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The image features a hand pointing upwards towards the word 'Strategy'. The background is a dark blue gradient with glowing white and blue circular patterns. A thick, curved line in red and blue arcs across the middle of the image. The word 'Strategy' is written in a large, bold, black font, centered within a glowing white oval. The overall composition is modern and professional, suggesting a focus on business and strategic management.

Strategy

TRANSFORMATIONAL LEADERSHIP STYLE AND ITS INFLUENCE ON ORGANIZATIONAL COMMITMENT IN COMMERCIAL BANKS IN KENYA

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Abstract

Purpose: The purpose of this study was to investigate transformational leadership style and its influence on organizational commitment in commercial banks in Kenya.

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

Results : Multiple regression results indicated that all the four independent variables (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) significantly predicted organizational commitment. Multiple linear regression results also revealed that organizational culture significantly predicted organizational commitment. Based on the regression analysis results, the null hypotheses were rejected. The study therefore, concluded that transformational leadership style had a significant influence on organizational commitment among the senior managers of the commercial banks in Kenya. The study also concluded that organizational culture significantly moderated the relationship between transformational leadership style and organizational commitment in commercial banks in Kenya.

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

Key Words: *Transformational leadership, organizational culture, organizational commitment*

1.0 INTRODUCTION

1.1 Background of the Study

Transformational leadership theory has gained the attention of several scholars over the past three decades (Givens, 2008). Transformational leaders focus on their follower's development both at a personal level and at their individual career aspirations. The ability of Transformational leaders to be concerned about the development of their followers has been linked to several positive organizational outcomes (Barnes, 2016). Scholars have further found that leaders who employ transformational leadership style are able to enhance positive organizational outcomes such as employee organizational commitment through characteristics like idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Duggal, 2015). Raja and Palanichamy (2011) investigated the preferred leadership style on organizational commitment among engineers in Bharat Heavy Electricals Ltd in India. The study found that transformational leadership was the preferred leadership style as it enhanced organizational commitment among engineers in the Bharat Heavy Electricals Ltd, in India. Lee (2008) found similar results in his study on the behavioral and relational aspect of leadership and employee organizational commitment among research and development professionals in manufacturing firms in Singapore.

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

1.2 Problem Statement

Studies have indicated that organizations globally are faced with problems of employee commitment. These problems include high turnover and high costs associated with replacing and retaining employees, loss of continuity (Smith, 2011) low employee productivity, low performance, and tardiness as a result of lack of employee commitment (Irefin & Mechanic, 2014). Despite the challenges faced by leaders in the organization, there is need for research in this area. In Africa, Affum-Osei, Acquah and Acheampong (2015) recommended that organizational policies should be improved to enhance organizational commitment. The area of leadership was not factored in this study. In Nigeria, a study was conducted to investigate the association between leadership styles and employee commitment. The researchers indicated that further research on the link between transformational leadership and organizational commitment was still required in different organizational context (Adeyemi, Olowe, & Fasola, 2013).

In Kenya, Wachira (2013) recommended that further research should be conducted to determine employee engagement and commitment as this would provide specific details on how management could improve the organizational environment and organizational performance. Walumbwa, Orwa, Wang and Lawler (2005) recommended that research should be conducted on the dimensions of transformational leadership and organizational commitment. The literature on the transformational leadership style and its influence on organizational commitment in the context of the African continent is limited, especially in Kenya within the banking industry. This study therefore was motivated by the gaps in literature sought to contribute knowledge in this area.

1.3 Purpose of the Study

The purpose of this study was to determine the influence of transformational leadership style on organizational commitment in commercial banks in Kenya.

1.4 The Research Questions

- i. This research was guided by the following five research questions;
- ii. How does idealized influence, influence organizational commitment in commercial banks in Kenya?
- iii. How does inspirational motivation influence organizational commitment in commercial banks in Kenya?
- iv. How does intellectual stimulation influence organizational commitment in commercial banks in Kenya?
- v. How does individualized consideration influence organizational commitment in commercial banks in Kenya?
- vi. To what extent does organizational culture moderate the relationship between transformational leadership and organizational commitment in commercial banks in Kenya?

