



ETCOR Educational Research Center Inc.
SEC Reg. No. 2024020137294-00
 Sta. Ana, Pampanga, Philippines
 Website: <https://etcor.org>



iJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

Organizational Climate, Transformational Leadership Style, and Commitment Among Employees of Selected Nigerian Embassies: Inputs to Diplomatic Excellence

Dr. Chioma Aisha Okorie-Haidara*¹, Dr. Francis Kayode Ashipaoloye²

^{1, 2} Lyceum of the Philippines University-Batangas

*Corresponding Author e-mail: chiomaokorie22@yahoo.com

Received: 18 January 2024

Revised: 12 July 2024

Accepted: 31 July 2024

Available Online: 02 August 2024

Volume III (2024), Issue 3, P-ISSN – 2984-7567; E-ISSN - 2945-3577

Abstract

Aim: The aim of this study is to investigate the organizational climate, transformational leadership style and commitment among selected Nigerian Embassies as inputs to diplomatic excellence.

Methodology: Descriptive method of research was utilized. Participants were employees from the selected Nigerian Embassies under study. The participants of the research were randomly selected irrespective of their rank and or position. Participants were 100% of the employees from the different selected Nigerian embassies including the diplomats. The questionnaires were distributed using google forms.

Results: There is significant difference in organizational climate, transformational leadership style and organizational commitment in terms of organizational commitment and service commitment when grouped to nationality, nature of work and work commitment and length of service. There is a significant relationship between organizational climate, transformational leadership style and organizational climate.

Conclusion: The embassies under study may review the level of resilience of its employees with special focus on cooperative awareness, commitment, and work enthusiasm. They may promote more consensus-oriented and participation to further promote good governance. They may also further promote a culture of normative commitment (sense of obligation to stay), continuance commitment (fear of loss) and affective commitment (affection for the job) with special focus on the different age brackets to increase their passion and commitment for their job. The management of the embassies under study may review equitable and inclusive, effective, and efficient in its efforts towards good governance with special emphasis on the age brackets, and reconsider the different dimensions of organizational resilience, commitment, and good governance to further boost its commitment to resilience and good governance.

Keywords: organizational climate, transformational leadership style, Organizational commitment, employees, Nigerian, embassies, diplomatic excellence

INTRODUCTION

Ozge (2016) discovered that organizational climates that reflect the clear role clarity aspects lead to a greater level of employee satisfaction and performance in a review of studies looking at the relationship between organizational climate and employee performance. Jianwei (2010) agreed that the work environment affects how well a person performs at their job since it influences whether they receive the essential and pertinent training. A positive corporate environment helps to increase employee job satisfaction by fostering open communication between senior management and the workforce (Sanad, 2016).

The aforementioned demonstrates that company culture and leadership are inextricably linked. One of the most well-known theories on modern leadership is transformational leadership, which is one of the numerous leadership theories (Moolenaar et al., 2010). According to the transformational leadership theory, a leader should act and lead with the intention of achieving the greater benefit of the group they are leading (Warrilow, 2012).



ETCOR

INTERNATIONAL
MULTIDISCIPLINARY
RESEARCH CONFERENCE

Educational Research Center Inc.
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



IJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

Engaging employees is necessary for the business to achieve its goals, but it is also crucial to maintain a high degree of organizational commitment while focusing on the demands of the customer. According to Akintayo (2010), employee commitment to the company is measured by how much they feel or show it. According to Zheng (2010), employee commitment is primarily determined by how people feel about their company. Despite having a broad vision, this mindset has several different parts.

In an embassy, the aforementioned is even crucial. To further develop their diplomatic relations and links with the host nations, nations all over the world opened embassies. With its presence, they provide additional services like visa issuance and message transmission from the home government to the host nation. More importantly, the existence of embassies informs home countries about the political, social, economic, and military conditions of the host nations.

Organizational atmosphere, transformational leadership style, and dedication are three key factors that influence diplomatic success. The reason for this is that when diplomats are posted outside of their home nations, it is necessary that they grasp the political atmosphere of the host country, how the majority of the workforce is led by locals, and how critical it is to gauge their level of dedication.

While it is critical to emphasize that embassies are created to further develop diplomatic ties and relationships with the host countries, it is also crucial to examine the internal workings of the various embassies under consideration.

Objectives

This study aimed to investigate the organizational climate, transformational leadership style and commitment among selected Nigerian Embassies to serve as inputs to diplomatic excellence.

Specifically, it sought answers to the following questions:

1. How may the profile of the respondents be described in terms of:
 - a. nationality,
 - b. gender,
 - c. civil status,
 - d. educational attainment,
 - e. nature of work,
 - f. length of service,
 - g. job status, and
 - h. monthly income?
2. How may the organizational climate of the selected Nigerian embassies be described in terms of:
 - a. role clarity,
 - b. respect,
 - c. communication,
 - d. reward system,
 - e. career development,
 - f. planning and decision,
 - g. innovation, and
 - h. quality of service?
3. How may the transformational leadership style of the selected Nigerian embassies be described in terms of:
 - a. idealized influence,
 - b. inspirational motivation,
 - c. intellectual stimulation, and
 - d. individualized consideration?
4. How may the level of commitment of the selected Nigerian embassies be described in terms of:
 - a. organizational commitment,
 - b. service commitment, and
 - c. work commitment?
5. Is there a significant relationship between organizational climate, transformational leadership style and commitment when grouped to profile variables?
6. What are the predictors of organizational climate, transformational leadership style and commitment?
7. Based on the results of the study, what inputs to diplomatic excellence may be proposed?



ETCOR

INTERNATIONAL
MULTIDISCIPLINARY
RESEARCH CONFERENCE

Educational Research Center Inc.
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



IJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

METHODS

Research Design

The required data on the variables under study were gathered using the descriptive research approach. Quantitative approaches are important because they place an emphasis on measuring things objectively and analyzing data gathered from questionnaires statistically and numerically. Additionally, researchers evaluate hypotheses about a person's attitude and actions based on monetary values and statistical evidence using the quantitative technique of research (Babbie, 2010).

