



**THE EFFECT OF INTEGRATIVE LEADERSHIP STYLE ON ORGANIZATIONAL COMMITMENT AS
MODERATED BY EMPLOYEE PARTICIPATION IN TECHNICAL INSTITUTIONS IN KENYA**

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ABSTRACT

The purpose of the study was to determine the effect of integrative leadership style on organizational commitment as moderated by employee participation in technical institutions in Kenya. The study population was all the 3114 lecturers in the 47 technical institutions in Kenya. A sample of 343 respondents was used. Multistage sampling, stratified sampling and simple random sampling techniques were adopted to get the sample institutions and twenty two gender-based members from each institution to be included in the study. Questionnaires were distributed to the selected respondents within each institution. Data analysis was done by use of descriptive statistics. In addition, binary logistic regression was applied in order to analyze the effect of integrative leadership style on organizational commitment as moderated by employee participation. Findings showed that employee participation has a moderating effect on the relationship between integrative leadership style and organizational commitment. In addition, employee participation was found to moderate the relationship between integrative leadership and affective and normative commitment. Employee participation did not moderate the relationship between integrative leadership and continuance commitment. Employee participation did not moderate the relationship between individual leadership styles and organizational commitment and its three dimensions.

Key words-Employee participation, integrative leadership style, laissez-faire leadership, organizational commitment, transformational leadership and transactional leadership.

1.0 Introduction

The benefits of organizational commitment have been well documented in the management literature. Employees' commitment with the organization reduces their intentions to leave the organization and remain part of organization to work with more effectiveness and loyalty (Pascal et al. 2011). Organizational commitment can also increase the creativity in the organizations (Carlos & Filipe, 2011). Leadership and employee participation are foundations of organizational commitment.

Leadership is the influencing process of leaders on followers to achieve organizational objectives through change (Bass & Avolio, 1997). Management of employees is largely dependent on the quality of leadership organizations have (Lussier & Achua, 2011). The Full Range Leadership Theory (FRLT) developed by Bass and Avolio (2007) evolved from Bass's transactional/transformational theory. FRLT views leadership style as an integrative multidimensional construct comprising of transformational leadership factors, transactional leadership factors and laissez-faire leadership or absence of leadership. A study made by Bass (1990) shows that 45% to 65% of the total factors causing success or failure of the organizations are decided by leaders (Wu, Fey & Wu, 2006).

Walumbwa and Lawler (2003) found that transformational leaders are able to motivate their followers to become more involved in their work and to show higher levels of organizational commitment. In a study conducted in Pakistan (Bushra, Usman & Naveed, 2011), statistical findings suggest that transformational leadership positively relates with organizational commitment of the sampled employees. Transformational leadership brings 16% change in organizational commitment which exhibits a positive and moderate relationship between transformational leadership and organizational commitment.

Ahmadi et al. (2012) reported that transactional leadership style is of direct and positive relationship with the affective commitment, continuance commitment and normative commitment. The overall results of the Iranian study showed that transactional leadership has a positive and direct relationship with organizational commitment variable. Saqer (2009) found that there is a negative significant relationship between laissez-faire leadership style and affective, normative and total organizational commitment but positive significant relationship with continuance commitment.

Strauss (2006) said that participation is a process that allows employees to exercise some control over their work and the conditions under which they work. It encourages

employees to participate in the process of making decisions, which has a direct impact on work environment. Substantial employee participation in management is vital for cross-functional integration and efficient working.

Organizations are realizing that their employees are the most important asset and organization's future depends on more involvement of employees in generating new ideas. The involvement of employees can help in many ways to the organizations looking for creativity, changes in behaviors at work and in workplace decision making. In many cases, managers are encouraged to allow a high degree of employee participation and autonomy to increase workforce commitment (Bhatti, Nawab & Akbar, 2011). A Pakistanian study by Khan et al. (2012) revealed that job involvement is positively related to affective commitment, continuance commitment and normative commitment.

Organizational commitment has been one of the most widely researched areas in the field of management in relation to job-related variables but in Kenya very few studies have explored this concept. Although a relationship seems to exist between organizational commitment, leadership style and employee participation, studies investigating the three variables in a single study are scanty.