2.0 THEORETICAL AND EMPIRICAL REVIEW

2.1 Theoretical Review

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

Burns (1978) viewed idealized influence as a leader's ability to be charismatic which draws followers to the leader and they view the leader as a role model due to the leader's high moral and ethical standards. Bass (2008) extends this view and described idealized influence as a leader's ability to exude confidence and communicates the organizations values and mission to the followers. This characteristic also instills trust in the followers, because they are reassured that they are all working towards common values and ethics as well as the ability to overcome any obstacle. Idealized influence is a component of transformational leadership that is concerned about the leader being a strong role model for followers. The followers admire their leader and have trust in his or her decision making and vision. The leaders are respected, trusted, have ethical standards and they provide direction, vision and clearly articulate the mission of the organization (Northouse, 2013).

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

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

It enhances autonomy and the followers have a sense of job responsibility and their contribution is felt in the organization (Northouse, 2013).

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

2.2 Conceptual Framework

The conceptual framework used in this study has been derived from the theoretical model of transformational leadership developed by Bass (1994). Transformational leadership was hypothesized to influence organizational commitment whereas organizational culture was hypothesized to moderate the relationship between transformational leadership and organizational commitment. The association between the variables is presented below.

Independent Variable

Dependent Variable

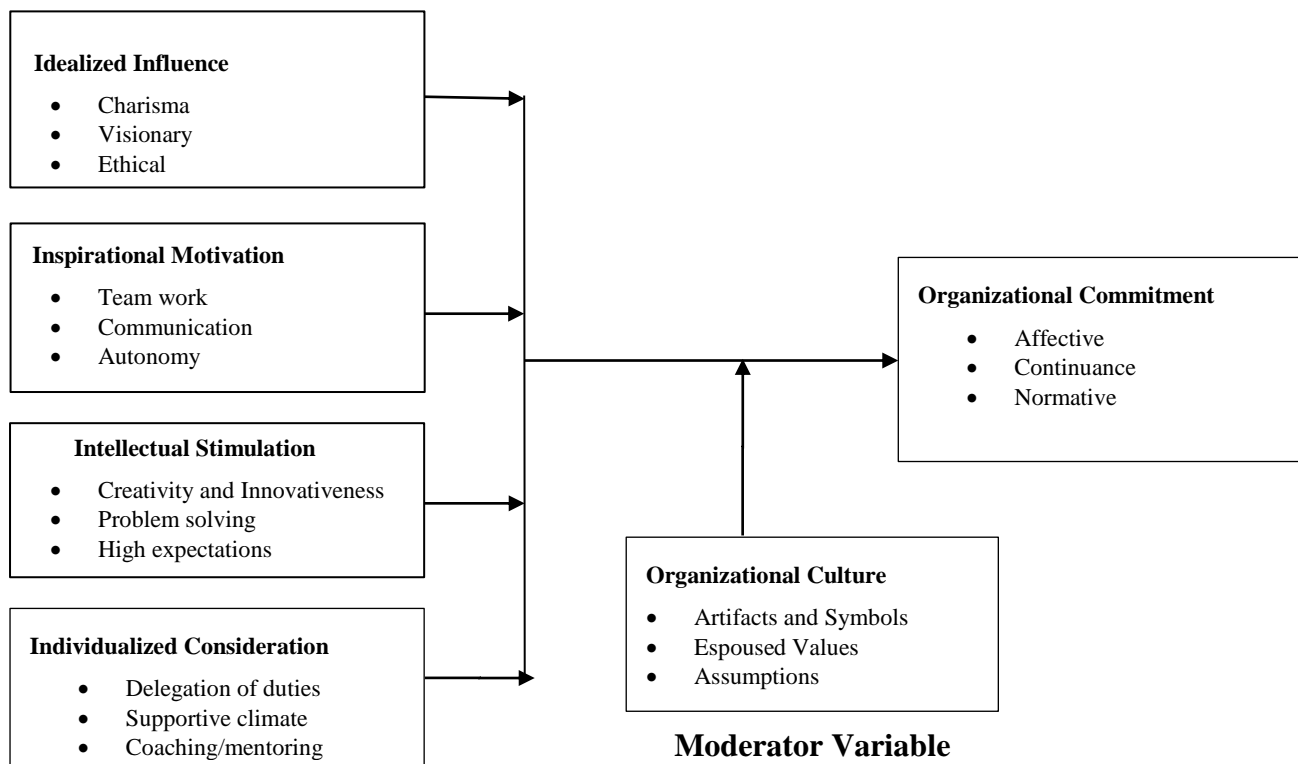


Figure 1: Conceptual Framework - Source: Author, 2016

2.3 Empirical Review

This section provides a brief discussion of studies that have been done in the recent past on transformational leadership and organizational commitment. The section is structured on the basis of the the research questions.