Population and Sampling

Through Google Forms, participants are 100% workers of the three Nigerian embassies that were chosen (Nigeria, Angola, and Thailand).

Instruments

The researchers employed four primary data collection tools:

First section: a custom questionnaire on the respondents' sociodemographic characteristics.

The second component was a conventional organizational climate questionnaire by Adrain et al. al., (2017).

The third component was a transformational leadership style questionnaire created by Ghuzavvil (2021) that was conventional but changed.

A typical questionnaire from <http://www.employmentstudies.co.uk/system/files/resources/files/mp19.pdf> served as the fourth component.

A qualified statistician performed a reliability test to assess the validity of using the various questionnaires.

Data Collection

Data on the factors under investigation were gathered via a questionnaire. The researchers asked the study's ambassadors for authorization. The researchers distributed and retrieved after two weeks using Google Forms.

Data Analysis

The Frequency Distribution and Percentage, Weighted Mean, T-Test, and ANOVA tools were used by the researchers to total, tabulate, encode, and analyze data.

Ethical Considerations

Ethical considerations have significant importance for both respondents and the company being studied in order to prevent deception. Therefore, prior to commencing the research, the researchers obtained informed consent from the respondents and obtained approval from the designated embassies.

RESULTS and DISCUSSION

This section presents the interpretation of data obtained from the participants of the study. The information is presented in themes with interpretation and implication. The presentation is organized based on the order of the problems in the statement of the problem.

Table 1 presents summary of organizational climate based on the different dimensions.

Table 1
Summary Table for Organizational Climate

Indicators	Composite Mean	VI	Rank
Role Clarity	3.76	Strongly Agree	1
Respect	3.60	Strongly Agree	2
Communication	3.50	Strongly Agree	4
Reward System	3.22	Agree	8
Career Development	3.43	Agree	6
Planning and Decision Making	3.46	Agree	5



ETCOR

INTERNATIONAL
MULTIDISCIPLINARY
RESEARCH CONFERENCE

Educational Research Center Inc.
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



IJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

Innovation	3.34	Agree	7
Quality of Service	3.52	Strongly Agree	3
Composite Mean	3.48	Agree	

Legend: 3.50 – 4.00 –Strongly Agree; 2.50 – 3.49 – Agree; 1.50 – 2.49 –Disagree; 1.00 – 1.49 – Strongly Disagree

The respondents agree with a composite mean of 3.48 and a verbal interpretation of agree. Ranked 1 "Role clarity" with a composite mean of 3.76 and a verbal interpretation of strongly agree. Ranked 2 "Respect" with a composite mean of 3.60 and a verbal interpretation of strongly agree. Ranked 3 "quality of service" with a composite mean of 3.52 and a verbal interpretation of strongly agree. Ranked 4 "communication" with a composite mean of 3.50 and a verbal interpretation of strongly agree. Ranked 5 "planning and decision making" with a composite mean of 3.46 and a verbal interpretation of agree. Ranked 6 "Career development with a composite mean of 3.43 and verbal interpretation of agree. Ranked 7 "innovation" with a composite mean of 3.34 and a verbal interpretation of 3.34.

The findings of the research are true in terms of the nature of the embassy. The reason being that the embassy is a representative of a country and its role as well as the roles of those working there are very clear. Thus, employees are expected to conform to certain standards within their assigned duties and responsibilities.

The result is not surprising because the embassies place importance on respect and mutual respect. This is because the embassy employees are from different countries. In most cases from two different countries (foreign country and the host nation). Sometimes there may be instances of disrespect when some employees look down on the foreign country due to different values and culture so to speak. Nonetheless, while the embassy recognizes these differences, employees are encouraged to respect one another's differences and mutual tolerance.

This is also the case in the Nigerian embassy with high sense of business intelligence that ensures that information gets to the right person, through the right channel and at the right time. Effective communication and more so communication among employees is very important in the embassies under study because the embassy is not just like any other office. The embassy represents the image of a country and its role in the host country. Once the chain of communication is broken, it may have an adverse effect on the different diplomatic functions of the embassy.

Table 2
Summary Table for Transformational Leadership Style

Indicators	Composite Mean	VI	Rank
1. Idealized Influence	3.38	Agree	2
2. Inspirational Motivation	3.40	Agree	1
3. Intellectual Stimulation	3.22	Agree	4
4. Individualized Considerations	3.27	Agree	3
Over-all Mean	3.32	Agree	

Legend: 3.50 – 4.00 –Strongly Agree; 2.50 – 3.49 – Agree; 1.50 – 2.49 –Disagree; 1.00 – 1.49 – Strongly Disagree

Table 2 presents summary of transformational leadership style with an overall mean of 3.32 and a verbal interpretation of agree. Ranked 1 "Inspirational Motivation" with a composite mean of 3.40. The above result is true to the embassies under study. Diplomats working at the different embassies understand the importance of inspiring employees to do their job well. As such, they communicate the vision of the embassy to their employees such that the employees understand it and create their own vision within the overall vision of the embassy. Inspirational motivation is very important for the continued success of the embassies. With a clear vision well-articulated, employees become self-motivated and inspired to do their best in their assigned tasks and responsibilities.

On the other hand, Al Qura'an (2015) aimed to determine how transformational leadership affected managing organizational change from the managers' point of view. The subjects were Jordan Ahli Bank branch managers. The results showed that organizational change management is impacted by transformational leadership. As independent variables, structural change, technical change, and organizational change of personnel were found to have positive correlations with the transformational leadership aspects of ideal influence, inspirational motivation,



ETCOR

INTERNATIONAL
MULTIDISCIPLINARY
RESEARCH CONFERENCE

Educational Research Center Inc.
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



IJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

intellectual stimulation, individual thinking, and empowerment. Change management and the characteristics of transformational leadership—ideal influence, inspiring motivation, intellectual stimulation, and empowerment—have a positive relationship. This illustrates how transformational leaders try to improve the organization, which shows how effective they are at creating and transforming companies. Because transformational leaders desire to make a difference and assume the responsibility of bringing about change, this shows that transformational leadership is very effective in creating and developing firms.

