

Examining the Relationship between Leadership Styles and Employee commitment: A Case Study of Bank of Ghana

Dr. Grace Ofeibea Dodoo¹, Prof. Emmanuel Teitey²,
Dr. Emmanuel Attah Kumah Amponsah³, Dr. Vera Graham Asante⁴

¹Ph.D, University: Swiss Management Center University, Switzerland

^{2,3,4}Ph.D, University: Ghana Communication Technology University-(GCTU)

Abstract

One importance of examining the relationship between leadership styles and employee's organizational commitment is that it assists in assessing employees affective and normative commitment of the organisation, enhance boosting employees' performance and growth of the organisation. This research used quantitative methodology and instrument was tested for validity. There was a pre-test of Cronbach Alpha values expected to be values ranging from 0.76 to 0.96 to indicate a strong construct validity instrument. The study used Pearson correlation matrix to determine the relationship between the three independent variables and one dependent variable. The results show an R-squared value of 0.7534 for employees' continuance commitment (CC). This means that jointly, transformational (TFL), transactional (TSL) and laissez-faire (LFL) leadership styles account for over 75% of the variations in employees' continuance (CC) towards their organization. Similarly, the findings show that jointly, the independent variables (TFL, TSL, LFL) account for approximately 50% ($R^2 = 0.4964$) and 57% (0.5677) of the variations in employees' affective (AC) and normative (NC) commitments respectively. Besides, the joint effect of the independent variables on the dependent variables were statistically significant at 5% level ($p=0.000$). This finding means that, largely, the leadership style of the organization has a direct impact on the level of employees' commitment to the organization.

Keywords: Transformational, Transactional, laissez-faire , Leadership, Continuance commitment

Overview

The performance of any nation in seeking to accomplish its set goals to a large degree depends on its leadership. The aim being that effective leadership explains into prudent policy formulation and implementation. as well as good service delivery, to meet the needs and aspirations of the organisation. The reasons cited for such poor performance are study include institutional and structural weaknesses limited attention to private enterprise development, poor governance management incompetence and limited staff commitment (Okpara, 2006; Okpara & Wynn, 2007). Indeed, according to Ochola (2007) and Evarest - Philips (2012), Africa's poor economic development despite its vast wealth or resources is because of weak leadership. Ochola (2007) further suggested that leadership in Africa is typically ineffective and characterized by vulnerability of the complex global economic system. Unexpectedly,

the majority of the elite group in Africa who rise to leadership positions appear to have been educated in Western countries, but still lack the capacity to adapt or translate the ideas they have learned to address Africa's leadership challenges (Ochola, 2007).

Furthermore, this scenario exposes the flaws in the argument that African leaders will be more efficient and effective if they adopted Western practices. However, research has shown that there exist successful leadership practices all over the world (Sorensen & Kuada, 2001). The different perspectives outlined above incite several debates and intellectual expositions. Disparity in the level of Leadership and for the purposes of this study, sustainable leadership in Africa and that of Western countries are obvious and constantly deepening. Similarities in leadership flaws and under-development across the African continent as opposed to the happenings in the Western context place culture at the center of this leadership - development discourse (Leonard, 1987)

In our present dispensation it is interesting to know leadership impacts on organizational performance to bring an excellent leadership into bear. Maritz (1997) argued that leadership is a critical factor in the success or failure of an organizations, begin with excellent leadership, and successful organizations reflect their leadership. Effective leadership can move the organisation from current to future state, create visions of potential opportunities and instill within employees' commitment to change and inculcate new cultures and strategies that mobilize and focus energy and resources (Bennis & Nanus, 1985).

The benefits of organisational commitment have been well recognized in the present management literature (Davenport, 2010). Committed employees are less likely to develop patterns of unpunctuality or to be habitually absent from work (Davenport, 2010). Gbadamosi (2003) contended that the more suitable an individual's attitudes toward the organisation, the greater the individual's acceptance of the goals of the organisation, as well as their preparedness to exert more effort on behalf of the organisation. Employees that are committed are also less likely to leave the organisation to explore other opportunities (Allen & Meyer, 1996; Porter et al., 1974). Organisational commitment has also been shown to positively affect motivation.

Research indication suggested that leadership style is positively connected with work attitudes and behaviours at both individual and organizational level (Dumdum, Lowe & Avolio, 2002). Correlation analysis shows that transformational and transactional leadership style is associated to employee's organizational commitment (Balakrishnan, Hitan, Muhanted, & Marmaya 2011). In particular, there is substantial research now available suggesting that transformational leadership is positively related with organisational commitment in a diversity of organisational situations and cultures (Guang- lu, Pu & Yong, 2012).

Problem Statement

The problem of the study explored is to present some informed decisions in the rise of employee turnover and reduction in the commitment levels of employees at Bank of Ghana (Amissah-Arthur, 2012). Various governors from the year 2010 to 2016 have alluded to the fact that employees are no more committed to work comparable to ten years ago (Amissah-Arthur, 2012; Issahaku, 2015; Wamphah, 2014). Also, information available at the human resource department from 2010 to the year 2016 indicated a reduction in the commitment levels of employees. Leadership misappropriation is the most prevalent factor that influence employees' attitudes and behaviors including organizational commitment (Wang, 2012).