2.3.1 Idealized Influence

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

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

2.3.2 Inspirational Motivation

Ghorbanhosseini (2013) conducted a research with the aim of investigating the effects of organizational culture, teamwork and organizational development on organizational commitment in Croatia. Their correlation coefficients showed a significant and positive correlation between teamwork and organizational commitment. He states that teamwork has a direct and significant and positive effect on human capital which in turn has a positive influence on organizational commitment. He therefore concluded that teamwork has a significant and positive effect on organizational commitment. Ogamba and Nwuche (2016) examined the influence of autonomy on organizational commitment. The population for the study was drawn from 43 manufacturing companies registered with the Aba Chamber of Commerce, Industries, Mines and Agriculture, Abia State Chapter, Nigeria (ACCIMA). The study concluded that autonomy is significantly associated with organizational commitment; this implies that autonomy is significantly correlated to positive work outcomes such as organizational commitment.

2.3.3 Intellectual Stimulation

Ismail, Ishak and Yusuf (2016) examined the relationship between human-oriented leadership (HOL) and organizational commitment. The constructs for human-oriented leadership used in this study included supportive leadership style, participative leadership style and empowerment of employees. Analysis revealed that there was a significant positive relationship human oriented leadership (supportive and participative leadership) and organizational commitment. Research done in Poland on the relationship between leader-member exchange, organizational justice and innovative work behavior indicated that there was a positive relationship between innovative work behavior and leader-member exchange. The researcher concluded that there is a correlation between the leader and innovative work behavior which eventually leads to high or low organizational commitment and performance (Wojtczuk-Turek & Turek, 2013).

2.3.4 Individualized Consideration

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

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

2.3.5 Organizational Culture

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

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

Jelagat (2014) conducted research to investigate the influence of school culture on students' performance in Kenya Certificate of Secondary Education in Makadara District Nairobi, County, Kenya. Specifically the researcher investigated the influence of ceremonies, artifacts and values on the student's performance.

The study established that school artifacts such as school uniform, badge, vision, motto, buildings and other symbols had a significant effect on academic performance. It was also found out that school rituals affected academic performance at KCSE.

3.0 METHODOLOGY OF THE STUDY

This section discusses the research philosophy and design, population and sampling design, data collection and data analysis methods.

3.1 Research Philosophy and Design

This study was guided by the positivism philosophy and descriptive correlational design. The study adopted a descriptive correlational design because it was quantitative in nature and was aimed at testing hypotheses (Cooper & Schindler, 2014; Creswell, 2014).

3.2 Population and Sampling Technique

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

3.3 Data Collection and Analysis

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

4.0 RESULTS AND FINDINGS

This section presents the results and findings of the study based on demographic information and research questions. A total of 150 questionnaires were administered to the respondents out of which 139 (93%) were returned.

4.1 Demographic Information

The study sought demographic information on the age of the respondents, number of years served in the bank, educational qualification, and department headed among others. The findings obtained indicated that 54% of the respondents were aged between 30-39 years, 26% were aged between 40-49 years, and 19% were aged between 21-29 years. The majority (64%) of the respondents had served in the banks for 0-5 years, followed by those who had served for 6-10 years at 35% while those who had served for 11-15 years were only 1%. The results further revealed that the majority (61%) of the respondents had served in the senior management role for 0-5 years, followed by those who had worked for 6-10 years at 37% while those who had served in the senior management for 11-15 years were only 2%.

4.2 Idealized Influence

4.2.1 Descriptive Statistics

The study sought to determine the means and standard deviations for the effect of idealized influence on organizational commitment. The findings indicated that the respondents agreed that it would be very hard for them to leave their organization, even if they wanted to because their immediate supervisor instilled pride in them ($M = 3.09$, $SD = 1.200$).

The respondents also agreed that if they got another offer for a better job elsewhere they would not take it because they considered their supervisor to be ethical and moral ($M = 3.34$, $SD = 0.985$). The findings are as shown in Table 1.

