Participative Leadership Style and Employee Commitment in Federal College of Education (Technical) Gusau: Moderating role of Organizational Culture

Bakare, Mutiu[1], Ojeleye, Yinka Calvin [2]

[1,2] *Department of Business Administration, Ahmadu Bello University Zaria*

Email: mutiubakare@gmail.com

Abstract

The role of employee in the day to day activities of organizations cannot be overemphasised. Employee commitment as a continuous problem existing in the organization is complex, dynamic and requires employers to continually discover ways of improving and sustaining it in the workplace. The study examined effect of Participative Leadership Style and Employee Commitment in Federal College of Education (Technical) Gusau: Moderating role of Organizational Culture. The study adopted quantitative research design and data were collected by using instruments adapted from past studies. The college has a staff strength of 520 employees consisting of both academic and non-academic staff. The research utilized Partial Least Square Structural Equation Modelling PLS-SEM through Smartpls 3.1 software. The findings of the structural model showed that participative leadership and organizational culture have significant effects on employee commitment. The result further revealed that organizational culture did not moderate the relationship between participative leadership and employee commitment. The study recommended that management of organizations should encourage participative leadership style to improve employee commitment and organizations should create an atmosphere or culture where employee commitment is encouraged.

Keywords: Participative Leadership, Employee Commitment, Organizational Culture, Moderator

1.0 Introduction

Today's business environment is fast changing with intense global competition and organizations are on a continuous basis finding it very difficult to perform at optimal level (Muhamud, Hussein & Muhamed, 2018). According to Armstong (2005) employee commitment is viewed as a natural process for effective performance of individuals and organizations. Akintayo and Tumwesigye (2010) noted that one of the reasons why commitment has attracted research attention is that organization depends on committed employees to create and maintain competitive advantage and achieve superior performance. A high level of employee commitment towards an individual project or to the entire business are considered to be indicators of an organization success and every employee will be proud to be a part of a successful organisation and hence it is important that they also give the required commitment (Ebikeseye & Dickson, 2018).

As a result of the turbulent nature of the business environment characterised by rapid changes, a modification is required in the relationship between leaders and followers. This modification will espouse a leadership

style that rely on involvement, collaboration and participation of employees in decision making and the problem-solving process (Bhatti, Ju, Akram, Bhatti, Akram & Bilal 2019). Akpoviroro, Bolarinwa and Owotutu (2018) defined participative leadership Style as democratic leadership style which as a method of leadership that engages all members of a team in identifying important goals, developing strategies and procedures to achieve set goals. Such leaders actively involve employees in job related decisions and decisions bothering on their welfare. A participative leader is one who divide duties with subordinates by encompassing them in the preparation, decision-making, and implementation phases (Wiesenthal, McDowell & Radin 2015).

Groysberg, Lee, Price and Cheng (2018) defined organizational culture as the collective effect of the common beliefs, behaviours, and values of the people within an organisation. They further stated that, it is the norms in every organization that regulate how employees perform and serve customers, the way and manner they co-operate with each other, whether they feel motivated to meet goals, and if they sincerely buy into the company's overall mission. How are employees getting their work done, whether independently or collectively? Do employees feel inspired, committed, and engaged, or annoyed, overworked or underappreciated? Organisations in addition to all other resources require a suitable culture, one which guarantees employees commitment and desire to help them achieve success. Many studies have shown that organisational culture significantly impact on employee commitment and hence, achievement of organisational goals and objectives (Hai, Hai & Tien, 2018).

It is very crucial that organisations should strive to ensure that employees' commitment is at its peak as a sin qua non for the achievement of organisational goals and objectives. This is undoubtedly the reason organisation do everything possible to ensure that employees give their total commitment despite myriad of issues competing for their attention. Towing the same line of thought Kazlauskaie, Buciuniene and Taraukas (2006) argued that employee commitment is the most important ingredient for success in any industry.

However, one of the major problems confronting Nigerian Public and Civil Service is poor leadership styles, complex bureaucratic system and poor organizational culture. Agwu (2013) described Nigerian Civil Service as one with ill-defined or negative culture and poor leadership which is a breeding ground for corruption, indolence, nepotism, inefficiency, lack of accountability, transparency, low productivity, misappropriation and waste of public funds which can adversely impact on employee commitment. Agha, Nwekpa and Eze (2017) argued that growth and expansion in the workplace depends on ethical participative leadership that influence employee commitment, job satisfaction and overall employee performance.

Based on the forgoing analysis, this study is conducted in Federal College of Education (Technical) Gusau, Zamfara state to explore the effect of participative leadership style on employee commitment: moderating role of organizational culture.