Technical and vocational education and training has emerged as one of the most effective human resource development strategies that African countries need to embrace in order to train and modernize their technical workforce for rapid industrialization and national development (COMEDAS 11, 2007). Kenya is aspiring to industrialize by the year 2030. This process largely depends on the quality of technical training offered to trainees in various institutions mandated to provide training.

Regrettably a number of middle level colleges have been converted to universities thus creating a shortage of trained human resource at this level (GOK, 1999). Technical education has been given "casual" treatment since independence to date (Oroni, 2012). Research in these institutions has concentrated on students' issues like choice of courses, gender disparity, physical facilities, teaching/learning facilities and students discipline among others. The management of these institutions charged with a great responsibility of transforming the country has been given little attention. Little is known about leadership, commitment and employee participation in these institutions.

1.1 Objectives

The general objective was to determine the effect of integrative leadership style (comprising of transformational, transactional and laissez-faire leadership styles) on

organizational commitment as moderated by employee participation. To be able to achieve this, the study specifically endeavored to: find out the effect of integrative leadership style on organizational commitment and to establish whether employee participation has a moderating effect on the relationship between integrative leadership style and organizational commitment.

1.2 Importance and justification of the Study

Management literature is awash with evidence suggesting that organizational commitment is associated with variables of great importance for organizational efficiency and success. As such it would be important for managers to know what variables are antecedents of organizational commitment in order to create conditions necessary for the development of such antecedents. Leadership style and employee participation are important antecedents of organizational commitment. The information and knowledge obtained from this study will enable managers to have a better understanding of the leadership styles to embrace and employee participation schemes to employ in order to increase employees' commitment. This will help managers to better manage their employees to improve individual and organizational performance.

11. LITERATURE REVIEW

Organizational commitment

Organizational commitment is an attitude reflecting employees' loyalty to their organization and is an ongoing process through which organizational participants express their concern for the organization and its continued success and well-being (Luthans, 2007). Organizational commitment is essential for retaining and attracting well qualified workers as only satisfied and committed workers will be willing to continue their association with the organization and make considerable effort towards achieving its goals (Nagar, 2012). Organizational commitment directly affects employees' performance and is therefore treated as an issue of great importance (Jaramillo, Mulki & Marshal, 2005).

Three essential components related to the definitions of organizational commitment have been found in literature. These three types of commitment are: affective, continuance and normative (Greenberg, 2005). Affective commitment deals with the attachment of an employee with his organization and the organizational goals. Continuance commitment deals with the commitment to pursue working in an organization because of the inter-employee relations and other non-transferable investments like retirement benefits etc. Normative commitment refers to a sort of an

obligation on the part of an employee, due to which he is willing to stay (or continue working) in an organization (Alam & Ramay, 2011).

Leadership

The study will be based on the Full Range Leadership Theory (FRLT) developed by Bass and Avolio(1997). FRLT is an integrative multidimensional construct comprising of transformational leadership factors, transactional leadership factors and laissez-faire leadership or absence of leadership.

Leadership plays an important role in determining employees' commitment (Bushra et al., 2011). Researchers have found that employees who are pleased with their supervisors/leaders and feel that they are being treated with respect and are valued by their management have more attachment with their organizations (Stup, 2005).

Therefore we propose the following hypothesis:

H₁: Integrative leadership style will have a significant effect on organizational commitment.

Transformational Leadership

Transformational leadership serves to change the status quo by articulating to the followers the problems in the current system and a compelling vision of what a new organization could be. Bass (1999) proposed four behaviors or components of transformational leadership to include idealized influence,

inspirational motivation, intellectual stimulation and individualized consideration.

Idealized influence or attributes, is characterized by vision and a sense of mission, instilling pride in and among the group, and gaining respect and trust (Humphreys & Einstein, 2003). Inspirational motivation is concerned with a leader setting higher standards, thus becoming a sign of reference. Intellectual stimulation provides followers with challenging new ideas and encourages them to break away from the old ways of thinking. Individualized consideration is concerned with developing followers by coaching and mentoring (Bass & Avolio, 1990).