Table 3
Summary Table for Organizational Commitment

Indicators	Composite Mean	VI	Rank
Organizational Commitment	3.41	Agree	2
Service Commitment	3.58	Strongly Agree	1
Work Commitment	3.20	Agree	3
Over-all Mean	3.40	Agree	

Legend: 3.50 – 4.00 –Strongly Agree; 2.50 – 3.49 – Agree; 1.50 – 2.49 –Disagree; 1.00 – 1.49 – Strongly Disagree

Table 3 presents summary on organizational commitment. Employees agree with an overall mean of 3.40 and a verbal interpretation of agree. Ranked 1 "service commitment with a composite mean of 3.58 and a verbal interpretation of strongly agree.

Service commitment is very crucial in any given organization be it public or private. The employees in the embassy are very committed to their work because they clearly understand the prestige that goes with working in an embassy. Moreover, employees can address the demands of their workload because of the benefits they also get aside from their salaries. This is also made possible due to the emotional attachments each embassy employee has to the embassy thereby completing the various tasks assigned to them with enthusiasm and excitement.

When it comes with highlights in a successful performance, continuity commitment is regarded a dynamic pointer (San-Martín et al., 2020). It may also be one of the influencing variables in an individual's performance, which is connected to commitment in an organization (Meyer et al., 2019). According to Moussa et al. (2016), continuous commitment happens when employees stay with the firm because they understand the costs of quitting. As a result, the cost of quitting any company may forecast continued commitment.

Table 4
Differences between Organizational Climate when grouped to Profile Variables

Profile	Constructs between Organizational Context: Work groups to Front customers																															
	Role Clarity				Respect				Communication				Reward System				Career Development				Planning and Decision Making				Innovation				Quality of Service			
	F	p	I	D	F	p	I	D	F	p	I	D	F	p	I	D	F	p	I	D	F	p	I	D	F	p	I	D				
Nationality	0.856	0.499	NS	FR	0.519	0.722	NS	FR	2.464	0.062	NS	FR	1.280	0.296	NS	FR	2.223	0.086	NS	FR	2.875	0.036	NS	FR	3.703	0.013	S	R	3.310	0.021	S	R
Age	0.509	0.679	NS	FR	0.070	0.465	NS	FR	1.764	0.171	NS	FR	5.762	0.002	S	R	0.940	0.427	NS	FR	0.940	0.431	NS	FR	0.537	0.660	NS	FR	0.260	0.761	NS	FR
Gender	1.225	0.275	NS	FR	0.707	0.381	NS	FR	0.150	0.701	NS	FR	1.070	0.307	NS	FR	0.416	0.523	NS	FR	0.049	0.826	NS	FR	1.329	0.256	NS	FR	0.672	0.417	NS	FR
Civil Status	0.204	0.816	NS	FR	0.197	0.822	NS	FR	0.390	0.600	NS	FR	0.842	0.439	NS	FR	0.440	0.642	NS	FR	0.469	0.629	NS	FR	0.482	0.621	NS	FR	0.338	0.715	NS	FR
Educational Attainment	0.705	0.463	NS	FR	0.723	0.487	NS	FR	0.574	0.568	NS	FR	0.326	0.724	NS	FR	0.670	0.517	NS	FR	0.264	0.770	NS	FR	0.676	0.514	NS	FR	0.558	0.577	NS	FR
Nature of Work	1.340	0.266	NS	FR	0.631	0.726	NS	FR	1.241	0.312	NS	FR	1.271	0.298	NS	FR	1.417	0.236	NS	FR	1.717	0.143	NS	FR	1.636	0.164	NS	FR	1.780	0.128	NS	FR
Length of Service	0.293	0.881	NS	FR	0.619	0.662	NS	FR	1.037	0.401	NS	FR	1.363	0.266	NS	FR	1.307	0.279	NS	FR	0.504	0.733	NS	FR	0.619	0.662	NS	FR	0.236	0.916	NS	FR
Job Status	0.310	0.581	NS	FR	0.553	0.461	NS	FR	2.072	0.158	NS	FR	0.283	0.598	NS	FR	0.188	0.667	NS	FR	0.137	0.713	NS	FR	0.003	0.963	NS	FR	0.047	0.829	NS	FR
Monthly Income	0.448	0.720	NS	FR	0.985	0.411	NS	FR	0.453	0.717	NS	FR	0.619	0.607	NS	FR	1.969	0.135	NS	FR	0.341	0.796	NS	FR	0.317	0.813	NS	FR	0.799	0.502	NS	FR

Legend: Significant at p-value < 0.05, R = Rejected, FR = Failed to Reject, S = Significant, NS = Not Significant

There is significant difference in organizational climate in terms of quality of service when grouped to nationality since the computed p values is less than 0.05 level of significance.

Therefore, organizational climate in terms of quality of service differs when grouped to nationality. Filipino respondents had higher organizational climate in terms of quality of service. On the other hand, there is no significant difference in organizational climate in terms of role clarity, respect, communication, reward system, career development, planning and decision, innovation and quality of service and transformational leadership style of the selected embassies in terms of idealized influence, inspirational motivation, intellectual stimulation and



ETCOR

INTERNATIONAL
MULTIDISCIPLINARY
RESEARCH CONFERENCE

Educational Research Center Inc.
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



IJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

individualized considerations when grouped to gender, civil status, educational attainment, nature of work, length of service, job status and monthly income since the computed p values are greater than 0.05 level of significance. This means that organizational climate in terms of role clarity, respect, communication, reward system, career development, planning and decision, innovation and quality of service and transformational leadership style of the selected embassies in terms of idealized influence, inspirational motivation, intellectual stimulation and individualized considerations does not vary when grouped to gender, civil status, educational attainment, nature of work, length of service, job status and monthly income.