2.0 Literature Review

2.1 Employee Commitment

Prior to delving into the implication of the term commitment on employees, it is crucial that we discuss what the concept means, identifying its different forms and foci. Commitment has been conceptualised in many ways over the years. Merye, Becker and Van Dick (2006) viewed it as a force which binds an individual to a target (social or non-social) and to a course of action of

relevance to that target. Commitment here is what propel employees to remain obsessed to achieving organisational goals and all activities relating to such goals. It is referred to as binding force which can be experienced in different ways and can be accompanied by different mindsets which are; affective attachment and involvement with the target, a felt obligation to the target and an awareness of cost associated with discontinuing involvement with the target. The mindsets are referred to as affective (AC), normative (NC) and continuance commitment (CC) respectively. Meyer, Stanley and Parfyonova (2012) also defined commitment in a multidimensional approach of affective, continuance and normative perspectives. The affective dimension is the emotional attachment to and involvement with an organisation; continuance commitment is the perceived costs of leaving an organisation; and normative commitment is the felt responsibility to support and remain a member of an organisation. Employee commitment is seen here as an attachment that an employee has to the organisation that makes him want to remain working and helping the organisation to achieve its aims and objectives.

According to Ebikeseye and Dickson (2018) employee commitment is becoming more important now than ever before. Employers need to strive to obtain the willing contribution of the entire workforce to achieve the desired milestone in the diverse business world. If employers desire to gain commitment, they need to create an atmosphere of fairness, trust, care and concerns for their employees. Employees commitment to work is key to optimal performance, productivity and reduces lateness to work, absenteeism and labour turnover. In the same manner Muhamud et al., (2018) viewed employee commitment as having direct impact on the organisation

goals as high level of commitment leads to favourable organisational outcomes. Commitment on the part of employee is a belief that reflects the strength of an employee attachment to his/her organization. It is a measure of the relative strength of an employee's identification with an involvement in a particular organization.

Several scholars have stated the benefits of employee commitment to organisations. One of such scholars is Yilmaz and Çokluk-Bökeoğlu (2008) who stated that employees with high commitment positively impact organisational performance as they reduce the frequency of negative performance. Park, Christie and Sype (2014) advanced that committed employees may be more likely to engage in organisational citizenship behaviours (OCBs), that is, extra-role behaviours, such as creativity or innovation which are often what keep organisations competitive.

2.2 Participative Leadership Style
The term leadership has been defined in various ways by different scholars. Hersey and Blanchard (1988) defined leadership as the process of influencing the activities of an individual or a group in efforts toward goal achievement in a given situation. The leader gives direction and motivation to employees to ensure that the predetermined goals are effectively and efficiently achieved. Kouzes and Posner (1995) see leadership as the art of mobilizing others to want to struggle for the shared aspirations. Leadership is an important aspect of every organisation. Leadership and followership are two inseparable parts of every organisation. A good leader is very crucial to the attainment of good results by employees and enhance their positive emotions.

Puni and Okoe (2014) defined participative leadership as the process of making joint decisions or sharing influence in decision making by superior and subordinates in

organisations. Participative leadership style makes use of collaboration, involvement and participation of employees in decision making and problem-solving process (Bhatti et al, 2019). Akpoviroro et al., (2018) referred to it as democratic leadership style which is a leadership style involving all members of a team in identifying crucial goals as well as developing strategies and procedures to achieve the identified goals. In this style, leaders divide responsibilities among staff by engaging and involving them in the preparation, decision-making, and implementation phases (Wiesenthal et al, 2015). Ensuring that workers participate in decision making process that affects staff and their job forms part of the psychological motivational activities which could be used to improve employee's morale and productivity (Brown, 2011).

The type of leadership style that is adopted by organisation directly imparts on the performance of employees. According to Yusuf-Habeeb and Ibraheem (2017) leadership comprises of the leader, follower, the environment and situation under consideration. When leaders and followers fail, the result are low productivity, low profitability, high employee turnover, low job satisfaction. Leaders sometimes blame employees for the failure of their organisations while in some cases the reverse tend to be the case. Whatever the case may be, leadership role is an important determinant of organisation failure or success.

H01: Participative leadership has no significant effect on employee commitment

2.3 Organizational Culture

Culture has been defined in several ways by several scholars. American Heritage English Dictionary defined culture as "the totality of socially transmitted behavior patterns, arts, beliefs, institutions and all other products of human work and thoughts." Anthropology described culture as that complex whole which includes knowledge, arts, beliefs, law, customs, morals and various other habits and capabilities attained by an individual as a being within the society.