Table 1: Means and Standard deviations for Idealized Influence and Organizational Commitment

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

4.2.2 Correlation between Idealized Influence and Organizational Commitment

Correlation test conducted to determine the relationship between idealized influence and organizational commitment found that all the items of idealized influence were positively and significantly related with organizational commitment. My immediate supervisor instills pride in me had a strong correlation with organizational commitment, $r(138) = .730$, $p < .05$.

My immediate supervisor effectively communicates the collective vision and mission of the organization and organizational commitment were strongly correlated, $r(138) = .894, p < .05$. My immediate supervisor considers the moral and ethical consequences of decisions he/she makes and organizational commitment also were strongly correlated, $r(138) = .727, p < .05$.

The findings also indicated that it would be very hard for me to leave my organization right now, even if I wanted to because my immediate supervisor instills pride in me and organizational commitment were strongly correlated, $r(137) = .892, p < .05$. This organization has personal meaning to me because I fully understand the mission and vision of the organization and organizational commitment had a strong correlation, $r(137) = .893, p < .05$. The findings are presented in Table 2.

Table 2: Correlation between Idealized Influence and Organizational Commitment

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

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

4.2.3 Chi Square Test on Idealized Influence

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

4.2.4 One Way ANOVA on Idealized Influence

The study conducted one way ANOVA to determine the mean difference between idealized influence and the three different bank tiers. The study found that there were significant differences in means of all items of idealized influence and the bank tiers $F(8, 137) = 1.55, p > 0.05$. This implies that the mean of Idealizes Influence of the three bank tiers are not significantly different. The results are presented in Table 3.

Table 3: ANOVA on Idealized Influence and Organizational Commitment

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

4.2.5 Hypothesis Testing for Idealized Influence

Using multiple linear regression model, the study sought to establish the effect of idealized influence on organizational commitment.

The following hypothesis was therefore tested:

H₀: Idealized influence does not significantly influence organizational commitment in Commercial Banks in Kenya

The study found that idealized influence explained a significant proportion of variance in organizational commitment, R²= .695. This implied that 69.5% of the proportion in organizational commitment could be explained by idealized influence in commercial banks of Kenya. Findings are as presented in Table 4(a).

Table 4(a): Model Summary Results of Idealized Influence

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.848 ^a	.731	.695	.677

a. Predictors: (Constant), Idealized Influence

The ANOVA for Idealized Influence had an F statistic of F (1,139) =34.184, p<.05. This implied that Idealized Influence significantly affected organizational commitment. Results are as presented in Table 4(b)

Table 4(b): ANOVA for Idealized Influence

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

The study found that the coefficient of Idealized Influence was $\beta = .448$, $t (139) = 5.847$, $p < .05$. This finding implied that idealized influence significantly predicted organizational commitment. The results are presented in Table 4(c). The study therefore concluded that idealized influence significantly influenced organizational commitment in commercial banks in Kenya.

Table 4 (c)Coefficients for Idealized Influence

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

4.3 Inspirational Motivation

4.3.1 Descriptive Statistics

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

Table 5: Means and Standard deviations for Inspirational Motivation

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

4.3.2 Correlation between Inspirational Motivation and Organizational Commitment

The study correlated inspirational motivation and organizational commitment and found that all the items of inspirational motivation were positively and significantly related with organizational commitment. Findings are presented in Table 6.

Table 6: Correlations for Inspirational Motivation Items and Organizational Commitment

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

4.3.3 Chi Square Test on Inspirational Motivation

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

4.3.4 One Way ANOVA on Inspirational Motivation

One-way ANOVA was carried out to establish if there was significant difference between the mean of inspirational motivation and the bank tiers. The study results revealed that there were on significant difference among the three bank tiers and inspirational motivation $F(8, 137) = 1.04, p > 0.05$. The results are presented in table 7.

Table 7: One Way ANOVA for Inspirational Motivation

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

4.3.5 Hypothesis Testing for Inspirational Motivation

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

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

The study found that inspirational motivation explained a significant proportion of variance in organizational commitment, $R^2 = .722$. This implied that 72.2% of the proportion in organizational commitment could be explained by inspirational motivation in commercial banks of Kenya as shown in Table 8(a)

Table 8(a): Model Summary Results of Inspirational Motivation

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

a. Predictors: (Constant), Inspirational Motivation

The findings indicated that the ANOVA for Inspirational Motivation had an F statistic of $F(1, 139) = 13.092, p < 0.05$. This implies that Inspirational Motivation significantly affected organizational commitment. Results are as presented in Table 8(b).