The negative attitude of leaders ultimately reflects on the attitudes of employees (Wang & Howell, 2012). Employees rely on leaders to provide strategic direction and when leaders fail to do so employees lose their energy to commit to task and direction provided (Carter & Greer, 2013). Leadership is very important to manage and control employees and organizations (Carter & Greer, 2013).

Blanchard (1984) indicated that the lack of emphasis to improve upon leadership skills and quality will negatively affect organizational successes as employees will not be motivated to bring out their best. Gbadamosi (2003) also discovered that the more an individual is committed to an organisation through attitudes the higher that individual is in the acceptance of the objectives, aims and aspirations of the organisation. Normative commitment refers to employees' feelings of responsibility to the organization (Meyer, 1990).

According to Aravinthan and Velnampy, (2013) and Davenport (2010) asserted that employees who are committed are less likely to develop chronic absenteeism and laziness towards work and revealed that organizational commitment in private banks was linked with occupational stress and its variables positively with the exception of physical environment of the bank. A respondent rate of 115 participants of which 95 academic staff and 20 leaders of the chosen academic institution, presented findings that showed that transformational leadership style has positive correlations with affective and continuance employee commitments, while transactional leadership style had positive correlation with only normative commitment (Teshome, 2011). A laissez-faire leadership style was also discovered to be significantly and negatively associated with employees' affective commitment (Teshome, 2011).

Research Design

This is a quantitative study which gathered the relevant and pertinent information regarding the relationship between leadership styles and employee organizational commitment of Bank of Ghana. The study employed stratified and purposive sampling approach and different questionnaires were adopted. The multifactor leadership questionnaire emanated from the full range leadership model developed by Bass and Avolio (1997).

Allen and Meyers (1990) organizational commitment questionnaire was used to collect data on employee's commitment. The instruments were tested for validity and run a pre-test of Cronbach Alpha values expected to be values ranging from 0.76 to 0.96 to indicated a strong construct validity instrument (Pearson, 1920). The study used Pearson correlation matrix to determine the relationship between the three independent variables and one dependent variable (Pearson, 1920; Tepper & Percy, 1994).

Research Question and Hypotheses

The research questions and hypotheses included the following.

1. Is there a statistical significant relationship between transformational leadership style and employee commitment?
1Ho: There is no statistical significant relationship between transformational leadership style and employee commitment
1Ha: There is a statistical significant relationship between transformational leadership style and employee commitment
2. Is there a statistical significant relationship between transactional leadership style and employee commitment?

2Ho: There is no statistical significant relationship between transactional leadership style and employee commitment

2Ha: There is a statistical significant relationship between transactional leadership style and employee commitment

3. Is there a statistical significant relationship between laissez-faire leadership style and employee commitment?

3Ho: There is no statistical significant relationship between laissez-faire leadership style and employee commitment

3Ha: There is a statistical significant relationship between laissez-faire leadership style and employee commitment.

These hypotheses were tested to assess the significance of the Pearson correlation analysis. The study accepted null hypotheses because the probability value was greater than 1% and 5% critical value at a significant level, which, means we should not reject the null hypotheses.

Population and Sampling Strategy

This is a quantitative study which gathered relevant and pertinent information regarding the relationship between leadership styles and employee organizational commitment at the Bank of Ghana. The study employed stratified and purposive sampling approach and adopted different questionnaires. The multifactor leadership questionnaire emanated from the full range leadership models developed by Bass and Avolio (1997).

Allen and Meyers (1990) organizational commitment questionnaire was used to collect data on employees' commitment. The instruments were tested for validity. There was a pre-test of Cronbach Alpha values expected to be values ranging from 0.76 to 0.96 to indicate a strong construct validity instrument (Pearson, 1920). The study used Pearson correlation matrix to determine the relationship between the three independent variables and one dependent variable (Pearson, 1920; Tepper & Percy, 1994).

The relationship between leadership styles and employee's commitment was analyzed using the following procedures. Firstly, the study used frequency tables and percentages to explain the demographic variables. The study applied Pearson correlation to determine the relationship between the independent variables and dependent variables. The Pearson correlation which presented an output of figures between +1 and -1 was used to determine whether the relationship between the two variables is positive or negative. The equation is as follows:

Where OC = is the relationship: $R = \alpha + \beta_1 TFL + \beta_2 TSL + \beta_3 LZL + \epsilon_t$

TFL = Transformational leadership Style

TSL = Transactional leadership Style

LZL = Laissez-faire leadership style

ϵ_t = Error term

Independent and Dependent Variables figure 3.1

Sources: Research Survey ,2019

Research Instrument

This research focused on primary data. All the primary data needed for the study was obtained from the 150 selected employees of the Bank of Ghana. The data collection was organized through the administration of questionnaire via e-mail distribution. The candidate administered questionnaires to selected leadership and subordinates of the Bank of Ghana. Selected respondents were given enough time to answer questions on the questionnaire. Respondents were presented with the free will to respond to the questionnaire.

The study employed the stratified and purposive sampling approach. Three different questionnaires were considered and the multifactor leadership questionnaire emanated from the full range leadership model developed by Bass and Avolio (1997).

Instrument Validation

According to Burns (2000), the concept of reliability takes into consideration whether an obtained score is a stable indication of one's performance, portraying reliability in terms of stability, dependability and predictability. It is also important to acknowledge how well a test or instrument measures a given area or group. A measurement or assessment technique may be perfectly reliable but there is always the need for the person conducting the test to ask of the validity of the instrument. Reliability and validity are crucial to any research whether quantitative or qualitative. In conducting a quantitative research, validity can be enhanced through appropriate instrumentation, careful sampling and the proper analysis of data (Burns, 2000).