Ahmed and Shafiq (2014) defined culture as a combination of values, sets, beliefs, communications and simplification of behaviour which gives direction to peoples. Hofstede (1992) categorized culture under four major headings of values, rituals, heroes and symbols. Values can be seen as the bedrock on which culture stands suggesting the likes and dislikes of the operatives and the management within an organisation based on the law and morals. The rituals constitute the combined efforts which depicts all relevant social activities within an organization, while the heroes are those individuals celebrated because of their distinctiveness in terms of skills, connections, achievements, leadership prowess in the company. Symbols represent those words, signs, objects or acts that give meaning to a group or individual as a result of its portraying something differently or widely from others at a point in time.

Organizational culture as a concept first emerged in the 1970s and 1980s (McSweeney, 2002). It is a product of people who may at first share some beliefs and then who build and encourage a more fully developed ethos that defines that group's relationship and purpose (Naqvi, Ishtiaq, Kanwal & Ali, 2013). Armstrong and Taylor (2014) defined Organizational or corporate culture as the pattern of values, norms, beliefs, attitudes and assumptions that may not have been articulated but shape the ways in which people in organizations behave and things get done. To Black and Richard (2003). Organizational culture is the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each

other and with stakeholders outside the organization. Nganga and Nyongesa (2012) see organizational culture as a group of some commonly experienced stable characteristics of an organization which serve as the foundation for the uniqueness of that organization and distinguishes it from others. Organizational culture is the collective effect of the common beliefs, behaviours, and values of the people within a company. The norms within every organization regulate how employees perform, serve customers, how they co-operate with each other, whether they feel motivated to meet goals, and if they are sincerely into the company's overall mission. How are employees getting their work done? Independently or collaboratively? Do employees feel inspired, committed, and engaged, or annoyed, overworked, and underappreciated? (Groysberg, Lee, Price & Cheng, 2018).

H_{02}: Organizational culture has no significant effect on employee commitment

2.4 Organizational Culture as a moderator
Irfan and Marzuki (2018) studied the moderating effects of organizational culture on the relationship between work motivation and work commitment of university academic staff. The sample consisted of 351 academics from nine public universities in the state of Punjab, Pakistan. Cross-sectional survey design was employed to collect the data. The statistical analyses were performed with Partial Least Squares technique using the Smart PLS 3.0. The findings revealed that adhocracy culture moderates the link between non-self-determined work motivation and work commitment among university academic staff.

Naqvi et al., (2013) stated the effect of job autonomy on job satisfaction and organizational commitment with a moderating role of organizational culture in the fast food sector of Pakistan. A sample of 107 employees was considered for this study.

Employees included waiters, managers, supervisors and floor in-charges of top fast food restaurants operating in Rawalpindi and Islamabad. The Findings showed that job autonomy has a significant impact of job satisfaction and employee commitment to the organization and that organizational culture moderated the relationship between job autonomy, job satisfaction and employee commitment.

Gelaidan (2012) studied the moderating effects of organisational culture on the relationship between leadership style and employee commitment to change of public sector in Yemen. The results from the regression analysis showed that transformational and transactional leadership were positively related with all the dimensions of employee commitment to change; namely affective, continuance and normative. Furthermore, the findings revealed that transactional leadership had a more significant effect on the employee commitment as compared to transformational leadership. The moderating results showed that organisational culture moderated the relationship between leadership style and employee commitment to change.

H_{03}: Organizational culture does not significantly moderate the relationship between participative leadership and employee commitment

2.5 Conceptual Framework
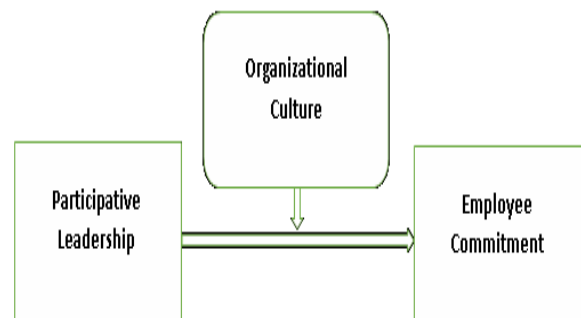
2.6 Upper Echelon Theory

The theory which originated from the work of Hambrick and Mason (1984) states that "organizational outcomes (strategic choices and performance level) are partially predicted by managerial background characteristics". Oppong (2014) noted that there is a reason to believe that organizations reflect the personality of the dominant persons who manage sequence of events in the organization and that some organizational dysfunctions may reflect dysfunction in the personality of these dominant individuals. Their perceptions of the corporate culture can be said to determine to a larger extent how organizations respond to their environment. Thus, the organizations are what their leaders think, perceive, feel and believe. Hambrick (2007) later suggested two moderators of the relationship between managerial characteristics and organizational outcomes; managerial discretion and executive job demands to complement the traditional upper echelon model. Hambrick (2007) was of the opinion that, managerial discretion when it is high, managerial characteristics will be better predictors of organizational outcomes (strategic choice and performance etc.) than when it is low. He further stressed that the higher a top executive faces challenges in the workplace, lesser time he will have to contemplate decisions, thereby taking mental short cut thus, relying on his past experience to make decision. So, the more frequent the relationship between managerial characteristics and organizational outcomes will be stronger when the level of managerial challenges is higher (Hiebl, 2014)

3.0 Research methodology

3.1 Research design

For the purpose of this study a quantitative research design is utilized because the study used a well-structured questionnaire to solicit response from the respondents. The use of questionnaire is quick, reduces bias and less costly. It encourages privacy and respondent's willingness to respond truthfully and sincerely to sensitive issues.