Table 8(b) ANOVA for Inspirational Motivation

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

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Inspirational Motivation

The study found that inspirational motivation significantly predicted organizational commitment, $\beta = .249$, $t(139) = 3.758$, $p < .05$. This therefore indicated that inspirational motivation significantly influenced organizational commitment. This finding implied rejection of the null hypothesis that stated that Inspirational Motivation does not significantly influence organizational commitment in commercial banks in Kenya. The results are presented in Table 8(c). The study therefore concluded that inspirational motivation significantly influenced organizational commitment in commercial banks in Kenya.

Table 8 (c) Coefficients for Inspirational Motivation

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

4.4 Intellectual Stimulation

4.4.1 Descriptive Statistics

The study sought to analyze the views of management staff on intellectual stimulation using means and standard deviations. Findings on intellectual stimulation are shown in Table 9. According to the findings, the respondents strongly agreed that their immediate supervisor enabled them to think about old problems in new ways ($M = 4.26$, $SD = 0.882$), and also indicated that they were dedicated to their organization because their supervisor provided them with new ways of looking at puzzling things ($M = 3.79$, $SD = 0.699$).

Table 9: Means and Standard deviations for Intellectual Stimulation and Organizational Commitment

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

4.4.2 Correlation between Intellectual Stimulation and Organizational Commitment

The study correlated intellectual stimulation and organizational commitment and found that all the items of intellectual stimulation were positively and significantly related with organizational commitment. Findings are presented in Table 10.

Table 10: Correlations for Intellectual Stimulation Items and Organizational Commitment

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

4.4.3 Chi Square Test on Intellectual Stimulation

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

4.4.4 One Way ANOVA on Intellectual Stimulation

One-way ANOVA was carried out to establish if there was significant difference between the mean of intellectual stimulation and the bank tiers. The study found out that the mean for intellectual stimulation were the same for the different bank tiers $F(8, 137) = 1.99, p = 0.145$. This further indicates that the mean for intellectual stimulation for the three bank tiers are not significantly different. Table 11 presents the results.

Table 11: ANOVA on Intellectual Stimulation and Organizational Commitment

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

4.4.5 Hypothesis Testing for Intellectual Stimulation

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

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

The study found that intellectual stimulation explained a significant proportion of variance in organizational commitment, $R^2 = .727$. This implied that 72.7% of the proportion in organizational commitment could be explained by intellectual stimulation in commercial banks of Kenya as shown in Table 12 (a).

Table 12 (a): Model summary for Intellectual Stimulation

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

a. Predictors: (Constant), Intellectual Stimulation

The findings indicated that the significance value in testing the reliability of the model for the relationship between intellectual stimulation and organizational commitment was $F(1, 139) = 21.019$, $p < 0.05$. Therefore the model was therefore better fit. Therefore this indicated that Inspirational Motivation statistically affected organizational commitment. Results are as presented in Table 12 (b)

Table 12(b) ANOVA for Intellectual Stimulation

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

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Intellectual Stimulation

The study found that intellectual stimulation significantly predicted organizational commitment, $\beta = .366$, $t(139) = 4.585$, $p < 0.05$. This finding implied a rejection of the null hypothesis. The results are presented in Table 12 (c). The study therefore concluded that intellectual stimulation significantly influenced organizational commitment in commercial banks in Kenya.

Table 12 (c) Coefficients for Intellectual Stimulation

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

a. Dependent Variable: Organizational Commitment

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

4.5 Individualized Consideration

4.5.1 Descriptive Statistics

The study sought to analyze the views of management staff on individualized consideration using means and standard deviations. Findings on individualized consideration are shown in Table 13. According to the findings, the respondents agreed that their immediate supervisor helped them to develop themselves ($M = 3.95$, $SD = 0.718$), majority strongly agreed that their immediate supervisor let them know how they were doing ($M = 4.11$, $SD = 0.508$). The findings also indicated that the respondents agreed that they were very happy with their organization because their immediate supervisor helped them develop themselves ($M = 3.84$, $SD = 0.938$), they felt they owed their organization because their immediate supervisor let them know how they were doing ($M = 3.67$, $SD = 0.899$).