The reliability of the data is assured based on the data source of which is the Bank of Ghana. The bank is accurate in data collection and uses accurate measurements thus ensuring reliability is. Reliability and validity were taken into consideration during the selection of the sampling technique. It was practical to adopt the non-probability sampling technique as the research has set objectives and research questions which will meet the aim of the research or study. According to Cohen et al. (2000), the most practical and effective way of attaining validity is to reduce the amount of error and bias as much as possible.

Data Collection Procedures

This study is based on primary data. All the primary data required for the study was obtained from the 150 selected employees of Bank of Ghana. The data collection was done through the administration of questionnaire via e-mail distribution. The candidate administered questionnaires to the leadership and subordinates. Selected respondents were given enough time to answer questions on the questionnaire. Respondents were presented with the free will to answer questions on the questionnaire.

The data collection was only from the Bank of Ghana through the employees. The candidate asked permission through the human resource department of the bank before administering the questionnaire. Respondents were assured and guaranteed that their names would not be revealed in the questionnaire and the study. To ensure the success of the study, each subordinate's response remained anonymous. Moreover, participants received verbal and written description of the study. Since informed consent to participate is one of the major hallmarks of modern ethical research (APA, 2010).

Data Analysis

The study used quantitative data analysis methods. The instrument was tested for validity. There was a pre-test of Cronbach Alpha values expected to be values ranging from 0.76 to 0.96 to indicate a strong

construct validity instrument (Pearson, 1920). The study used Pearson correlation matrix to determine the relationship between the three independent variables and one dependent variable (Pearson, 1920; Tepper & Percy, 1994).

The relationship between leadership styles and employee’s commitment was analyzed using the following procedures. Firstly, the study used frequency tables and percentages to explain the demographic variables. Secondly, the study used Pearson correlation to determine the relationship between the independent variables and dependent variables. The Pearson correlation which presented an output of figures between +1 and -1 was used to determine whether the relationship between two variables is positive or negative, through an analysis performed using SPSS.

Main Findings of the Research

Demographic Statistics

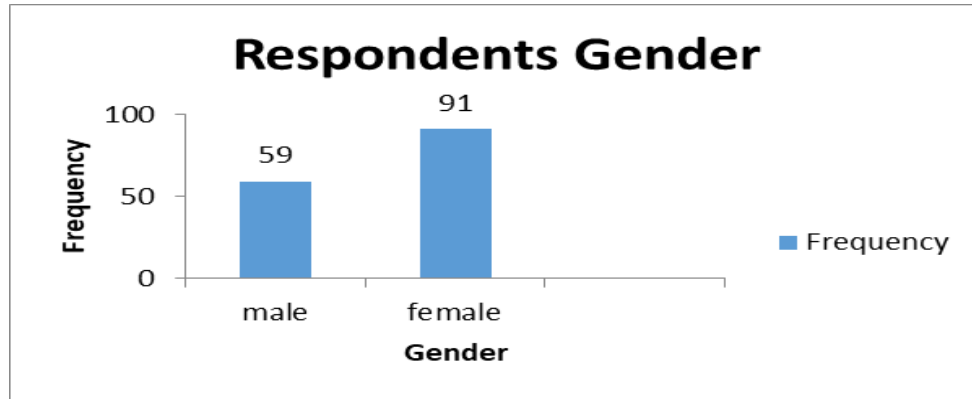
Overall, 150 respondents participated in the study. All respondents were employees of the Bank of Ghana. Whereas majority of the respondents (61%) were female, 39 (representing male. Out of 150 participants, 47%) had bachelor degree in various fields of education and 45% had master degree, whereas one holds doctor of philosophy with other various background of education. 35% were between 41years to 49 years age bracket, 29% are between 26 years to 32, 17% are between 33years to 40 and 13% are between the age 50 year to 59, considering participant age bracket involved in study is an indication that there is high level of independence and maturity in response. Table 1 shows detail characteristics of the research study demographic.

Table 1: Demographic Characteristics of the research

Respondent Characteristics	Frequency	Percent (%)
Gender		
Male	59	39
Female	91	61
Age		
18-25yrs	8	5
26-32yrs	44	29
33-40yrs	26	17
41-49yrs	52	35
50-59yrs	20	13
Education		
Diploma	4	3
Bachelor	70	47
Master	68	45
Post graduate	2	1
Other	6	4