3.2 Population and Sample size

The domain of the study is Federal College of Education (Technical) Gusau, Zamfara state. The college was established in 1989 as the female only higher institution in Nigeria. According to registry department of the institution, the population of the college is 520 consisting of both academic and non-academic staff. The sample size of 221 respondents was derived using Krejcie and Morgan (1970). However, for the purpose of increased representation, 30% incremental on sample size is recommended by Israel (2013) bringing the total to 287 (1.30 * 221= 287). This should cover for unavoidable errors such as unreturned questionnaires and inappropriate questionnaire filling by respondents. The study used simple random sampling techniques aimed at giving every staff equal chance of being selected for the study. A total of 229 questionnaires were correctly filled and utilizes for the study.

4.0 Result

4.1 Measurement and Instruments

The study is quantitative in nature and primary data were used. Instruments from past studies were adapted to measure the constructs of the study. For Participative Leadership Style 6-item Participative Decision-Making Leadership questionnaire by Arnold, Arad, Rhoades and Drasgow (2000) with a reported Cronbach alpha coefficient of 0.80. For Organizational Culture the study used 16-item Questionnaire Organizational Culture by Vadi, Allik and Realo (2012) with reported Cronbach alpha of 0.78. For Employee Commitment 8-item Organizational Commitment Questionnaire (OCQ) with Cronbach alpha of 0.915 developed by Mowday, Steers and Porter

(1979) was used and assessed on 5-point Likert scale.

4.2 Data analysis technique

SmartPLS 3.1 was used to analyse and compute the two-basic models of PLS path modelling which are measurement model and structural model. As stressed by Haenlein and Kaplan (2004), One of the reasons for the use of PLS are its edge over others in item of flexible restriction in respect of distribution and population of the study and it has the chance of providing a more reliable and accurate computations of mediating and moderating effects because its accounts for error that is capable of reducing the possible relationship as well as the improvement of the validation of the theory (Henseler & Fassott, 2010).

4.3 Measurement Model

In the measurement model, we examined the items loadings, internal consistency and average variance extracted. The study conducted test for collinearity and found no correlation between the variables (Hair, Black, Babin, Anderson & Tatham, 2013). The items loadings were examined and only items that loaded 0.50 and above were retained (Hulland, 1999). The internal consistency was measured by composite reliability and has reached the satisfied criteria, as the lowest is 0.730 and the highest is 0.816. Also, Average Variance Extracted (AVE) was examined and have all met the criteria provided by Fornell and Larcker (1981). In other words, the values of AVE were greater than 0.5, as it ranges between 0.532 and 0.584. These are presented in table 2 below:

Table 2

Construct	Indicators	Loadings	Composite Reliability	AVE
Employee Commitment	EC3	0.715	0.816	0.532
	EC5	0.803		
	EC7	0.822		
	EC8	0.744		
Participative Leadership	P1	0.702	0.792	0.562
	P2	0.898		
	P4	0.585		
Organizational Culture	OC1	0.746	0.73	0.584
	OC2	0.511		
	OC4	0.632		
	OC7	0.755		
	OC9	0.682		
	OC11	0.558		
	OC12	0.837		
	OC15	0.508		

The study adopted Fornel and Larker (1981) criteria to confirm the discriminant validity of the constructs. The square root of the AVE of each construct must be greater than the correlations between construct. The values of the square root of AVE exceed that of the inter-correlation among the constructs in the model. The square roots of AVEs are represented with the bolded value on the diagonal in Table 3 below:

Table 3

Discriminant Validity

Construct	EC	OC	PL
EC	**0.729**		
OC	0.569	**0.75**	
PL	0.564	0.492	**0.764**

4.4 Structural Model

Structural model was used to test the hypotheses of the study. A total of 5000 bootstrapping was undertaken to test the hypothesis for both the direct and moderated relationship. The effect size was examined likewise blind folding was also assessed to determine predictive relevance.
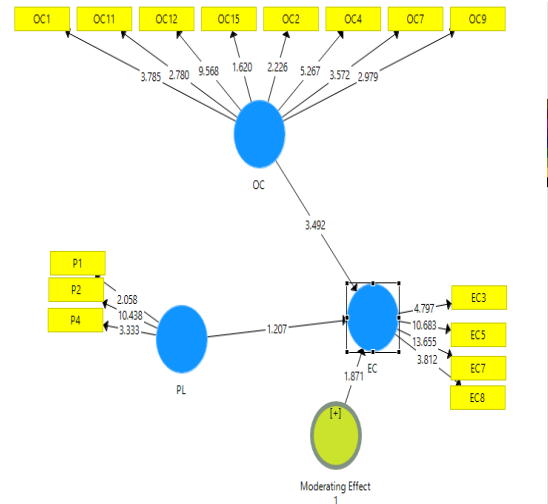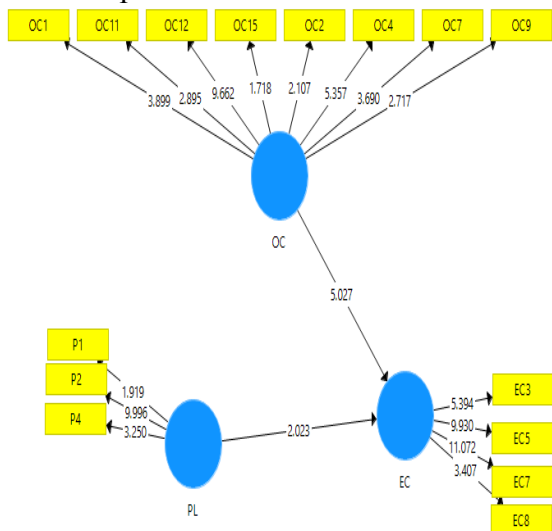

Figure 1: shows direct effects
Figure 2: shows moderating effects

In the table 4 below participative leadership has a positive significant effect at 5% on employee commitment. The positive beta value shows that an increase in participative leadership by 1% will lead to a 0.280% increase in employee commitment in the workplace.

Secondly, organizational culture has a positive significant effect at 1% on employee commitment. The positive beta value shows that an increase in Organisational Culture by 1% will lead to a 0.523% increase in employee commitment in the workplace.

Lastly, OC * PL -> EC which shows that organizational culture does not moderate the relationship between participative leadership and employee commitment.

Table 4

Hypothesis	Relationship	Beta	Standard Error	T-value	P-value	Decision
H_{01}	PL-> EC	0.280	0.138	2.023	0.044	Not Supported
H_{02}	OC -> EC	0.523	0.104	5.027	0.000	Not Supported
H_{03}	OC * PL-> EC	0.082	0.140	1.871	0.062	Supported

R^2 0.430

Therefore, the first hypothesis ($H_{01)}$ which states participative leadership has no significant effect on employee commitment is not supported. Second hypothesis (H_{02}) which states organizational culture has no significant effect on employee commitment is also not supported. Finally, the third hypothesis (H_{03}) which states organizational culture does not significantly moderate the relationship between participative leadership and employee commitment is supported. The R squared stood at 0.430 which was acceptable as it is above the recommended 10% by Falk and Miller (1995).

4.5 Effect size and predictive relevance
The study examined the effect size of the exogenous variable on endogenous variable using the F^2. Cohen (1988) suggested that f^2 values of 0.02, 0.15, and 0.35, to represents small, medium, and large effects respectively. Q^2 was used to determine the predictive relevance of the exogenous variable. Garson (2016) is of the opinion that Q^2 value of 0 or negative showed that the model is irrelevant in predicting the endogenous variable the results are presented in table 5 below:

Table 5

Effect size and predictive relevance

Construct	R^2 included	R^2 excluded	F^2	Effect size
PL	0.430	0.371	0.186	Large
OC	0.430	0.380	0.197	Large
OC*PL	0.430	0.293	0.025	Medium

Q^2 0.282

The first hypothesis which states participative leadership does not have significant effect on employee commitment was not supported. The significance level was determined by the t-values and p-values obtained from the analysis (t-value= 2.898, p=0.004). The t-value is greater than the stipulated threshold of 1.96 thus implying that participative leadership has significant effect on employee commitment.
The second hypothesis which states organizational culture does not have

significant effect on employee commitment was also not supported. The significance level was determined by the t-values and p-values obtained from the analysis (t-value= 2.360, p=0.019). The t-value is greater than the stipulated threshold of 1.96 this implies that organizational culture is a significant determinant of employee commitment.
Lastly, the third hypothesis showed that organizational culture did not significantly moderates the relationship between participative leadership and employee commitment (t-value 0.718, p=0.473) is

supported. The t-value is less than the stipulated threshold of 1.96 this implies that organizational culture does not in any way strengthens the relationship between participative leadership and employee commitment.