Ramachandran and Krishnan (2009) in their study used a sample of 98 employees working in U.S., India and China. The study showed that affective and normative commitment are positively related to transformational leadership. Normative commitment is higher in India-China combined than in the U.S. Transformational leadership is positively related to normative commitment in India and China but not in the U.S. and to affective commitment in the U.S. and India but not in China.

In a study conducted in Pakistan (Bushra et al., 2011), statistical findings suggest that transformational leadership positively relates with organizational commitment of the sampled employees. Transformational leadership brings 16% change in organizational commitment

which exhibits a positive and moderate relationship between transformational leadership and organizational commitment.

Transactional leadership

Burns (1978) indicated that transactional leaders are those who sought to motivate followers by attracting or appealing to their self-interests. Transactional leaders set goals, articulate explicit agreements regarding what the leader expects from organizational members and how they will be rewarded for their efforts and commitment, and provide constructive feedback to keep every person on task (Howel & Hall-Merenda, 2002).

Bass and Avolio (1994) categorized the transactional leadership into contingent rewards, management by exception (active) and management by exception (passive). Contingent rewards is a style of leadership which provides material and mental rewards according to the completion of promised obligations by subordinates, based upon specific role and task requirement. Active management-by-exception refers to a style of leadership whereby the leader carries out positive supervision of performance to avoid mistakes. Passive management-by-exception is a style of leadership whereby the leader intervenes only after the appearance of behaviors or mistakes against the requirements.

According to Chiang and Wang (2012) in a Taiwanese study, transactional leadership correlates significantly with continuance commitment although transactional leadership has a negative and insignificant effect on the standardized coefficient of continuance commitment. Rehman et al. (2011) in their Pakistanian study found a positive correlation between transactional leadership and organizational commitment. However, they found that transformational leadership has slightly higher correlation value with organizational commitment than transactional leadership.

Laissez-faire leadership

The leader practicing this type of leadership is inactive, rather than reactive or pro-active. These leaders avoid decision making and supervisory ability (Rehman, Shareef, Mahmood & Ishaque, 2012). In a Luthanian study by Buciuniene and Skudiene (2008), laissez-faire leadership style was found to have a weak negative correlation with affective commitment. Continuance commitment has no relationship with laissez-faire leadership whereas a weak negative correlation is found between normative commitment and laissez-faire leadership style.

Employee participation

Veluri (2010) defined employee participation as providing an opportunity to participate in

management decisions. Organizations have discovered that people are their most important asset which has caused the great need for employee participation. Nerdinger (2008) indicates that human beings are fundamentally active and strive for responsibility, which leads to the valuing of participation in the organization. Nel et al. (2005) posit that employee participation programmes recognize employees' right to be individually and collectively involved with leaders in the areas of organizational decisions, beyond those usually associated with collective bargaining.

Marchington et al. (1992) proposed a four-fold classification of employee participation schemes. These are: downward communications, upward problem-solving techniques, financial involvement of employees and representative participation.

Employers are interested in employee participation because programs can bring many possible benefits including improved performance and job satisfaction. Kuye and Sulaimon (2011) attributed 53.7 percent of the total variability in firms' performance to employee involvement in decision making.

A Pakistanian study by Khan et al. (2012) revealed that job involvement is positively related to affective commitment, continuance commitment and normative commitment.

According to Khan et al. (2011), direct participation has a direct, positive and significant impact on all three forms of organizational commitment in Pakistani settings but in American commercial banks direct participation has a direct, positive and significant impact on affective commitment, weak and significant impact on continuance commitment whereas weak and insignificant impact on normative commitment.

Leadership plays an important role in determining employees' commitment (Bushra et al., 2011). Participation of employees in the decision-making process and involving them in organizational plans and goals setting has positive impact on the employees' commitment towards the organization (Kirmizi & Deniz, 2009). Involving employees in these processes, adds to their satisfaction and commitment. Higher employee participation leads to higher employee performance and organizational commitment in general (Meyer & Allen, 1991).

