized consideration
Source: Field Data; 2012

4.7. Affective Commitment (EMPLOYEE COMMITMENT)

Respondents were asked to state their opinion on different aspects of affective commitment. More than half of the employees (69.3%) “totally agree and agree” that they have a certain level of attachment to the organization while 12.9% “totally disagree and disagree” to having a certain level of attachment to the organization. Majority of the respondents (82.3%) reported that they believe and identify themselves with the organization and 72.5% reported that they are directly involved in the growth of the organization. Majority of the employees (74.2%) “totally agree and agree” that they have the ability to provide new approaches to improve work’s flow (Table 6).

Affective Commitment	Totally Agree	Agree	Not Sure	Disagree	Totally Disagree
Have certain level of attachment to the organization	17 (27.4)	26 (41.9)	11 (17.7)	6 (9.7)	2 (3.2)
I do believe and identify myself with the organization	20 (32.3)	31 (50.0)	8 (12.9)	3 (4.8)	0 (0.0)
I am directly involved in the growth of the organization	19 (30.6)	26 (41.9)	13 (21.0)	3 (4.8)	1 (1.6)
Ability to provide new approaches to improve workflow	18 (29.0)	28 (45.2)	9 (14.5)	5 (8.1)	2 (3.2)

Table 6: Distributions on employee’s affective commitment
Source: Field Data; 2012

4.8. Normative Commitment

Employees reported on the various aspects of normative commitment and their responses are presented in Table 7. A little over half (58.1%) of the employees “totally agree and agree” that they feel obliged to stay with the organization. Majority of the employees (74.1%) reported that they owe the organization their loyalty while only 41.9% felt they have a sense of being locked in place because of the investments made in them. Most employees (71%) “totally agree and agree” that they have a moral commitment to their organization.

Normative Commitment	Totally Agree	Agree	Not Sure	Disagree	Totally Disagree
I feel obliged to stay with organization	20 (32.3)	16 (25.8)	16 (25.8)	8 (12.9)	2 (3.2)
I owe the organization my loyalty	19 (30.6)	27 (43.5)	10 (16.1)	6 (9.7)	0 (0.0)
I have a sense of being locked in place	11 (17.7)	15 (24.2)	19 (30.6)	13 (21.0)	4 (6.5)
I have a moral commitment to my organization	21 (33.9)	23 (37.1)	7 (11.3)	9 (14.5)	2 (3.2)

Table 7: Distributions for the different aspects of normative commitment of employees
Source: Field Data; 2012

4.9. Continuance Commitment

The study sought to investigate employee’s continuance commitment and the responses are presented in Table 8. Surprisingly less than half (43.6%) of the employees “totally agree and agree” that they need to stay with the organization because the cost of leaving is too high and 45.1% also reported that they have a long investment of time in the organization that compels them to stay. However, 75.8% “totally agree and agree” that they have invested their time, effort, abilities and relationship in the organization.

Continuance Commitment	Totally Agree	Agree	Not Sure	Disagree	Totally Disagree
I need to stay with my organization	12 (19.4)	15 (24.2)	17 (27.4)	12 (19.4)	6 (9.7)
I have a long investment of time in my organization	9 (14.5)	19 (30.6)	14 (22.6)	16 (25.8)	4 (6.5)
I have invested my time, effort, abilities and relationship	19 (30.6)	28 (45.2)	10 (16.1)	5 (8.1)	0 (0.0)

Table 8: Distribution for aspects of employee continuance commitment
Source: Field Data; 2012

4.10. Mean Scores of the Various Domains of Employee Commitment, and Qualities of Transformational Leadership

The various scores of the individual factors of the domains were averaged to determine their mean scores and these showed the general perception of employees on the domains. The mean scores for idealized scores was (2.21); inspirational motivations score was (2.24); Intellectual stimulation was (2.36) and Individualized consideration was (2.19). The means score showed that employees generally agree to all four domains under qualities of a transformational leader. In terms of employee commitment the mean scores of the individual factors were affective commitment (2.06); normative commitment (2.31) and continuance commitment (1.89), also showing that employees generally agree to the individual factors of employee's commitment (Table 9).

Domains	N	Minimum	Maximum	Mean	Std. Dev
Idealized Influence	62	1.17	4.00	2.21	0.62
Inspirational Motivations	62	1.00	4.33	2.24	0.73
Intellectual Stimulation	62	1.00	4.17	2.36	0.68
Individualized Consideration	62	1.17	3.83	2.19	0.64
Affective Commitment	62	1.00	3.50	2.06	0.65
Normative Commitment	62	1.00	4.50	2.31	0.75
Continuance Commitment	62	0.75	3.00	1.89	0.62
Qualities of a Transformational Leader	62	1.17	4.08	2.24	0.56
Employee Commitment	62	1.25	3.50	2.09	0.49

Table 9: Mean scores of domains
Source: Field Data; 2012

5. Conclusion

The study found that if leaders adopt transformational leadership style and encourage innovative and creative thinking, coach them as individuals, involve them in decision making, and act in ways that create respect and trust in their minds, it will increase their emotional attachment, establish their feeling of moral commitment and also their psychological attachment with the organisation.