5.0 Discussion

The first hypothesis examined the effect of participative leadership on employee commitment. The result showed that participative leadership style is a significant predictor of employee commitment. This is in tandem with the work of Asgari (2014) studied the effects of leadership styles on employee commitment to service quality. The study found that participative leadership among other leadership styles is a significant predictor of employee motivation and commitment in the workplace. This study is also consistent with the work of Bell and Mjoli (2013) which earlier established a significant relationship between participative leadership and employee commitment. Hambrick and Mason (1984) theorized the upper echelon stressed that organizational outcome (performance, commitment, engagement and involvement) can partially be predicted by the dominant person. In this study we defined the dominant person as someone who is an influencer, a leader and strategist who coordinate the subordinates to achieve positive outcome in the workplace. This study affirms that using participative leadership increased employee commitment in Federal College of Education (Technical) Gusau.

The second hypothesis tested for the effects of organizational culture on employee commitment. The finding showed that organizational culture has significant effect on employee commitment. This is in tandem with the work of Soryani, Syah and Raras (2018) which examined the influence of organizational culture on organizational commitment and job satisfaction to the

employees of PT. Hari Mau Indah, Indonesia. The study found that organizational culture has significant effect on employee commitment to the organization.

This study is also consistent with the work of Inanlou and Ahn (2017) studied the effect of organizational culture on employee commitment: a mediating role of human resource development in Korean firms. The finding showed that organizational culture dimensions of communication among superiors and subordinates, trust, and appreciation of innovation from superiors, is positively related to organizational commitment. Studies of Sharma and Singh (2017) and Bizuneh (2016) also established a significant effect of organizational culture on employee commitment. According to Oppong (2014) top managers' perception of their corporate environment (culture) influences the strategic choices they make which eventually affects the organization's performance. It can therefore, be seen that the organizational culture greatly impacted on the commitment of staff.

The third hypothesis examined the effects of participative leadership on employee commitment: moderating role of organizational culture. The result of the finding revealed organizational culture did not strengthen the relationship between participative leadership and employee commitment. This implied that management of the institution need to do more in creating a unique and progressive organizational culture that support their participative leadership style and will result in positive organizational outcomes.

Conclusion and Recommendations

Every organization irrespective of the industry is aimed at effectiveness, efficiency and achieving competitive advantage. Therefore, the importance of employee commitment on the organization cannot be overemphasized. Leaders are dominant

persons who influence others positively in the organization to achieve positive outcomes. Leaders as dominant persons in the workplace are also major influencer of organizational culture. Their perception about things, people and events largely chat the course of the organization. The study confirmed statistically that both participative leadership and organizational culture are significant predictors of employee commitment in the workplace. It concluded that organizational culture did moderate the relationship between participative leadership and employee commitment in Federal College of Education (Technical) Gusau, Zamfara state.

The study makes some practical and theoretical recommendations;

Practical recommendations are made to the management of Federal College of Education (Technical) Gusau, Zamfara state highlighted below;

1. The management of the institution should endeavour to practice participative leadership styles if employee commitment must be ensued.
2. Organizational culture is an important element in achieving employee commitment. Leaders as dominant persons are influencers directly or indirectly chatting the course of the culture. So, an open-minded culture, synonymous to participative leadership be encouraged
3. Leaders must be approachable and render necessary help and support when needed by the subordinates. Government institutions in Nigeria are known for their bureaucratic, complex and slow processes which must be discouraged.

Theoretical recommendations are another contribution made by this study. The upper echelon theory made useful assumptions on the important of dominant persons (leaders) in the organization. They are a major source of motivation and direction for the organization. This therefore, necessitate the need for excellent leaders in the organization.

7.0 Limitations of Study

The study is without its limitations notwithstanding the fascinating findings this current study uncovered which are;

1. The self-report questionnaires for leadership, organizational culture and commitment can be subjective, linear and social desirability bias. Respondents may not necessary be sincere while responding to the questions. The study recommendation a combination of both quantitative and qualitative approach in future studies
2. The study findings are only limited to a federal institution. Future research can utilize a cross-sectional research design where other institutions private, state and federal are considered while not ignoring the private sector.
3. Longitudinal study can be conducted in future studies where effects of participative leadership and organizational culture on employee commitment are studied for a period of time due to variations in daily, weekly and monthly behavioural outcomes and tendencies.
4. This study is a quantitative study which is prone to common method bias.

References

Ahmed, M. & Shafiq, S. (2014). The Impact of Organizational Culture on

Organizational Performance: A Case Study of Telecom Sector, *Global Journal of Management and Business Research,* 14(3); 1-11.