Source: Field Survey, 2018

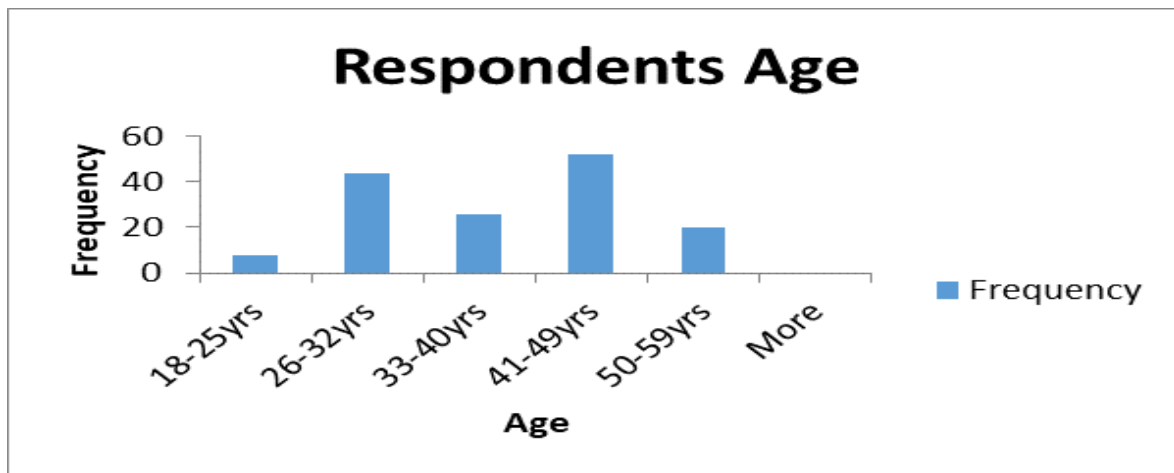
The figure 4.1 explains the gender demographic Characteristics of the research study in form of frequency of the demographic survey.



Source: Field Survey, 2018

Figure 4.1. The Gender Demographic Study

In terms of frequency 59 males participated in the research study and 91 females out of the total participants of 150. This is an indication that female participation in this study was very high. Again, the difference in percentage in terms of female participation was 21% over their male counterpart. This means female participation in this study were high which defeats the assertion that females do not to like involve themselves in high level decision making.

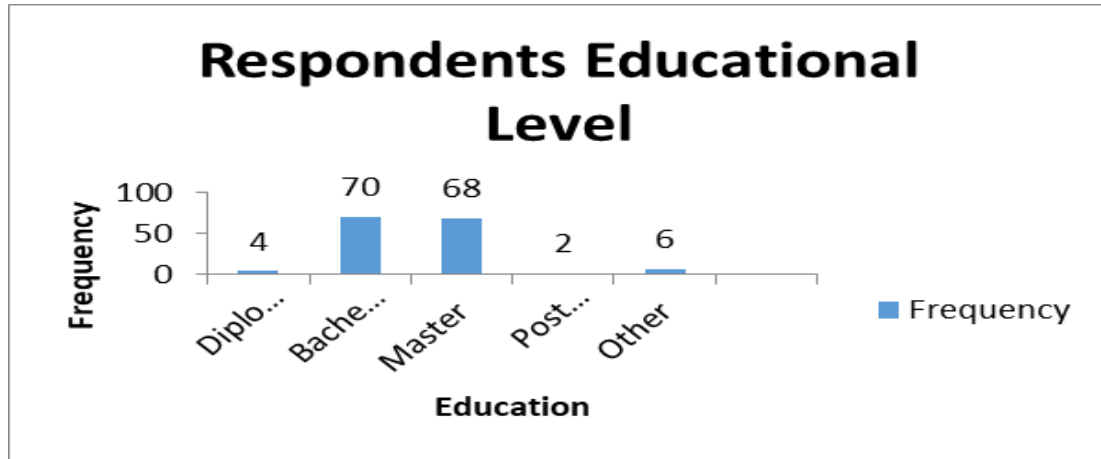


Source: Field survey, 2018

Figure 4.2. Age Demographic Study

The age demography survey in research study is very important because it determines the level of maturity of participant in the research study and also independence and reliability of the participant responses. Looking at figure 4.2 the age between 41-49 which classified the main working class responded higher than any other age group. This is an indication that bank of Ghana has a matured age class in the organisation. Moreover, the age between 26-32 years recorded 29% next in highest to the age 41-49 years but needs improvement in terms of response to the study. The age group between 18-25

contribution was only 5% which was not quite encouraging, however, it is also showing that Bank of Ghana was not recruiting youth into the organisation and that could have merited the low response rate.



Source: Field survey, 2018

Figure 4.3. Educational Demographic Study

The educational demography of the study of respondents is an indication that the participants of this study have the requisite knowledge to undertake an informed decision on the questionnaire administered. 70 participants out of the 150 population are bachelor degree holders while 68 participants are master's degree holders, postgraduate participants show the least of only 2 participants but in all the study has knowledgeable people who participated in the research exercise. The educational demography of the study depicts that Bank of Ghana employees has large volume of people with bachelor degrees than masters and postgraduate degree, this clearly shows in the figure 4-3. The participant with diploma and other certificates is only 4 and 6 respectively. The level of participants education is also a proposition that their decision taken in responding to the questionnaire will go a long way to support the literature review.

Cronbach's alpha (α) was used to analysed the data collection. Generally, a value of around 0.7 is considered adequate to show internal consistency. In all, six variables were analyzed. The dependent variable (commitment) had three components - affective commitment, normative commitment and continuous commitment. Items under all three components of commitment showed acceptable alpha coefficients (>0.7). Details are shown in Table 1, 2 and 3.