Drawing on the research discussed above, employee participation is hypothesized to moderate the relationship between integrative leadership style and organizational commitment. The following hypotheses are formulated:

H₂: Employee participation will moderate the relationship between integrative leadership style and organizational commitment.

H_{2a}: Employee participation will moderate the relationship between integrative leadership style and affective commitment.

H_{2b}: Employee participation will moderate the relationship between integrative leadership style and continuance commitment.

H_{2c}: Employee participation will moderate the relationship between integrative leadership style and normative commitment.

Conceptual framework

The various variables under study are conceptualized to be related as shown below:

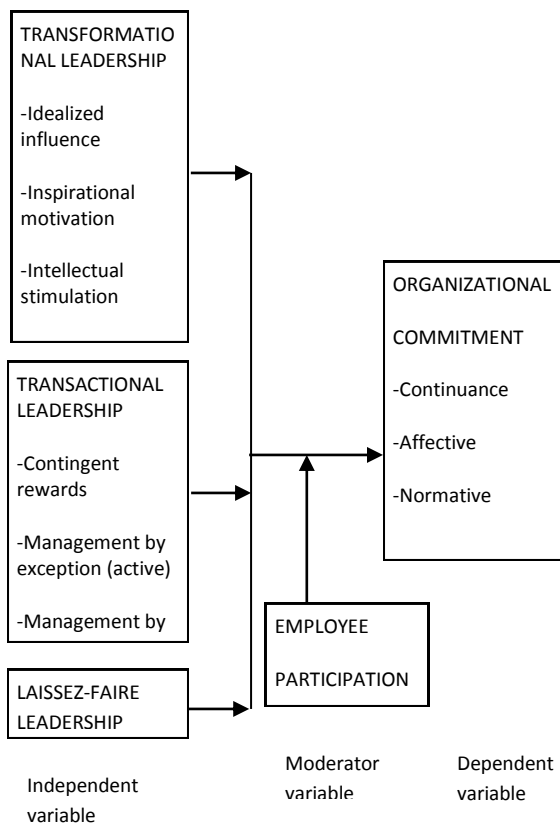


Figure 1: Conceptual framework

Research methodology

The study population was all the 3114 lecturers in the 47 technical institutions in Kenya. Technical institutions were chosen because of the critical role they are expected to play in the realization of vision 2030. This study adopted survey research design. The study used a sample of 343 respondents. Of the 343 respondents, 278 completed the questionnaires giving a response rate of 81.05%. This study used multistage, stratified and simple random sampling techniques. Multistage sampling design was employed to help in getting the clusters from which to sample from. Stratified sampling was used to group the lecturers into two so that each gender is included in the sample. Simple random sampling was adopted because the population constitutes a homogeneous group (Kothari, 2004). Sixteen institutions were selected using simple random sampling from a total of 47. Then, from each selected institution, twenty two members formed the sample.

A 5-point Likert scale questionnaire ranging from “Strongly Agree” to “Strongly Disagree” was the main instrument of data collection for the study. The questionnaire used had four sections. Section one solicited information on name of institution, demographic data on gender, religion, marital status, age bracket, family size, education, job title, job group and number of years of service in the institution and under current supervisor. Section two sought information on the leadership style. These leadership styles were transformational, transactional and laissez faire styles. To generate data on leadership style, a modified and improved version of Multifactor Leadership Questionnaire (MLQ) by Bass (1985) was used.

Section three solicited information on organizational commitment. The components of organizational commitment being captured were affective, continuance and normative commitment. An updated instrument by Meyer and Allen (1997) was modified to obtain data on organizational commitment. Section four sought information on employee participation.

To obtain data on employee participation, a modified questionnaire by Barringer and Bluedorn (1999) was used.

The instrument’s reliability was tested through Cronbach’s alpha coefficient. The reliability coefficients for the variables were: transformational leadership (0.949), transactional leadership (0.753), laissez-faire leadership (0.585), employee participation (0.883) and organizational commitment (0.880). All the variables met the minimum threshold.