Table 5

Differences in Transformational Leadership Style when grouped to Profile Variables

Profile	Idealized Influence				Inspirational Motivation				Intellectual Stimulation				Individualized Considerations			
	F	p	I	D	F	p	I	D	F	p	I	D	F	p	I	D
Nationality	3.177	0.025	S	R	3.181	0.025	S	R	3.690	0.013	S	R	5.709	0.002	S	R
Age	1.125	0.352	NS	FR	1.369	0.267	NS	FR	1.076	0.371	NS	FR	0.700	0.558	NS	FR
Gender	1.030	0.316	NS	FR	1.917	0.174	NS	FR	2.104	0.155	NS	FR	1.219	0.276	NS	FR
Civil Status	0.603	0.552	NS	FR	0.559	0.577	NS	FR	0.518	0.600	NS	FR	0.465	0.631	NS	FR
Educational Attainment	0.031	0.970	NS	FR	0.001	0.999	NS	FR	0.005	0.995	NS	FR	0.057	0.945	NS	FR
Nature of Work	1.465	0.217	NS	FR	1.546	0.190	NS	FR	1.591	0.176	NS	FR	2.377	0.046	NS	FR
Length of Service	0.732	0.576	NS	FR	0.911	0.468	NS	FR	0.429	0.787	NS	FR	0.949	0.447	NS	FR
Job Status	0.033	0.857	NS	FR	0.043	0.836	NS	FR	0.138	0.712	NS	FR	0.471	0.497	NS	FR
Monthly Income	0.179	0.910	NS	FR	0.226	0.878	NS	FR	0.136	0.938	NS	FR	0.115	0.951	NS	FR

Legend: Significant at p-value < 0.05; R – Rejected; FR – Failed to Reject; S – Significant; NS – Not Significant

There is significant difference in transformational leadership style of the selected embassies in terms of idealized influence, inspirational motivation, intellectual stimulation and individualized considerations when grouped to nationality since the computed p values are less than 0.05 level of significance. Therefore, transformational leadership style of the selected embassies in terms of idealized influence, inspirational motivation, intellectual stimulation and individualized considerations varies when grouped to nationality. Filipino respondents had higher transformational leadership style of the selected embassies in terms of idealized influence, inspirational motivation, intellectual stimulation and individualized considerations.

On the other hand, there is no significant difference in transformational leadership style of the selected embassies in terms of idealized influence, inspirational motivation, intellectual stimulation and individualized considerations when grouped to gender, civil status, educational attainment, nature of work, length of service, job status and monthly income since the computed p values are greater than 0.05 level of significance. This implies that transformational leadership style of the selected embassies in terms of idealized influence, inspirational motivation, intellectual stimulation and individualized considerations does not differ when grouped to gender, civil status, educational attainment, nature of work, length of service, job status and monthly income.

Table 6

Differences in Organizational Commitment when grouped to Profile Variables

Profile	Organizational Commitment				Service Commitment				Work Commitment			
	F	p	I	D	F	p	I	D	F	p	I	D
Nationality	3.531	0.016	S	R	5.536	0.001	S	R	2.466	0.062	NS	FR
Age	0.692	0.563	NS	FR	1.036	0.388	NS	FR	2.349	0.088	NS	FR
Gender	1.510	0.226	NS	FR	2.421	0.128	NS	FR	2.082	0.157	NS	FR
Civil Status	0.502	0.609	NS	FR	0.277	0.759	NS	FR	0.718	0.494	NS	FR
Educational Attainment	0.060	0.942	NS	FR	0.105	0.901	NS	FR	1.195	0.314	NS	FR
Nature of Work	2.459	0.040	S	R	2.040	0.083	NS	FR	1.885	0.107	NS	FR
Length of Service	1.710	0.169	NS	FR	1.248	0.308	NS	FR	5.366	0.002	S	R
Job Status	0.045	0.833	NS	FR	0.773	0.385	NS	FR	2.877	0.098	NS	FR
Monthly Income	0.834	0.484	NS	FR	0.398	0.756	NS	FR	0.899	0.451	NS	FR

Legend: Significant at p-value < 0.05; R – Rejected; FR – Failed to Reject; S – Significant; NS – Not Significant

There is significant difference in assessment in organizational commitment in terms of organizational commitment and service commitment when grouped to nationality; in organizational commitment when grouped to nature of work and work commitment when grouped to length of service since the computed p values are less than 0.05 level of significance.



ETCOR

INTERNATIONAL
MULTIDISCIPLINARY
RESEARCH CONFERENCE

Educational Research Center Inc.
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



IJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

Thus, assessment in organizational commitment in terms of organizational commitment and service commitment differs when grouped to nationality; in organizational commitment varies when grouped to nature of work and work commitment is affected by length of service Respondents who are Filipino had higher assessment in organizational commitment in terms of organizational commitment and service commitment. Respondents who are from government had greater assessment in organizational commitment in terms of organizational commitment while those who are 7-9 years in service had higher assessment in organizational commitment in terms of work commitment.

Table 7

Relationship between Organizational Climate and Transformational Leadership Style																
Indicators	Idealized Influence				Inspirational Motivation				Intellectual Stimulation				Individualized Considerations			
	r	p	I	D	r	p	I	D	r	p	I	D	r	p	I	D
Role Clarity	.595**	<0.001	S	R	.626**	<0.001	S	R	.553**	<0.001	S	R	.608**	<0.001	S	R
Respect	.631**	<0.001	S	R	.626**	<0.001	S	R	.577**	<0.001	S	R	.641**	<0.001	S	R
Communication	.733**	<0.001	S	R	.814**	<0.001	S	R	.734**	<0.001	S	R	.740**	<0.001	S	R
Reward System	.620**	<0.001	S	R	.669**	<0.001	S	R	.706**	<0.001	S	R	.743**	<0.001	S	R
Career Development	.629**	<0.001	S	R	.669**	<0.001	S	R	.688**	<0.001	S	R	.656**	<0.001	S	R
Planning and Decision Making	.751**	<0.001	S	R	.755**	<0.001	S	R	.774**	<0.001	S	R	.750**	<0.001	S	R
Innovation	.872**	<0.001	S	R	.827**	<0.001	S	R	.834**	<0.001	S	R	.771**	<0.001	S	R
Quality of Service	.840**	<0.001	S	R	.795**	<0.001	S	R	.760**	<0.001	S	R	.735**	<0.001	S	R

Legend: Significant at p-value < 0.05; R – Rejected; FR – Failed to Reject; S – Significant; NS – Not Significant
**. Correlation is significant at the 0.01 level (2-tailed).