Affective Commitment

According to Baron and Greenberg (2010), organizational commitment is associated with a high level of willingness both to share and to make sacrifices. Commitment may be conceptualized in a model comprising three components or approaches: affective, continuance and normative commitment (Meyer & Allen, 1996). These three approaches of commitment may be described as psychologically different orientations towards the organisation. Affective commitment refers to an individual's orientation towards the organisation in terms of loyalty, identification and involvement (Baron & Greenberg, 2010). The Table 2 explained the reliability assessment for affective commitment:

Table 2: Reliability assessment for “Affective Commitment”

Item	Sign	item-test correlation	item-rest correlation	covariance	Alpha, α
AC1	+	0.6633	0.5190	0.5624	0.7692
AC2	+	0.7907	0.7011	0.5197	0.7390
AC3	+	0.5989	0.4493	0.5989	0.7814
AC4	+	0.6615	0.4655	0.5386	0.7864
AC5	+	0.6916	0.5532	0.5471	0.7628
AC6	+	0.6722	0.4930	0.5371	0.7775
AC7	+	0.7024	0.6169	0.5952	0.7629
Overall item					0.7947

Source: Field Survey, (2018).

The analysis from table 2 gives a clear picture that correlation exist among the leadership and employees of Bank of Ghana. The correlation test showed a figure 0.7024, covariance 0.5952 and Alpha of 0.7947 since these figures are less than 1% there is a correlation among employees and leadership.

Continuance Commitment

Continuance commitment describes the investment that the employee makes in the organisation such as their contributions, organisation-specific skills that may not be transferable, time and effort. Normative commitment is the third dimension of organizational commitment and reflects feelings of obligation to stay with an organisation as a result of pressures from others (Basson, Coetzee Ferreira, 2010). These submissions have perfectly supported the purpose of this research study. The table 3 examined the reliability assessment of continuance commitment:

Table 3: Reliability assessment for “Continuance Commitment”

Item	Sign	item-test correlation	item-rest correlation	covariance	Alpha, α
CC1	+	0.6062	0.4692	0.5593	0.7209
CC2	+	0.7981	0.6301	0.3834	0.6657
CC3	+	0.6850	0.4625	0.4678	0.7242
CC4	+	0.8465	0.7727	0.4374	0.6500
CC5	+	0.7277	0.5998	0.4822	0.6862
CC6	+	0.4151	0.1638	0.6495	0.7983
Overall item					0.7475

Source: Field Survey, (2018).

The correlation test depicted a figure of 0.1638, covariance of 0.6495 with overall Alpha of 0. 7475. All the computed figures give a ratio less than 1% , this is an indication that there is less cost employees and leadership turnover in Bank of Ghana.

Normative Commitment

Normative commitment is the third dimension of organizational commitment and reflects feelings of

obligation to stay with an organisation as a result of pressures from others (Basson, Coetzee & Ferreira, 2010). These submissions have perfectly supported the purpose of this research study. The table 4 examined the reliability assessment of normative commitment:

Table 4: Reliability assessment for “Normative Commitment”

Item	Sign	item-test correlation	item-rest correlation	covariance	Alpha, α
NC1	+	0.8005	0.6665	0.2818	0.7139
NC2	+	0.6400	0.3887	0.3398	0.7995
NC3	+	0.7492	0.6514	0.3393	0.7288
NC4	+	0.5084	0.3741	0.4078	0.7742
NC5	+	0.8071	0.7129	0.3078	0.7107
NC6	+	0.6891	0.5411	0.3376	0.7440
NC7	+	0.4600	0.3714	0.4353	0.7790
Overall item					0.7795

Source: Field Survey, 2018

The correlation test depicted a figure of 0.3714 covariance of 0.4353 with overall Alpha of 0. 7795. All the computed figures give a ratio less than 1%, this is an indication that there is less movement among employees and leadership in Bank of Ghana

Similarly, items under all three-leadership style independent variables (transformational, transactional and laissez-faire) showed acceptable alpha coefficients (>0.7). Details are shown in Table 4, 5 and 6.

Transactional Leadership

Transactional leaders rely on goals and objectives that are set, measured and evaluated by the organisation with transactional leaders monitoring followers to ensure that mistakes are not made (Achua&, Lussier 2010). Therefore, the organization always achieves its budgeted goals. Active management by exception extents behaviors that are intended to prevent potential problems in a proactive way before the problems even arise ((Achua&, Lussier 2010). The table 5 explained the reliability assessment of Transactional Leadership:

Table 5: Reliability assessment for “Transactional Leadership”

Item	Sign	item-test correlation	item-rest correlation	covariance	Alpha, α
TSL1	+	0.8616	0.7545	0.5391	0.6764
TSL2	+	0.7730	0.6388	0.6473	0.7147
TSL3	+	0.4580	0.2810	0.9079	0.7944
TSL4	+	0.2588	0.0690	1.0366	0.8301
TSL5	+	0.8616	0.7545	0.5391	0.6764
TSL6	+	0.7730	0.6388	0.6473	0.7147
Overall item					0.7778

Source: Field Survey, (2018).

The correlation test showed a figure of 0.7730, covariance of 0.6473 with overall Alpha of 0.7778. All the figures gave a ratio less than 1% , this is a clear indication that there is transactional leadership relationship among employees and leadership of Bank of Ghana.