Descriptive statistics was used to examine the responses. This was done through descriptive analysis and correlation analysis. Binary logistic regression was then applied in order to analyze the influence of leadership style on organizational commitment as moderated by employee participation.

Results and discussions

The findings revealed that integrative leadership style comprising of transformational, transactional and laissez-faire leadership styles has a significant effect on organizational commitment. Integrative leadership style explains 23.0% of the variation in Organizational commitment as shown in Table 1.

Table 1: Regression results of Integrative leadership on organizational commitment

Model	Sum of squares	df	Mean square	F	Sig.
Regression	22.502	3	7.501	27.145	.000 ^a
Residual	75.157	272	.276		
Total	97.659	275			
R= 0.480 R ² =0.230 R ² =0.222 Δ					

Results of the second hypothesis revealed that employee participation has a moderating effect on the relationship between integrative leadership style and organizational commitment.

The model to be tested was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 Z + \beta_{12} X_1 Z + \beta_{22} X_2 Z + \beta_{32} X_3 Z + \epsilon$$

Where:

Y= Organizational commitment

X₁= Transformational leadership

X₂=Transactional leadership

X₃= Laissez-faire leadership

Z= Employee participation

β_0 is a constant which denotes organizational commitment that is independent of leadership style and employee participation

$\beta_1 - \beta_3$ -Intercepts for the independent variables

β_4 is the intercept for the moderator

ϵ is a random variable introduced to accommodate the effect of other factors that affect organizational commitment within or outside leadership behaviors and employee participation that are not included in the model.

The stepwise procedure picked three predictors, which were transformational leadership (X₁), the interaction term (X₂Z) and transactional leadership (X₂) as shown in Table 2.

Table 2: Moderated Multiple Regression analysis of employee participation as a predictor of organizational commitment

Model	B	Beta	t	Sig	VIF
Constant	1.414		6.229	0.000	
Transformational leadership(X ₁)	0.187	0.232	3.182	0.002	1.873
Interaction term(X ₂ Z)	0.081	0.212	3.549	0.000	1.251
Transactional leadership(X ₂)	0.261	0.205	3.049	0.003	1.596

Using standardized beta coefficient the best model equation was found to be:

$$Y = 0.232X_1 + 0.212X_2Z + 0.205X_2$$

Model three was found to be valid ($F(3,259) = 30.970$, $p\text{-value} < 0.001$).

Based on beta weight, transformational leadership was the most significant in the order of influence followed by the interaction term (X_2Z) while the third was transactional leadership. When transactional leadership combines with employee participation (Z), there is more influence on organizational commitment than transactional leadership alone. Employee participation only moderates the relationship between transactional leadership and organizational commitment.

This equation shows that standardized organization commitment (OC) will increase by 0.232 units with one unit increase in standardized Transformational Leadership Style keeping the other variables constant. Standardized OC will increase by 0.212 units with an increase of one unit in the interaction term, keeping the other variables constant. Standardized OC will increase by 0.205 units

with an increase of one unit in standardized transactional leadership, keeping the other variables constant.

Results from Table 2 show the coefficients for X_2Z (interaction term) as $\beta = 0.212$, $t = 3.549$, $p\text{-value} < 0.001$. Based on this, we accept the hypothesis H_2 : there is a moderating effect of employee participation on the relationship between integrative leadership style and conclude that employee participation has a moderating effect of on the relationship between integrative leadership style and organizational commitment.

Table 3: Moderated regression results on organizational commitment

Model	Sum of squares	df	Mean square	F	Sig.
Regression	18.840	1	18.840	66.945	.000 ^a
Residual	73.452	261	.281		
Total	92.292	262			
Regression	21.931	2	10.966	40.520	.000 ^b
Residual	70.361	260	.271		
Total	92.292	262			
Regression	24.366	3	8.122	30.970	.000 ^c
Residual	67.926	259	.262		
Total	92.292	262			
R=0.452 ^a	0.487 ^b	0.514 ^c			
R ² =0.204	0.238	0.264			
$\Delta R^2=0.201$	0.232	0.255			