There is significant relationship between organizational climate in terms of role clarity, respect, communication, reward system, career development, planning and decision, innovation and quality of service and transformational leadership style of the selected embassies in terms of idealized influence, inspirational motivation, intellectual stimulation and individualized considerations since the computed p values are less than 0.05 level of significance. Thus, the higher the assessment in organizational climate in terms of role clarity, respect, communication, reward system, career development, planning and decision, innovation and quality of service the higher also the transformational leadership style of the selected embassies in terms of idealized influence, inspirational motivation, intellectual stimulation and individualized considerations

There is significant relationship between transformational leadership style of the selected embassies in terms of idealized influence, inspirational motivation, intellectual stimulation and individualized considerations and level of commitment in terms of organizational commitment, service commitment and work commitment since the computed p values are less than 0.05 level of significance. Since the computed p values are less than 0.05 level of significance. This implies that the higher the transformational leadership style of the selected embassies in terms of idealized influence, inspirational motivation, intellectual stimulation and individualized considerations the higher the level of commitment in terms of organizational commitment, service commitment and work commitment.

Table 8

Relationship between Organizational Commitment and Transformational Leadership Style												
Indicators	Organizational Commitment				Service Commitment				Work Commitment			
	r	p	I	D	r	p	I	D	r	p	I	D
Idealized Influence	.872**	<0.001	S	R	.844**	<0.001	S	R	.582**	<0.001	S	R
Inspirational Motivation	.888**	<0.001	S	R	.839**	<0.001	S	R	.569**	<0.001	S	R
Intellectual Stimulation	.868**	<0.001	S	R	.814**	<0.001	S	R	.557**	<0.001	S	R
Individualized Considerations	.873**	<0.001	S	R	.767**	<0.001	S	R	.502**	<0.001	S	R

Legend: Significant at p-value < 0.05; R – Rejected; FR – Failed to Reject; S – Significant; NS – Not Significant
**. Correlation is significant at the 0.01 level (2-tailed).

There is significant relationship between transformational leadership style of the selected embassies in terms of idealized influence, inspirational motivation, intellectual stimulation and individualized considerations and level of commitment in terms of organizational commitment, service commitment and work commitment since the



ETCOR

INTERNATIONAL
MULTIDISCIPLINARY
RESEARCH CONFERENCE

Educational Research Center Inc.
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



IJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

computed p values are less than 0.05 level of significance. since the computed p values are less than 0.05 level of significance. This implies that the higher the transformational leadership style of the selected embassies in terms of idealized influence, inspirational motivation, intellectual stimulation and individualized considerations the higher the level of commitment in terms of organizational commitment, service commitment and work commitment.

Table 9

Relationship between Organizational Climate and Organizational Commitment

Indicators	Organizational Commitment				Service Commitment				Work Commitment			
	r	p	I	D	r	p	I	D	r	p	I	D
Role Clarity	.555**	<0.001	S	R	.546**	<0.001	S	R	.334*	<0.001	S	R
Respect	.564**	<0.001	S	R	.572**	<0.001	S	R	.332*	<0.001	S	R
Communication	.774**	<0.001	S	R	.745**	<0.001	S	R	.612**	<0.001	S	R
Reward System	.657**	<0.001	S	R	.572**	<0.001	S	R	.566**	<0.001	S	R
Career Development	.782**	<0.001	S	R	.712**	<0.001	S	R	.496**	<0.001	S	R
Planning and Decision Making	.782**	<0.001	S	R	.678**	<0.001	S	R	.543**	<0.001	S	R
Innovation	.784**	<0.001	S	R	.793**	<0.001	S	R	.529**	<0.001	S	R
Quality of Service	.801**	<0.001	S	R	.863**	<0.001	S	R	.546**	<0.001	S	R

Legend: Significant at p-value < 0.05; R – Rejected; FR – Failed to Reject; S – Significant; NS – Not Significant

** Correlation is significant at the 0.01 level (2-tailed).

There is significant relationship between organizational climate in terms of role clarity, respect, communication, reward system, career development, planning and decision, innovation and quality of service and level of commitment in terms of organizational commitment, service commitment and work commitment. since the computed p values are less than 0.05 level of significance. Therefore, the greater the assessment in organizational climate in terms of role clarity, respect, communication, reward system, career development, planning and decision, innovation and quality of service the higher the level of commitment in terms of organizational commitment, service commitment and work commitment.

There is significant relationship between organizational climate in terms of role clarity, respect, communication, reward system, career development, planning and decision, innovation and quality of service and transformational leadership style of the selected embassies in terms of idealized influence, inspirational motivation, intellectual stimulation and individualized considerations since the computed p values are less than 0.05 level of significance. Thus, the higher the assessment in organizational climate in terms of role clarity, respect, communication, reward system, career development, planning and decision, innovation and quality of service the higher also the transformational leadership style of the selected embassies in terms of idealized influence, inspirational motivation, intellectual stimulation and individualized considerations