Table 13: Means and Standard deviations for Individualized Consideration

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

4.5.2 Correlation between Individualized Consideration and Organizational Commitment

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

Table 14: Correlations for Individualized Consideration Items and Organizational Commitment

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

4.5.3 Chi Square Test on Individualized Consideration

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

4.5.4 One Way ANOVA on Individualized Consideration

A one-way ANOVA was carried out to establish if there was significant difference between the mean of individualized consideration and the bank tiers. The study found out that the mean for individualized consideration were the same for the different bank tiers $F(8, 137) = 1.32, p < 0.05$. This further implies that the mean for individualized consideration for the three bank tiers are not significantly different. Table 15 presents these results.

Table 15: ANOVA on Individualized Consideration and Organizational Commitment

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

4.5.5 Hypothesis Testing for Individualized Consideration

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

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

The study found that individualized consideration explained a significant proportion of variance in organizational commitment, $R^2 = .738$. This implied that 73.8 % of the proportion in organizational commitment could be explained by individualized consideration in commercial banks of Kenya as shown in Table 16(a).

Table 16(a): Model Summary for Individualized Consideration

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.795 ^a	.738	.731	.243

a. Predictors: (Constant), Individualized Consideration

The findings indicated that the significance value in testing the reliability of the model for the relationship between individualized consideration and organizational commitment was $F(1, 139) = 5.377, p = 0.022$. Therefore the model was better fit. Therefore this indicated that individualized consideration statistically affected organizational commitment. Results are as presented in Table 16 (b).

Table 16 (b) ANOVA for Individualized Consideration

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

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Individualized Consideration

The study found that individualized consideration significantly predicted organizational commitment, $\beta = .295, t(139) = 2.319, p < .05$. This finding implied a rejection of the null hypothesis that stated that individualized consideration did not influence organizational commitment in commercial banks in Kenya. The results are presented in Table 16(c). The study therefore concluded that individualized consideration significantly influenced organizational commitment in commercial banks in Kenya.

Table 16(c) ANOVA Coefficients for Individualized Consideration

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

a. Dependent Variable: Organizational Commitment

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

4.6 Organizational Culture

4.6.1 Factor Analysis Results on Organizational Culture

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

4.6.2 Correlation between Organizational Culture and Organizational Commitment

The moderating effect of organizational culture and organizational commitment was sought in the study. Table 17 shows the results obtained in the study. The results indicate that the coefficients obtained were above 0.7 indicating a strong and positive association between organizational culture and organizational commitment. The significant values for the relationship between organizational culture and organizational commitment indicated a significant relationship between the variables since all the values were below 0.025, the critical value. Organizational commitment and artifacts / symbols were strongly correlated, $r(138) = .811$, $p < .000$, organizational commitment and espoused values were strongly correlated, $r(138) = .754$, $p < .000$ and organizational commitment and assumptions were also strongly correlated, $r(138) = .822$, $p < .05$.

Table 17: Organizational Culture and Organizational Commitment Correlations

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

4.6.3 Hypothesis Testing for Moderating Effect of Organizational Culture

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

H_0 : Organizational culture does not significantly moderate the influence transformational leadership on organizational commitment in Commercial Banks in Kenya.

Table 18(a) indicates the regression model summary results for the moderating variable. The model summary results was obtained after the data was subjected to a hierarchical regression test through which the initial test gave the results for the relationship between the dependent and independent variables. The final test involved testing the effect of the moderating variable on the relationship between transformational leadership and organizational commitment. From the results, the change in R^2 showed a positive change where the percentage of the variability accounted for by the predictor variables went up from 72.7% to 73.7% ($R^2 = .727 - R^2 = .737$). Based on the regression coefficients, the predictor variables (Individualized Consideration, Intellectual Stimulation, Idealized Influence, Inspirational Motivation and Organizational Culture) explained 73.7% of the variation in organizational commitment in commercial banks of Kenya.

Table 18(a): Model Summary for the Multiple Model

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

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

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

From Table 18(b), the significance value in testing the reliability of the model for the relationship between transformational leadership and organizational commitment was 0.000 which was less than 0.05 of the critical value at 95% significance level. Therefore the model was statistically significant in predicting the relationship between transformational leadership and organizational commitment in commercial banks of Kenya. The model was significant for the relationship as given by the regression coefficients $F(1, 4) = 9.174, p < 0.05$.