Agha, N. C., Nwekpa, K. C., & Eze, O. R. (2017). Impact of Ethical Leadership on Employee Commitment in Nigeria- A Study of Innoson Technical and Industrial Company Limited Enugu, Nigeria. *International Journal of Development and Management Review,* 12(1); 202-214

Agwu, M. O. (2013). Organizational Culture and Employees Commitment in Bayelsa State Civil Service. *Journal of Management Policies and Practices,* 1(1); 35-45

Akpoviroro, K. S., Bolarinwa, K. I., & Owotutu, S. O. (2018). Effect of Participative Leadership Style on Employee's Productivity. *Business Trends* 8(2); 48–58.

Armstrong, M. & Taylor, S. (2014). *Armstrong Handbook of Human Resource management Practice* (13th Ed.). United Kingdom: Kogan Page Limited.

Arnold, J. A., Arad, S., Rhoades, J. A., & Drasgow, F. (2000). The Empowering Leadership Questionnaire: The Construction and Validation of New Scale for Measuring Leaders Behaviour. *Journal of Organizational Behaviour*, 21(1); 249-269.

Asgari, M. R. (2014). The effect of Participative Leadership Employee Commitment to Services Quality in Bank Melli Branches if Isfahan. *Kuwait Chapter of Arabian Journal of Business and Management Review,* 3(12); 113-129.

Bell, C. & Mjoli, T. (2013). The effect of Participative Leadership Organizational Commitment: Comparing its effects on Two-Gender Groups among Bank Clerks. *African Journal of Business Management*, 8(12); 451-459.

Bhatti, M. H., Ju, Y., Akram, U., Bhatti, M. H., Akram, Z., & Bilal, M. (2019). Impact of Participative Leadership on Organizational Citizenship Behavior: Mediating Role of Trust and Moderating Role of Continuance Commitment: Evidence from the Pakistan Hotel Industry. *Sustainability* 5(2); 34-44.

Bizuneh, M. (2016). *The Effect of Organizational Culture on Employee Commitment; TheCase of Ethiopian Airlines Company.* (Unpublished master's thesis). Addis Ababa University.

Charles, A. O., Chatman, J., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. *Academy of management Journal*, 34(3); 487-516.

Cohen, J. (1988). Statistical power analysis for the behavioral sciences (2nd ed.). New Jarsey: Lawrence Erlbaum Associates, Publishers. doi:10.1234/12345678

Ebikeseye, B., & Dickson, R. S. (2018). Employee Commitment to Work as an Ingredient for Service Delivery of Selected Firms in Bayelsa State. *International Journal of Economics and Business Management,* 4(1); 80–92.

Groysberg, B., Lee, J., Price, J., & Cheng, J. (2018). The Culture Factor. Retrieved on February 18, 2020 from

https://hbr.org/2018/01/the-culture-factor

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, 39-50.

Gelaidan, H. M. H. (2012). *The Moderating Effects of Organisational Culture on the Relationship Between Leadership Style and Employee Commitment to Change of Public Sector in Yemen.* (Unpublished doctoral dissertation). University Utara Malaysia.

Groysberg, B., Lee, J., Price, J., & Cheng, J. (2018). The Culture Factor. Retrieved on February 18, 2020 from https://hbr.org/2018/01/the-culture-factor

Haenlein, M., & Kaplan, A. M. (2004). A Beginner's Guide to Partial Least Squares Analysis. *Understanding Statistics*, *3*(4), 283–297. https://doi.org/10.1207/s15328031us0304_4

Hair, J.F., Black, B., Babin, B., Anderson, R.E. & Tatham, R.L. (2013) *Multivariate Data Analysis* (7th edn). Harlow: Pearson.

Hambrick, D. C. (2007). Upper Echelons Theory: An Update. *Academy of Management Review*, 32(2), 334–343.

Hambrick, D. C. & Mason, P. A. (1984). Upper Echelons: The Organization as a Reflection of Its Top Managers. *Academy of Management Review,* 9(2), 193–206.

Hersey, P. & Blanchard, K. (1988). *Leadership of Organizational Behaviour*. Englewood Cliffs, New Jersey: Prentice Hall.

Hiebl, M. R. W. (2014). Upper Echelons Theory in Management Accounting and Control Research, *Journal of Management Control,* 24(3); 223-240

Hofstede, G. (1997) *Culture and Organisations: Software of the Mind: Intercultural Cooperation and Its Importance for Survival*. Beverley Hill: McGraw-Hill.

Hulland, J. (1999). Use of partial least squares (PLS) in strategic management research: A review of four recent studies. *Strategic Management Journal*, 20(2); 195-204.