Table 10

Predictors of Organizational Commitment

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Interpretation
	B	Std. Error	Beta			
Constant	1.61	0.54		3.01	0.008	
Nationality	0.04	0.03	0.08	1.16	0.262	Not Significant
Age	-0.10	0.05	-0.17	-2.19	0.043	Significant
Gender	-0.05	0.08	-0.04	-0.62	0.541	Not Significant
Civil Status	-0.18	0.08	-0.16	-2.39	0.029	Significant
Educational Attainment	0.00	0.05	0.01	0.09	0.932	Not Significant
Nature of Work	-0.04	0.01	-0.19	-2.73	0.015	Significant
Length of Service	0.06	0.03	0.17	2.07	0.055	Not Significant
Job Status	-0.06	0.13	-0.04	-0.50	0.627	Not Significant
Monthly Income	-0.09	0.04	-0.16	-2.43	0.027	Significant
Role Clarity	-0.24	0.19	-0.18	-1.25	0.230	Not Significant
Respect	0.01	0.15	0.01	0.04	0.968	Not Significant
Communication	0.35	0.14	0.38	2.51	0.023	Significant
Reward System	0.23	0.10	0.25	2.25	0.039	Significant
Career Development	0.07	0.09	0.09	0.81	0.427	Not Significant
Planning and Decision Making	-0.16	0.11	-0.17	-1.41	0.179	Not Significant
Innovation	-0.08	0.11	-0.10	-0.78	0.444	Not Significant
Quality of Service	0.59	0.14	0.63	4.30	0.001	Significant
Idealized Influence	0.19	0.18	0.24	1.05	0.308	Not Significant
Inspirational Motivation	-0.53	0.19	-0.71	-2.84	0.012	Significant
Intellectual Stimulation	0.61	0.19	0.95	3.15	0.006	Significant
Individualized Considerations	-0.31	0.16	-0.43	-1.91	0.074	Not Significant

Legend: Significant at p-value < 0.05; R – Rejected; FR – Failed to Reject; S – Significant; NS – Not Significant



ETCOR

INTERNATIONAL
MULTIDISCIPLINARY
RESEARCH CONFERENCE

Educational Research Center Inc.
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



iJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

Regression analysis showed that organizational commitment was governed by multiple significant predictors which include age, civil status, nature of work, monthly income, assessment in organizational climate in terms of communication, reward system and quality of service and transformational leadership style of the selected embassies in terms of inspirational motivation and intellectual stimulation since the computed p values are less than 0.05 level of significance.

The results of regression analysis showed that age, civil status, nature of work, monthly income, assessment in organizational climate in terms of communication, reward system and quality of service and transformational leadership style of the selected embassies in terms of inspirational motivation and intellectual stimulation are the key factors to organizational commitment.

Conclusions

1. Result revealed that majority of the employees are Nigerians, between 30-39 and 40-49 years old, males, married, college graduates, engaged in different job assignment, employed between 1yr and below, regular job status with a monthly income of 30,000 and above.
2. Respondents strongly agree on the dimensions of organizational climate in terms of role clarity, respect, communication, and quality service.
3. Respondents agree on the dimensions of transformational leadership. Respondents strongly agree on the dimensions of organizational commitment in terms of service commitment.
4. There is significant difference in organizational climate, transformational leadership style and organizational commitment in terms of organizational commitment and service commitment when grouped to nationality, nature of work and work commitment and length of service.
5. There is a significant relationship between organizational climate, transformational leadership style and organizational climate.

Recommendations

1. The researchers recommend that the management may consider a stronger orientation, guidance, and career planning since majority of their employees are between 1year and below in the organization.
2. The management may develop a more concrete plan to further strengthen the climate of the embassy in terms of reward system, career development, planning and decision making and a more innovative idea.
3. The management may create a committee to further study the different dimensions of transformational leadership style and organizational commitment to further strengthen the commitment level of the employees.
4. Future researchers may ensure full participation of the respondents as well as expand the scope of study to include other variables not utilized in this study.

REFERENCES

- Abdulkarim, R. M. (2013). The relationship between a leader's self-perceived level of emotional intelligence and organizational climate, as perceived by organizational members. Grand Canyon University.
- Abouraia, M. K. and Othman, S. M. (2017), "Transformational Leadership, Job Satisfaction, Organizational Commitment, and Turnover Intentions: The Direct Effects among Bank Representatives", American Journal of Industrial and Business Management, Vol. 7, pp. 404-423.
- Agarwala, T., Arizkuren-Eleta, A., Castillo, E., Muñiz-Ferrer, M. & Leire Gartzia, L. (2014). Influence of managerial support on work-life conflict and organizational commitment: an international comparison for India, Peru and Spain. The International Journal of Human Resource Management, Vol. 25, No. 10, pp. 1460-1483.
- Aina, S., Adeyeye, F., & Ige, K. (2012). Organizational culture and employees' commitment in public tertiary institutions in Lagos State, Nigeria. European Journal of Globalization and Development Research, 3(1), 128-142.



ETCOR

INTERNATIONAL
MULTIDISCIPLINARY
RESEARCH CONFERENCE

Educational Research Center Inc.
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



iJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

- Akintayo D.I. (2010). Work-Family Role Conflict and Organizational Commitment Among Industrial Workers in Nigeria. *Journal of Psychology and Counselling*. 2(1), Pp.1-8.
- Al Amiri, A. (2002). Transformational Leadership in Public Institutions: An Exploratory Study of Staff Opinions. Riyadh: Deanship of Scientific Research: King Saud University.
- Al Gabri, Y. (2018). The availability degree of transformational leadership dimensions among heads of scientific departments in the Education Faculty in King Saud University. *Int. Interdiscipl. J. Educ.* 7, 56–72.
- Al Madhahaji, M. (2017). The relationship between the degree of transformational leadership practice and the degree of knowledge management practice in the Qaseem University. *Cult. Dev. Magazine* 18, 49–132.
- Al Miman, M. (2013). Transformational leadership and job satisfaction in the Saudi Arabian technical colleges Arab J. Manage. 33, 297–322. doi: 10.21608/aja.2013.20054
- Al Qatawenh, A. (2018). Transformational leadership style and its relationship with change management. *Business Theory Prac.* 19, 17–24. doi: 10.3846/btp.2018.03
- Al Qura'an, A. (2015). The impact of transformational leadership on organizational change management: case study at Jordan Ahli Bank. *IOSR J. Business Manage.* 17, 1–7.
- Al Rashidi, A. (2017). Transformational leadership and its relationship to organizational creativity among the deans and heads of departments in governmental and Private Universities in Riyadh. *Arab J. Security Stud.* 33, 3–39.
- Al Saleh, M. (2019). Transformational leadership for academic leaders in Saudi universities: practice and empowerment. *Educ. Sci. Stud.* 46, 444–465.
- Al Shammari, F. (2020). Developing the performance of heads of scientific departments at King Faisal University in the Light of the Transformational Leadership Approach from the point of view of the faculty members. *J. Econ. Administ. Legal Sci.* 4, 1–24. doi: 10.26389/AJSRP.F240819
- Al Ubiri, F. (2016). analyzing the relationship between the practice of transformational leadership among the heads of scientific departments and the organizational commitment and organizational citizenship behavior of faculty members in the branch colleges of Tabuk University. *J. Faculty Educ.* 27, 253–293.
- Alberto Silva,. (2016). What is leadership?. *Journal of business studies quarterly*, 8(1), 1.
- Al-Jabari, B. & Ghazzawi, I. (2019). Organizational Commitment: A Review of the Conceptual and Empirical Literature and a Research Agenda. *International Leadership Journal "ILJ"*, 11(1): 78-119.
- Arif Prastiawan and Imam Gunawan and Arda Purnama Putra and Dimas Arif Dewantoro and Puri Selfi Cholifah and Ni Luh Sakinah Nuraini and Titis Angga Rini and Rizqi Fajar Pradipta and Kuku Miroso Raharjo and Dedi Prestiadi and Ence Surahman, (2020) Proceedings of the 1st International Conference on Information Technology and Education (ICITE 2020), 725- 728, Issn. 2352-5398, Isbn.978-94-6239-299-1, Retrieved from <https://doi.org/10.2991/assehr.k.201214.327>; <https://doi.org/10.2991/assehr.k.201214.327>
- Azeem, S. M. (2010). Job satisfaction and organizational commitment among employees in the Sultanate of Oman. *Psychology*, 1(04), 295.

Bahrami, A., & Sarihi Asfestani, R. (2015). The Relationship between

Organizational Trust, Organizational



ETCOR

INTERNATIONAL
MULTIDISCIPLINARY
RESEARCH CONFERENCE

Educational Research Center Inc.
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



IJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

Commitment and Perceived Organizational Support at the Ministry of Economic Affairs and Finance. Management Studies in Development and Evolution; 24(87), 1-16. (In Persian)

Bajwa, S. U., Kitchlew, N., Shahzad, K., & Rehman, K. U. (2018). Public-Private Partnership (PPP) as an interdependent form (I-Form) organization. International Journal of Public Administration, 41(11), 859-867.

Bamel, U. K., Rangnekar, S., Stokes, P., & Rastogi, R. (2013). Organizational climate and managerial effectiveness: an Indian perspective. International Journal of Organizational Analysis, 21(2), 198-218.

Berberoglu, A. (2018). Impact of organizational climate on organizational commitment and perceived organizational performance: empirical evidence from public hospitals. BMC Health Serv Res 18, 399 (2018). <https://doi.org/10.1186/s12913-018-3149-z>

Bowden, J., L. and Wood, L. (2011). Sex doesn't matter: the role of gender in the formation of student-university relationships. Journal of Marketing for Higher Education; Jul-Dec, 21(2): 133-156.

Breitsohl, H., & Ruhle, S. (2013). Residual affective commitment to organizations: Concept, causes and consequences. Human Resource Management Review, 23(2), 161-173. <https://doi.org/10.1016/j.hrmr.2012.07.008>

Burns, J. M. (1978). Leadership. New York, NY: Harper & Row.

Caki, N., Asfuroglu, L., & Erbas, O. (2015). The Relationship between the Level of Attachment in Romantic Relations, Affective Commitment and Continuance Commitment towards Organization: A Field Research. Procedia Economics and Finance, 26, 1007-1013. [https://doi.org/10.1016/s2212-5671\(15\)00923-5](https://doi.org/10.1016/s2212-5671(15)00923-5)

Carolina, M. D. R. and Sílvia, L. P (2016). Organizational Commitment, Job Satisfaction and Their Possible Influences on Intent to Turnover. Revista de Gestão, Vol. 25 No. 1, 2018: 84-101.

Chettiar, I., Biden, J. R., Booker, C., Brooks, C. W., Christie, C., Clinton, H. R., ... & Webb, J. (2015). Solutions: American leaders speak out on criminal justice. Brennan Center for Justice at New York University School of Law.

Chneider, Benjamin & Ehrhart, Mark & Macey, William. (2011). Organizational climate research : Achievements and the road ahead. 10.4135/9781483307961.n3.

Choudhary, A., Akhtar, S., & Zaheer, A. (2013). Impact of transformational and servant leadership on organizational performance: A comparative analysis. Journal of Business Ethics, 116(2), 433-440. doi: 10.1007/s10551-012-1470-8

Christie, B. (2015). Lack of leadership was at heart of hospitals' failings, report says.

Chu, L., & Lai, C. (2011). A research on the influence of leadership style and job characteristics on job performance among accountants of county and city government in Taiwan. Public Personnel Management, 40(2), 101-118. doi: 10.1177/009102601104000202

Daly, A. J., Moolenaar, N. M., & SLEEGAR, P. (2010). Occupying the principal position: examining relationship between transformational leadership, social network, and schools' innovative climate. Educational Administration Quarterly, 46(5), 623-670.