Transformational Leadership

Nemanich and Keller (2007) suggested that through the strength of their vision and personality, transformational leaders are able to inspire followers to change their expectations, perceptions and motivations and to work towards common goals. This is true about their observation though this could be influenced by the culture of the organisation and personality traits. Judge and Piccolo (2004) are of the opinion that transformational leadership produces numerous positive outcomes. The table 6 explained the reliability assessment of transformational Leadership:

Table 6: Reliability assessment for “Transformational Leadership”

Item	Sign	item-test correlation	item-rest correlation	covariance	Alpha, α
TFL1	+	0.7798	0.7048	0.4752	0.7553
TFL2	+	0.7080	0.6210	0.5036	0.7679
TFL3	+	0.7101	0.5775	0.4611	0.7674
TFL4	+	0.5570	0.4453	0.5481	0.7886
TFL5	+	0.6777	0.5222	0.4672	0.7778
TFL6	+	0.3206	0.1049	0.6187	0.8441
TFL7	+	0.7972	0.7139	0.4495	0.7484
TFL8	+	0.7410	0.6047	0.4380	0.7628
Overall item					0.8005

Source: Field Survey, (2018).

The correlation test showed a figure of 0.6047, covariance of 0.4380 with overall Alpha of 0.8005. All the figures gave a ratio less than 1% , this is a clear indication that there is transformational leadership relationship among employees and leadership of Bank of Ghana.

Laissez-faire Leadership

Laissez-faire leaders allow employees to make their own decisions, but they are still responsible for the outcome. Laissez-faire works best when people are capable and motivated in making their own decisions and opinions. The employees are confident and there is no requirement for central coordination. Previous studies have established that transformational leadership is the most preferred by employees in organizations (Avolio & Bass, 1988; Burns,1978). The table 6 explained the reliability assessment Laissez-faire Leadership:

Table 7: Reliability assessment for “Laissez-faire Leadership”

Item	Sign	item-test correlation	item-rest correlation	covariance	Alpha, α
LFL1	+	0.6008	0.4735	0.6155	0.7912
LFL2	+	0.7746	0.6340	0.4755	0.7528
LFL3	+	0.7342	0.6152	0.5333	0.7615

LFL4	+	0.7935	0.6540	0.4569	0.7476
LFL5	+	0.8284	0.6900	0.4179	0.7388
LFL6	+	0.4836	0.3158	0.6567	0.8172
Overall item					0.8021

Source: Field Survey, (2018).

The correlation test showed a figure of 0.3158, covariance of 0.6567 with overall Alpha of 0.8021. All the figures gave a ratio less than 1% , this is a clear indication that there is Laissez-faire Leadership relationship among employees and leadership of Bank of Ghana

Conclusions and Practical Recommendations

Finally, summary statistics and Spearman’s rank correlation coefficient (ρ) of variables. The spearman correlation was run to assess the relationship between the dependent variables (affective, continuance and normative commitment) and the independent variables (transformational, transactional and laissez-faire leadership). A statistically significant weak positive correlation was reported between employees’ affective commitment and transformational leadership ($\rho, \rho =0.2496; p=0.0021$) as well as laissez-faire leadership ($\rho, \rho =0.2438; p=0.0026$).

In the first place, the empirical work has proven that the educational category of respondent has only one doctor of philosophy which means that Bank of Ghana have few employees with doctor of philosophy background. This mean bank of Ghana needs a lot of educational development of its employees to have more people attaining that qualification

Again, looking at demography study of the age bracket of empirical work, the age bracket is not sequential indicating the bank of Bank has no clear succession planning for its employees. Successive planning also gives leadership of organisation clear direction of who replaces who. Successive planning also gives management a healthy organisation.

Considering the frequency of female participation in this research work, Bank of Ghana have 91female compare with 59 male which means Bank of Ghana have a lot of female employees in the organisation. However, practically Bank of Ghana is not having female occupying most of the top management position which is an indication of inequality. This inequality gap must fill by developing a lot of female employees to occupy top management position.

Affective commitment is the emotional attachment of employees to Bank of Ghana which needs to be consistency if not the organisation will be affected. However, Cronbach's alpha (α) was used to analysed the data collection. Generally, a value of around 0.7 is considered adequate to show internal consistency meaning the emotional consistency of the workers at Bank of Ghana is strong therefore employees need to be motivated.

Continuance Commitment refers to how much employees feel the need to stay at their organisation, in employment that employees are continuance committed the fundamental purpose for their commitment lies in their need to stay with the organisation. The continuance commitment at Bank of Ghana is positive, however, employees’ output is low due to standardization and does permit creative and innovation but with frequent development and training productivity will be enhance.

Recommendations for Further Research

_ Quantitative methodology has looked into examination of relationship between leadership styles and employee organizational commitments. Qualitative methodology should also be employed to examine

the same topic so as to compare the two feedbacks.

_The study recommends further research considering the effect of other variables such as job satisfaction, organizational environment, organizational culture and corporate governance.

- The study recommends further research considering the effect of other variables such as organizational safety, organizational Hazard, organizational security and organizational indemnity.

- The study recommends further research considering the effect of other variables such as reward systems, performance management systems, job appraisal system and employee motivational systems.

-This research considered multivariate multiple regression in accessing relationship between the leadership styles, another research considering multicollinearity of the same variable is recommended so as to compare feedback.

-This research considers relationship between leadership styles and employee organizational commitment; further research should look into relational effect and causality test of the same variables is recommended so as to compare feedback.