Since the success of every organisation depends largely on the value that its human capital adds on, especially its leadership style. It is important that managers are educated thoroughly on the relationship between transformational leadership style and organisational commitment. They should also focus on the art of listening, coaching and counselling rather than focusing on judgement alone. It is also important that the system which is reputedly the most dominant tool in managing and developing people should be continuously improved to keep up with the rapidly changing environment, with focus on corporate objectives, structure and culture, not forgetting the need to recognise and reward employees hardwork.

One major attribute that makes an organisation stand out is the quality of leadership, so management should invest in developing talents, since this will go a long way in promoting growth and securing future survival. Research has shown that transformational leadership affects critical organizational outcomes such as commitment and performance of employees. Transformational leadership is specifically linked to subordinate work attitudes (e.g. loyalty and commitment, job satisfaction), subordinate work performance, employee creativity, employee well-being, financial performance, and strengthening of the leader's influence.

We must start making transformational leadership our first national priority. It must be part of our millennium challenge for Africa. As Lowder (2009) puts it, "transformational leadership model is the best alternative for developing fellowship and dealing with change management in today's dynamic business environment". There is, therefore, the need to inculcate this laudable model into our curriculum, from the secondary school right to the university, so that we can inculcate transformational leadership skills into the youths.

We must also establish the philosophy that excellent management is the development and optimal leadership of people, not the direction of things, i.e. assign high priority to whole-person development. We must also establish and exemplify the belief that integrity is the most important ingredient in all human activity and popularize it nationwide (Batten, 1989).

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APPENDIX 1

**An Assessment of Transformational Leadership and Outcomes on Employee Commitment and Performance
A Case Study of Food Research Institute and Water Research Institute of the Council for Scientific and Industrial
Research**

Dear Respondent

This is being conducted on the above topic for academic purposes and the researcher would be grateful if you could provide answers to the questions below. Please note that the strictest confidentiality is assured with respect to answers given as facts are needed for academic purposes.

Please tick where appropriate

First Part:

- 1) Sex: Male () Female ()
- 2) Age: a) 20-29 () b) 30-39 () c) 40-49 () d) 50-59 () e) 60-69 ()
- 3) What is your level of education?
 - a) Post Graduate () b) University () c) Advanced Level ()
 - d) Senior High School ()
- 4) How many years have you worked with your organisation?
 - a) 1-5 () b) 6-10 () c) 11-15 () d) 16-20 () e) 21-25 ()
 - f) 26-30 ()
- 5) Position in your organisation: a) Manager () b) Officer () c) Clerk ()

Second Part:

Please write the below rating in front of every bullet point

(Totally Agree = 1 / Agree = 2 / Not Sure = 3 / Disagree = 4 / Totally Disagree = 5)

- *Idealized Influence*

- n I feel comfortable working with him\her ()
- n I am willing to sacrifice my personal interests for the public interests because of him\her ()
- n He / she is respected by the employees' ()
- n He / she is role model for the employees ()
- n I am confident in his\her abilities to overcome obstacles facing the work ()
- n I feel proud to work under his\her management ()

- *Inspirational Motivation*

- n He / she is a symbol of success from my point of view ()
- n Admired by his / her the employees' ()
- n He / she is devoted to fulfill the needs and wishes of the employee' ()
- n He / she inspires me ()
- n He / she increases my optimistic level for the future ()
- n In general, He / She deserve to count on him / her ()

- *Intellectual Stimulation*

- n Motivate me to do more than what I am expecting to do ()
- n Encouraging me to try new approaches in the work ()
- n His / Her opinions clarify for me vague issues ()
- n Stimulate my creative thinking ()
- n Encourage me to solve problems in a creative way ()
- n Encouraging me to express my ideas even if its contradict with his\her ideas ()

- *Individualized Consideration*

- n Takes into account the differences between individual employees ()
- n Make the employees feel that they can achieve their objectives independently with out referring to him\her in emergency situations ()
- n Concerned about personal issues for all his\her staff ()
- n Expresses his\her appreciation to his\her employees when they do good job ()
- n Expresses his\her appreciation to the employees when they perform their tasks as directed ()
- n Good listener when contacting by his\her employees ()

Third Part:• *Affective Commitment*

- n I do have a certain level of attachment to the organisation ()
- n I do believe and identify myself with the organisation ()
- n I am directly involved with the growth of the organisation ()
- n I have the ability to provide new approaches to improve work's flow ()

• 11) *Normative Commitment*

- n I feels obliged to stay with the organisation ()
- n I owe the organisation my loyalty ()
- n I have a sense of being locked in place because of the investment in me ()
- n I have a moral commitment to my organisation ()

• 12) *Continuance Commitment*

- n I *need to* stay with the organization because the cost of leaving is too high ()
- n I have a long investment of time in the organisation that compels me to stay ()
- n I have invested my time, effort, abilities and relationship ()

• 13) *Performance*

- n I have gained a positive attitude to work and work more effectively ()
- n I have work satisfaction and can now make better decisions ()
- n Targets given to me are met on time ()
- n The quality of my work has improved over time ()
- n I can see that my performance is yielding positive financial result ()
- n I have become a dependable ally in work ()