a. Predictors: (Constant), X₁

b. Predictors: (Constant), X₁, X₂Z

c. Predictors: (Constant), X₁, X₂Z, X₂

d. Dependent Variable: Y

The resultant regression model three is reflecting significant moderating effects of employee participation as shown by the values of change in R (Table 3). This change in R² (R²=0.060) has associated F and p values (F(3,259) = 30.970, p-value <0 .001). The F ratio value indicates that the moderator is significantly moderating the relationship

between interactive leadership style and organizational commitment. This shows that employee participation should not be ignored if organizational commitment is to be increased. The management should come up with creative and effective ways of increasing employee participation in order to increase organizational commitment.

In addition, the study included the dimensions of organizational commitment namely: affective, continuance and normative commitment. The findings showed that employee participation moderated the relationship between integrative leadership style and affective commitment as shown below.

Table 4: Moderated Multiple Regression analysis of employee participation as a predictor of affective commitment (Y₁)

Model	B	Beta	t	Sig	VIF
Constant	1.317		6.614	0.000	
Transformational Leadership (X ₁)	0.538	0.502	9.244	0.000	1.249
Interaction term (X ₂ Z)	0.103	0.204	3.750	0.000	1.249

Using standardized beta coefficient the best model was:

$$Y_1 = 0.502X_1 + 0.204X_2Z$$

Model two was found to be valid ($F(2,260) = 81.467$, $p\text{-value} < 0.001$) as shown in Table 5.

Table 5: Moderated Regression results on affective commitment

Model	Sum of squares	df	Mean square	F	Sig.
Regression	57.696	1	57.696	141.779	.000 ^a
Residual	106.211	261	.407		
Total	163.907	262			
Regression	63.144	2	31.572	81.467	.000 ^b
Residual	100.762	260	.388		
Total	163.907	262			
R=0.593 ^a	0.621 ^b				
R ² =0.352	0.385				
$\Delta R^2=0.350$	0.381				

a. Predictors: (Constant), X_1

b. Predictors: (Constant), X_1 , X_2Z

c. Dependent Variable: Y_1

Based on beta weight, transformational leadership was the most significant in the order of influence followed by the interaction term (X_2Z). Employee participation only moderates the relationship between transactional leadership and affective commitment.

The resultant regression model two is reflecting significant moderating effects of employee participation as shown by the values of change in R (Table 5). This change in R^2 ($R^2 = .033$) has associated F and p-values ($F(2,260) = 81.467$, $p\text{-value} < 0.001$). The F ratio value indicates that the moderator is significantly moderating the relationship between integrative leadership style and affective commitment.

Results from Table 4 show the coefficients for X_2Z (interaction term) as $\beta = 0.204$, $t = 3.750$, $p\text{-value} < 0.001$. Based on this, we accept the hypothesis H_{2a} : there is a moderating effect of employee participation on the relationship between integrative leadership style and affective commitment and conclude that employee participation has a moderating effect on the relationship between integrative leadership style and affective commitment.

The findings showed that employee participation did not moderate the relationship between integrative leadership style and continuance commitment. Hence hypothesis H_{2b} was rejected. However, employee participation moderated the relationship between integrative leadership style and normative commitment as shown below.

Table 6: Moderated Multiple Regression analysis of employee participation as a predictor of normative commitment (Y₃)

Model	B	Beta	t	Sig	VIF
Constant	1.599		5.414	0.000	
Transformational Leadership (X ₁)	0.140	0.142	1.832	0.068	1.873
Interaction term (X ₂ Z)	0.108	0.231	3.659	0.000	1.251
Transactional leadership (X ₂)	0.247	0.158	2.211	0.028	1.596

Using standardized beta coefficient, the best model equation was:

$$Y_3 = 0.142X_1 + 0.231X_2Z + 0.158X_2$$

The model was found to be valid (F(3,259) = 18.045, p-value < 0.001) as shown in Table 7.