Reference

1. Acemoglu, D. & Robinson, J. A. (2012), *Why Nations Fail: The Origins of Power, Prosperity and Poverty*. Crown Publishing Group, Springfield VA.
2. Acemoglu, D., James, R. & Thiery, V. (2004), "Kleptocratic and divide-and-rule: a model of personal rule", *Journal of European Economic Association*, . 2 (3) 162-192.
3. Ackermann, C.P., Schepers, J.M., Lessing, B.C. & Dannhauser, Z. (2000). Die Faktorstruktur van Bass se Veelfaktor Leierskapsvraelys in die Suid-Afrikaanse Konteks. *Journal of Industrial Psychology*, 26(2): 58- 65.
4. Ahmadi, S. A. A., Ahmadi, F. & Zohrabi, M. (2012). Effect of the Leadership Styles on the Organizational Commitment Given the Staff Personality Traits. *Interdisciplinary Journal of Contemporary Research Business*, 4(1)247-264.
5. Bagraim, J.J. (2002). Organizational commitment amongst South African knowledge workers: Some preliminary findings. Cape Town: University of Cape Town.
6. Bagraim, J.J. (2003). The nature of measurement of multiple commitment foci amongst South African knowledge workers. *Management Dynamics*, 12(2): 13-23.
7. Carlos, M. P. & Fillpe, C. (2011). From personal values to creativity: evidence from frontline service employees. *European Journal of Marketing*, 45 (7/8), 1029-1050.
8. Clapham, C. (1985), *Third World Politics: An Introduction*, Billing and Sons Limited, Worcester.
9. Industrial Psychology, August, St. Louis, MO). Unpublished.
10. Den Hartog, D. N., & Belschak, F. D. (2012). When does transformational leadership enhance employee proactive behavior? The role of autonomy and role breadth self- efficacy. *Journal of Applied Psychology*, 97(1), 194–202. <https://doi.org/10.1037/a0024903>
11. Den Hartog, D.N. (1997). *Inspirational leadership*. Academisch Profschrift. Amsterdam: Free
12. Everest-Philips, M. (2012). "The political economy of controlling tax evasion and illicit flows", in Reuter, P. (Ed). *Divining Development? Controlling Plows of Mdt Funds from Developing Countries*, World Bank, WA, DC, pp. 1-472.
13. Fafchamps, M., Teal, F. & Toye, J. (2001), *Towards a Growth Strategy for Africa*, Centre for the Study of African Economies, University of Oxford, Oxford.

14. Ferreira, N., Basson, J & Coetzee, M. (2010). Psychological career resources in relation to organisational commitment: an exploratory study URI: <http://hdl.handle.net/10500/4211>
15. Fuller, J.B., Patterson, C., Hester, K. & Stringer, D.Y. (1996). A quantitative review of research on charismatic leadership. *Psychological Reports*, 78: 271-287.
16. Gaspar, S. (1992). Transformational leadership: An integrative review of the literature. PhD. thesis, Kalamazoo, MI, Western Michigan University.
17. Gbadamosi, G. (2003). HRM and the commitment rhetoric: Challenges for Africa, *Management Decision*, 41(3): 274-280.
18. Geyer, A.L. & Steyrer, J. (1998). Transformational leadership, classical leadership dimensions and performance indicators in savings banks. *Leadership Quarterly*, 47: 397-420.
19. Hargreaves, A. & Fink, D. (2003), The Seven Principles of Sustainable leadership, available at: http://jotaniac.typepad.com/jotainacs_weblog/files/seven_principles.pdf
20. Hartog D., Muijen J.J., & Koopman, V. (1997). Transactional vs. Transformational leadership: An analysis of the MLQ. *J. Occup. Organ. Psychol.*, 70:19-34.
21. Haug, M.R., & Dofny, J. (1997). Work and Technology, Sage studies in international sociology. London: Sage.
22. Jackson, T. (2004), Management and Change in Africa: A Cross-Cultural Perspective, Routledge, London.
23. Jaramillo, F., Mulki, J. P. & Marshall, G. W. (2005). A Meta-analysis of the Relationship between Organizational Commitment and Salesperson Job performance: 25 years of research. *Journal of Business Research*, 58: 705 - 714.
24. Jones, M.L. (1986), "Management development: an African focus", *Management Education and Development*. (17) 3 202-216.
25. Kamoche, K. (1997), "Managing human resources in Africa: strategic, organisational and epistemological issues". *International Business Review*. 6. (5)537-558.
26. Kent, A. & Chelladurai, P. (2001). Perceived transformational leadership, organizational commitment, and citizenship behaviour: a case study in intercollegiate athletics. *Journal of sport management*, 15(2): 135- 159.
27. Lai, A. (2011), "Transformational-transactional leadership theory, AHS Capstone Projects", Paper 17, available at: http://digitalcommons.olin.edu/ahs_capstone.2011/17, (accessed 23 May 2014).
28. Le Vine, V.T. (1986). "Cameroon, Togo and the states of formerly French West: Africa", in Duignan, P. and Jackson, R. (Eds), *Politics and Governments in African States 1960 1985*, Hoover Institution Press, Standford, CA, 78-119.
29. Malia, S.K. & Clarkson, J.P. (2009), "Exploiting change impact analysis to support sustainability", 7th Annual conference on systems engineering research 2009, Loughborough University, Leicestershire.
30. Manetje, O. & Martins, N. (2009). The relationship between organisational culture and organizational commitment. *Southern African Business Review*, 13(1): 87-111.
31. Marchington, M., Goodman, J., Wilkinson, A., Ackers, P. (1992). New Developments in Employee Involvement, Department of Employment., Sheffield: HMSO.
32. Maritz, D. (1995). Leadership and mobilising potential. *Human Resource Management*, 70(1): 816.
33. Nagar, K. (2012). Organizational Commitment and Job Satisfaction among Teachers during Times of Burnout. *VtKALPA*, 37. 2.