Inanlou, Z. & Ahn, J. (2017). The Effect of Organizational Culture on Employee Commitment: A Mediating Role of Human Resource Development in Korean Firms. *The Journal of Applied Business Research,* 33(1); 87-94

Irfan, S. & Marzuki, N. A. (2018). The Moderating Effects of Organizational Culture on the Relationship between Work Motivation and Work Commitment of University Academic Staff. *International Journal of Learning and Development*, 8(1); 137-155

Israel, G. D. (2013). Determining Sample Size. *Journal of Business Research,* 1(1);1-5

Kazlauskaie, R., Buciuniene, I., & Taraukas (2006). Building employee commitment in the hospitality industry, *Baltic Journal of Management*, 1(3); 300-314

Koto, E. A., Samudra, A. A., Veithzal, R. Z., Sumrahadi, A., Hakim, A. Hariyadi, A. R., & Subagja, I. K. (2019). Relationship of Work Motivation and Participative Leadership with Functional Employment Behaviour of Education and Culture of Bengkulu Province, Indonesia. *International Journal of Business and Applied Social Science,* 5(9); 76-88.

Kouzes, J. M., & Posner, B. Z. (1995). *The leadership challenge*. San Francisco: Jossey-Bass.

Krejcie, R. V., & Morgan, D. W. (1970). Determining Sample Size for Research Activities. *Educational and Psychological Measurement*, 30(3); 607-610

McSweeney, B. (2002). Hofstede's model of national cultural differences and their consequences: A triumph of faith–a failure of analysis. *Human Relations*, *55*(1), 89-118.

Mohamud, S. A, Hussein, J. M., & Mohamud, S. A. (2018). The effect of Employee Commitment on Organizational Effectiveness: case study of waaya arag and beder electronic companies in mogadishu. *International journal of Current Research,* 10(3); 67333 – 67338.

Mowday, R., Steers, R., & Porter, L. (1979). The Measurement of Organizational Commitment. *Journal of Vocational Behaviour*, 14(2); 224-247

Naqvi, S. M. M.R., Ishtiaq, M., Kanwal, N., & Ali, M. (2013). Impact of Job Autonomy on Organizational Commitment and Job Satisfaction: The Moderating Role of Organizational Culture in Fast Food Sector of Pakistan*, International Journal of Business and Management*, 8(17); 92-102

Ng'ang'a, M. J. & Nyongesa, W. J. (2012). The Impact of Organisational Culture on Performance of Educational Institution, *International Journal of Business and Social Science*, 3(8); 211-217

Nwaisaka, D. M., K'Aol, G. & Ouma, C. (2019). Influence of Participative and Achievement Oriented Leadership Styles on Employee Job Satisfaction in Commercial Banks in Kenya.

European Journal of Economics, Law and Politics. 6(2); 45-69.

Ogbonna, E. (1992). Managing Organisational Culture: fantasy or reality? *Human Resource Management Journal,* 3(2); 42-54.

Ojo, O. (2008). Organisational Culture and Performance: Empirical Investigation of Nigerian Insurance Companies. *Manager Journal*, 8(1); 118-127.

Oppong, S. (2014). Upper Echelons Theory Revisited: The Need for a Change from Causal Description to Casual Explanation. M*anagement*, 19(2); 169-183

Park, H. Y., Christie, R. L., & Sype, G. E. (2014). Organisational Commitment and Turnover Intention in Union and Non-union firms. *Sage Open*.4(1); 1-11 doi: 10.1177/215824401 3518928.

Paschal, A. O., & Nizam, I. (2016). Effects of Organisational Culture on Employees Performance: Case of Singapore Telecommunication. *International Journal of Accounting & Business*.4(1); 19-26.

Samuel, A. B., Rahman, M. M., Khairuddin, I., Uddin, M. J., & Rakaman, M. S. (2017). A synthesized Literature Review on Organizational Culture and Corporate Performance. *Journal of Advanced Research in Social and Behavioral Sciences*,7(1),83-95.

Sharma, A. & Singh, S. (2017). Impact of Organizational Culture on Employee Commitment: A Comparative Study of Public and Private Sector Telecom Companies in India. *International Journal of Engineering Technology Science and Research*, 4(12); 721-727.

Soryani, A., Syah, T. Y. R. & Raras, P. (2018). The Influence of Organizational Culture on Organizational Commitment and Job

Satisfaction. *International Journal of Economics, Commerce and Management,* 6(5);151-165

Vadi, M. Allik, J. & Realo, A. (2012). *Collectivism and Its Consequences for Organizational Culture* (Unpublished Thesis). University of Tartu, Belgium

Wiesenthal, A. M., Kalpna, J., McDowell, T., & Radin, J. (2015). The new physician leaders: Leadership for a dynamic health. *The New England Journal of Medicine,* 1(3) 567-571.

Yilmaz, K., & Çokluk-Bökeoğlu, Ö. (2008). Organisational Citizenship Behaviours and Organisational Commitment in Turkish Primary Schools. *World Applied Sciences Journal,* 3(5); 775-780.