Table 18(b) ANOVA for the Multiple Model

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

a. Dependent Variable: Organizational Commitment

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

Consideration, Intellectual Stimulation, Idealized Influence

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

The estimates of the regression coefficients, t-statistics and the p-values for the relationship between transformational leadership and organizational commitment are as shown in Table 18(c). These coefficients answer the regression model relating the dependent and the independent variables.

Table 18(c) Coefficients for the Multiple Model

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

Dependent Variable: Organizational Commitment

From Table 18(c), idealized influence had a coefficient ($\beta = .544$, $t = 6.919$, $p < .05$). Individualized consideration also showed a coefficient of ($\beta = .426$, $t = 9.291$, $p < .05$). Testing the influence of organizational culture as well showed a significant influence to the relationship between transformational leadership and organizational commitment as indicated by the coefficients ($\beta = .229$, $t = 2.211$, $p < .05$).

5.0 DISCUSSION CONCLUSIONS AND RECOMMENDATIONS

5.1 Discussion

5.1.1 Idealized Influence

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

Chi square test results ($\chi^2(6, N=139) = 264.261$, $p < .05$) indicated a strong association between idealized influence and organizational commitment. The study agrees with the findings of Dvir, Kass and Shamir (2004) who concluded that there was a significant relationship between shared vision and affective employee commitment in Israel. The findings are also in line with the findings of Cheema, Akram and Javed (2015) who studied organizational commitment in Pakistan and determined that for institutions to remain relevant visionary leadership is required to complement institutional theory in order to acquire employee commitment towards the shared vision. Further, Siegel (2013) supports the findings when he determined that perceived supervisor ethical leadership is a predictor of organizational commitment in Canadian armed forces.

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

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

5.1.2 Inspirational Motivation

Correlation results, ($r(138) = .801$, $p < .05$) showed that organizational commitment and inspirational motivation were strongly correlated. The constructs of inspirational motivation also had a strong positive influence on organizational commitment. The present findings do not align with the findings obtained by Yan (2011) who investigated how social-emotional-oriented communication and work-oriented communication in an organization enhance the aspect of organizational commitment. These results showed the relationship between the types of communication and organizational commitment was very weak. The present results show a strong relationship between these variables. The difference in results can be explained by difference in areas of data collection since the area of study in the present study was in commercial banks of Kenya while Yan (2011) studied government organizations in China. In addition, Chi square test results ($\chi^2(6, N=139) = 105.884$, $p < .05$) indicated that there was strong association between inspirational motivation and organizational commitment, this was in line with Hanaysha (2016) who revealed that teamwork has a positive and statistically significant effect on organizational commitment. Zhen (2013) indicated that there is a positive and significant association between communication satisfaction and organizational commitment.

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

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

5.1.3 Intellectual Stimulation

Findings from correlation analysis ($r(138) = .766, p < .05$) showed that organizational commitment and intellectual stimulation were also strongly correlated. The constructs of intellectual stimulation also had positive influence on organizational commitment. The study determined that participation had a positive influence on organizational commitment. The findings of the study are in line with the findings of Baig, Rehman and Khan (2012) indicated that there was a relationship between direct participation and organizational commitment in the USA.

In addition, in China, Yubo, Ge, Fei, Tingrui and Zhilan (2011) examined the relationship between thinking style, organizational commitment and creativity and a positive significant relationship between creativity and organizational commitment.

Chi square test results ($\chi^2(6, N=139) = 99.913, p < .05$) indicated a strong association between intellectual stimulation and organizational commitment. This finding is similar with Irawanto (2015) who indicated that employee participation in decision making was vital in enhancing motivation and commitment. Humuntal (2017) concluded by recommending that participative style should be highly encouraged and cultivated since it significantly positively influenced organizational commitment. The study also conducted one way ANOVA and found that there was no mean difference between intellectual stimulation and the bank tiers $F(8, 137) = 1.99, p = 0.145$. This is in line with Holliman (2012) study that looked at six k-12 sites in one Midwestern state and confirmed that teachers' commitment increased when they were empowered, and when there was an environment of innovation and professionalism.

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

5.1.4 Individualized Consideration

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

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

McManus and Subramaniam (2014) encouraged career based mentorship style as it has a positive correlation with career commitment, organizational ethical climate and organizational commitment

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

Multiple Regression results ($R^2 = .738, F(1, 139) = 5.377, p < .05, (\beta = .295, t(139) = 2.319, p < .05)$) indicated that individualized consideration significantly predicted organizational commitment in commercial banks in Kenya. This finding implied a rejection of the null hypothesis.