Table 7: Moderated Regression Results of Transformational, transactional and interaction term on normative commitment

Model	Sum of squares	df	Mean square	F	Sig.
Regression	16.186	1	16.186	34.396	.000 ^a
Residual	122.820	261	.471		
Total	139.006	262			
Regression	21.861	2	10.930	24.260	.000 ^b
Residual	117.145	260	.451		
Total	139.006	262			

Regression	24.031	3	8.010	18.045	.000 ^c
Residual	114.974	259	.444		
Total	139.006	262			
R=0.341 ^a	0.397 ^b	0.416 ^c			
R ² =0.116	0.157	0.173			
ΔR ² =0.113	0.151	0.163			

a. Predictors: (Constant), X₁

b. Predictors: (Constant), X₁, X₂Z

c. Predictors: (Constant), X₁, X₂Z, X₂

d. Dependent Variable: Y₃

Based on beta weight, transformational leadership was the most significant in the order of influence followed by the interaction term (X₂Z) while the third was transactional leadership. When transactional leadership combines with employee participation (Z), there is more influence on normative commitment than transactional leadership alone. Employee participation only moderates the relationship between transactional leadership and normative commitment.

The resultant regression model three is reflecting significant moderating effects of employee participation as shown by the values

of change in R (Table 7). This change in R^2 ($R^2=0.057$) has associated F and p values ($F(3,259) = 18.045$, $p\text{-value} < 0.001$). The F ratio value indicates that the moderator is significantly moderating the relationship between interactive leadership style and normative commitment.

Results from Table 6 show the coefficients for X_2Z (interaction term) as $\beta = 0.231$, $t=3.659$, $p\text{-value} < 0.001$. Based on this, we accept hypothesis H_{2c} : there is a moderating effect of employee participation on the relationship between integrative leadership style and normative commitment and conclude that employee participation has a moderating effect on the relationship between integrative leadership style and normative commitment.

Further analysis showed that employee participation did not moderate the relationship between the individual leadership styles and organizational commitment and its dimensions.

Conclusion

The study findings revealed that integrative leadership style comprising transformational leadership, transactional leadership and laissez-

faire leadership has a significant effect on organizational commitment. Secondly, it was found out that employee participation has a moderating effect on the relationship between integrative leadership style and organizational commitment. In addition, employee participation was found to moderate the relationship between integrative leadership and affective and normative commitment. Employee participation did not moderate the relationship between integrative leadership and continuance commitment. However, employee participation did not moderate the relationship between the individual leadership styles and organizational commitment and its dimensions.

Theoretical contributions and practical implications

Organizational commitment has gained popularity due to its being related to many organizational outcomes including organizational performance. Leadership style and employee participation are related to organizational commitment. The essence of this study was to establish how leadership style influences organizational commitment as moderated by employee participation. The findings of this paper will be an eye opener to

managers in that they will clearly see how the three variables are interrelated.

This study has significantly contributed to the literature by enhancing our understanding of leadership and its impact on organizational commitment in technical institutions, and also provided important practical implications. To begin with, this study is one of its kind in that very few studies have combined integrative leadership, employee participation and organizational commitment in a single study. The study has verified the significant effect of integrative leadership style on organizational commitment. This therefore shows the need to embrace integrative leadership in a bid to increase organizational commitment and in turn affecting organizational performance.

Another contribution is on the moderating role of employee participation. The study has yielded very interesting findings. Employee participation moderates the relationship between integrative leadership style and organizational commitment. Further, employee participation was found to moderate the relationship between integrative leadership

style and affective commitment and normative commitment but not continuance commitment.

In addition, the findings showed that employee participation only moderates the relationship between transactional leadership style and organizational commitment. However, there was no moderation effect on the relationship between transformational and laissez-faire leadership and organizational commitment.

Future research areas

1. There is need to do research on the effect of other leadership styles e.g. servant leadership on organizational commitment.
2. Research should be conducted on effect of the components of transformational and transactional leadership styles on organizational commitment.
3. In order to generalize these results, future research should focus on other educational institutions as well as sectors outside the education sector.
4. Further research should be conducted on the moderating effect of employee participation on the relationship between integrative leadership and organizational commitment.

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