34. Nasir, E.A. (2010), "Emerging leaders", Nasir's Chronicles, available at www.nasirchronicles.com, (accessed 23 September 2013).
35. Ncube, G (2012). Making of rural health care in colonial Zimbabwe: a history of Ndanga medical unit, fort Victoria, university of Cape Town, PhD dissertation Nerdinger, F. W. (2008). Editorial: Employee Participation and Organizational Culture. *German J. Hum. Res. Res.*, 22(2): 107-110.
36. Ochola, S.A. (2007), Leadership and Economic Crisis in Africa, Kenya Literature Bureau, Nairobi.
37. Odumeru, J.A. & Ifeanyi, G.O. (2013), "Transformational vs. transactional leadership theories: evidence in literature", *International Review of Management and Business Research*, 1 (2) 355-361.
38. Pascal, P., Pierre-Sebastien, F. & Lamontagne, S. (2011). Relationships between Commitments to the Organization, the Superior and the Colleagues, and the Intention to Leave among Truckers. *International Journal of Organizational Analysis*, 19(2), 92-108.
39. Pearce, C.L & Herbig, P. A (2004). Citizenship behaviour at the team level of analysis, the effect of team leadership, team commitment, perceived team support and team size, *journal of social psychology*, 44, (3) Cohen, L., Manion, L. & Morrison, K. (2000) Research Methods in Education. 5th Edition, Routledge Falmer, London.
40. Robbins, S. P., & Judge, T. A. (2007). Organizational behavior (12th ed.). Upper Saddle River, J Pearson Prentice Hall.
41. Sabir, M.S., Sohail, A. & Khan, A. (2011). Impact of leadership style on organizational commitment: In a mediating role of employee values. *Journal of Economics and Behavioural Studies*, 3(2): 145-152.
42. Saqer, H. O. (2009). The Effects of the Perceived Leadership Style on Organizational Commitment. An Empirical Study on UNRWA Staff. Unpublished MBA Thesis, Islamic University, Gaza.
43. Schilbach, C. (1983). Die Ontwikkeling van leierskapvaardighede by middelvlak- bestuurders. D.Phil thesis, Pretoria, University of Pretoria.
44. Shamir, B., House, R. J., & Arthur, M. B. (1993). The motivational effects of charismatic leadership: A self-concept-based theory. *Organization Science*, 4(4), 577-594. <https://doi.org/10.1287/orsc.4.4.577>
45. Toman, M.A. (1992). "The difficulty in defining sustainability", Resources, 106, pp. 3-6.
46. Tonelli, B. (2008). Leadership Styles and Funding: An analysis of California Juvenile Delinquency Prevention Programs Receiving Federal Grants. Ann Arbor, MI: ProQuest.
47. Tordorff, W. (1993). Government and Politics in Africa, Indiana University Press, Bloomington.
48. Transparency International (2004), *Global Corruption Report 2004*, available at: www.globalcorruptionreport.org (accessed 22 August, 2012).
49. UNCTAD (2004), "Enhancing the contribution to development of the indigenous private sector in Africa", available at: www.afrasia.org/cmsupload/1188676352_AABC_UNCTAD (accessed 22 August 2012).
50. Valeria, A.M. (2009). Developing woman leaders: A guide for men and women in organizations. West Sussex: Wiley & Blackwell. <http://dx.doi.org/10.1002/9781444315967> Veluri, S. V. S. (2010). Organizational Behavior. An Interactive Learning Approach: Text and Cases. Mumbai: Jaico Publishing House.

51. Walumbwa, F.O. & Lawler, J.J. (2003). Building effective organizations: transformational leadership, collectivist orientation, work-related attitudes, and withdrawal behaviors in three emerging economies. *International journal of human resource management*, 14: 1083-1101.
52. Wangomeby, J.M. (1985), Military Coups in Africa-the African “Neo- Colonialism”, That is Self-Inflicted, available at: www.globalsecurity.org/military/library/report/1985/WJ.html (accessed 22 August 2012).
53. Warrilow. S (2012) Transformational Leadership Theory -The 4 Key Components in Leading Change & Managing Change. [Retrieved 15/03/2013]. http://EzineArticles.com/?expert=Stephen_Warrilow
54. Yammarino, F. J., Spangler, W. D., & Bass, B. M. (1993). Transformational leadership and performance: A longitudinal investigation. *The Leadership Quarterly*, 4(1), 81–102. [https://doi.org/10.1016/1048-9843\(93\)90005-E](https://doi.org/10.1016/1048-9843(93)90005-E)
55. Yates, D. (2005), “Neo-petro-monialism and the Rentier State in Gabon”, in Basedau, M. and Mehler, A. (Eds), *Resource Politics in Sub-Saharan Africa*, Institute of African Affairs, Hamburg, pp. 173-190.
56. Yeats, A., Amjadi, A., Reincke, U. and Ng, F. (1996), “What caused sub-Saharan Africa’s marginalization in world trade?” *Finance and Development*, 38, 41-45.
57. Yukl, G. (2010), *Leadership in Organizations*, 7th ed., Prentice-Hall, Englewood Cliffs, NJ.
58. Yukl, G.A. (2009). *Leadership in Organizations*. New York,