This therefore indicated that the leader's individualized consideration behavior as measured by delegation of duties, supportive climate, coaching and mentoring significantly affects organizational commitment of employees in commercial banks in Kenya. The findings in the present study agree with the findings Raabe and Terry (2003) who recommended that for organizational outcomes such as organizational commitment, job satisfaction the mentor-mentee relationship should be from supervisor and subordinate relationship and not relationships from mentors who are higher up in the organization.

5.1.5 Organizational Culture

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

The present study determined that for employees to be committed to the organization, managers will be required to define the mission clearly and use various methods of communicating the mission to the employees. The present study support the findings of a study by Porter (2013) who investigated employees' responses to the mismatch between organizations' espoused values and basic assumptions about organizational culture within the organization. The study findings indicated that one of the outcomes between the mismatch of espoused values and basic assumptions about the organization affected the employee's commitment to the organization. Iriqat (2016) posited dissimilar findings as the present study findings when he conducted research to investigate the impact of the organizational culture dimensions on job satisfaction with mediating role of organizational commitment on MFIs' in Palestine. The study found that organizational norms were negatively correlated to organizational commitment on the other hand; organizational expectations were found to be positively correlated to organizational commitment. These findings agree to the study that organizational expectations were found to be positively correlated to organizational commitment but disagree that organizational norms were negatively correlated to organizational commitment.

5.2 Conclusions

5.2.1 Influence of Idealized Influence on Organizational Commitment

The study found that idealized influence significantly predicted organizational commitment. Based on this, null hypothesis was rejected and the alternative hypothesis accepted. The study therefore concluded that idealized influence significantly affected organizational commitment in commercial banks in Kenya

5.2.2 Influence of Inspirational Motivation on Organizational Commitment

The findings from the study indicates that Inspirational Motivation significantly predicted organizational commitment. Based on the results, the null hypothesis was rejected and the alternative hypothesis accepted. The study concluded that inspirational motivation significantly affected organizational commitment in commercial banks

5.2.3 Influence of Intellectual Stimulation on Organizational Commitment

Findings revealed that Intellectual Stimulation significantly predicted organizational commitment. Based on the results, the null hypothesis was rejected the alternative hypothesis accepted. The study therefore concluded that intellectual stimulation significantly affected organizational commitment in commercial banks in Kenya

5.2.4 Influence of Individualized Consideration on Organizational Commitment

The study found that Individualized Consideration significantly predicted organizational commitment. Based on the results, the null hypothesis was rejected and the alternative hypothesis accepted. The study therefore concluded that individualized consideration significantly affected organizational commitment in commercial banks of Kenya.

5.2.5 Moderating Influence of Organizational Culture

The study found that the more organizational culture was practiced, the more the relationship would be higher. Therefore, the null hypothesis was rejected and alternative hypothesis accepted. The study therefore concluded that organizational culture significantly moderated the relationship between transformational leadership style and organizational culture in commercial banks in Kenya.

5.3 Recommendations

In regards to Idealised Influence, the study recommends that commercial banks in Kenya should ensure that the leaders instill pride in employees, effectively communicate the vision and mission of the organization and consider moral and ethical consequences of decisions they make for better organizational commitment as shown in the results of the study. In regards to Inspirational Motivation the findings showed that if the immediate supervisor encouraged teamwork, effectively communicated what needed to be done and was confident that the goals are achievable, organizational commitment would be high in commercial banks of Kenya. The study therefore recommends that the commercial banks of Kenya should work towards achieving these aspects in order to improve commitment of employees to the organizations

With reference to intellectual stimulation, the findings indicated that if the immediate supervisor enabled employees to think about old problems in new ways, provided them with new ways of looking at puzzling things and enabled them to rethink ideas that they had never questioned before, organizational commitment would be high. The study therefore recommends that commercial banks need to put in place these aspects in order to increase commitment to the banks. In regards to individualized consideration, the findings indicated that if the immediate supervisor helped workers to develop themselves, let them know how they were doing and spent time coaching and mentoring them, the organizations would have organizational commitment. The study therefore recommends that commercial banks in Kenya need to put in place these aspects of individualized consideration for improved organizational commitment

5.4 Areas of Further Research

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

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