De Jong, S.B., & Bruch, H. (2013). The importance of a homogeneous transformational leadership climate for organizational performance. International Journal of Leadership Studies, 8(1),



ETCOR

INTERNATIONAL
MULTIDISCIPLINARY
RESEARCH CONFERENCE

Educational Research Center Inc.
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



IJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

<http://www.regent.edu/acad/global/publications/ijls/new/home.htm>

- Dey, R., & Carvalho, S. (2014). Are Transactional Leaders Also Emotionally Intelligent?-An Analysis of Sales Executives in India. *International Journal of Business Insights & Transformation*, 7(2).
- Ebeh, R. E., Uhiara, A. C., Sydney-Agbor, N., & Nwankwo, B. N. (2013). Demographic and organizational antecedents of commitment among SME employees in Imo State, Nigeria. *International Journal of Science and Research*, 4(6), 1214-1223.
- Ejimabo N.O. (2015). The Influence of Decision Making in Organizational Leadership and Management Activities. *J Entrepren Organiz Manag* 4: 138. doi:10.4172/2169-026X.1000138
- Emma, J. A., Mónica, C. S. E and Carlos, G. M. (2017). Person Organization Commitment: Bonds of Internal Consumer in the Context of Non-profit Organizations. *Front. Psychol.*, 20 July 2017. <https://doi.org/10.3389/fpsyg.2017.01227>.
- Evanschitzky, H., Brock, C. and Blut, M. (2011). Will you tolerate this? The impact of affective commitment on complaint intention and post recovery behaviour. *Journal of Service Research* 14(4): 410-425.
- Fay D. et al. (2014). Teamwork and Organizational Innovation: The Moderating Role of the HRM Context
- Fernandez-Lores, S., Gavilan, D., Avello, M., & Blasco, F. (2016). Affective commitment to the employer brand: Development and validation of a scale. *BRQ Business Research Quarterly*, 19(1), 40-54. <https://doi.org/10.1016/j.brq.2015.06.001>
- Gamble, J., and Tian, A.W. (2015). Intra-national variation in organizational commitment: evidence from the Chinese context. *The International Journal of Human Resource Management*, 26, 948-970.
- Ghanbari, S., & Eskandari, A. (2016). Organizational climate, job motivation and organizational citizenship behavior. *International Journal of Management Perspective*, 1(3), 1-14.
- Ghorbanhosseini, M. (2013). The effect of organizational culture, teamwork and organizational development on organizational commitment: The mediating role of human capital. *Tehnicki vjesnik-Technical Gazette*, 20(6), 1019-1025.
- Ghuzavvil S. Alessa (2021) The Dimensions of Transformational Leadership and its Organizational Effects in Public Universities in Saudi Arabia: A Systematic Review *Front Psychol.* 2021; 12: 682092. doi: 10.3389/fpsyg.2021.682092
- Giroux, T., & McLarney, C. (2014). Exploring the leadership continuum: The relevance of transformational leadership on organizational performance. *Proceedings of the Northeast Region Decision Sciences Institute*, 862-886. <http://nedsi.org/>
- Guerrero, S., Bentein, K. & Lapalme, M-E. (2014). Idiosyncratic deals and high performers' organizational commitment. *Journal of Business and Psychology*, Vol. 29, No. 2, pp. 323-334.
- Gunawan, G. (2020). The influence of transformational leadership, school culture and work motivation on school effectiveness in junior high school in Medan. *Budapest Int. Res. Critics Inst.* 3, 625-634. doi: 10.33258/birci.v3i1.824
- Habib A., Khursheed A. and Idrees A.S. (2010). Relationship Between Job Satisfaction, Job Performance Attitude Towards Work and Organizational Commitment. *European Journal of Social Sciences*. 18(2),



ETCOR

INTERNATIONAL
MULTIDISCIPLINARY
RESEARCH CONFERENCE

Educational Research Center Inc.
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



iJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

Pp.257-267.

- Hamidianpour, F., Esmaeilpour, M., Alizadeh, M. S., & Dorgoe, A. (2015). The influence of emotional intelligence and organizational climate on creativity and entrepreneurial orientation of small to medium-sized enterprises. *European Online Journal of Natural and Social Sciences*, 4(1), 20–23
- Hatice, U. & Tosun, N. (2017) The relationship of organizational commitment, job satisfaction and burnout on physicians and nurses? *Journal of Economics & Management* 28: 90-111
- Hunjra A.I, Ali M.A, Chani M.I, Khan H. and Rehman K. (2010). Employee Voice and Intent to Leave: An Empirical Evidence of Pakistani Banking Sector. *African Journal of Business Management*. 4(14), Pp.3056-3061
- Ibrahim, M. Y. (2015). Model of virtual leadership, intra-team communication and job performance among school leaders in Malaysia. *Procedia-Social and Behavioral Sciences*, 186, 674-680.
- Ifie, k. (2014). Customer orientation of frontline employees and organizational commitment. *The Service Industries Journal*, Vol. 34, No. 8, pp. 699-714.
- Indeed Editorial Team (2021, September 20). Organizational Commitment: What It Is and How To Improve It. Retrieved from <https://www.indeed.com/career-advice/career-development/organizational-commitment>
- Irefin, P., & Mechanic, M. A. (2014). Effect of employee commitment on organizational performance in Coca Cola Nigeria Limited Maiduguri, Borno state. *IOSR Journal of Humanities & Social Science*, 19(3), 33–41.
- Jena, R. K. (2015). An assessment of demographic factors affecting organizational commitment among shift workers in India. *Management*, 20(1), 59-77.
- Jianwei Zhang, 2010. Organizational Climate and its Effects on Organizational Variables: An Empirical Study. Published by Canadian Center of Science and Education. *International Journal of Psychological Studies*, 2(2),
- Johnson, R. E., Chang, C., & Yang, L. (2010). Commitment and motivation at work: The relevance of employee identity and regulatory focus. *Academy of Management Review*, 35(2), 226–245.
- Judge, T.A. and Robbins, S.P., (2015). *Essentials of organizational behavior*. Pearson
- Jung, H.S. & Yoon, H.H. (2015). Understanding pay satisfaction: the impacts of pay satisfaction on employees' job engagement and withdrawal in deluxe hotel. *International Journal of Hospitality Management*, Vol. 48, pp. 22-26.
- Kashefi, M. A., Mahjoub Adel, R., Rahimi Ghasem Abad, H., Hesabi Aliklayeh, M. B., Keshavarz Moghaddam, H., & Nadimi, G. (2013). Organizational commitment and its effects on organizational performance. *Interdisciplinary Journal of Contemporary Research in Business*, 4(12), 501–510.
- Keyton, J. (2017). Communication in organizations. *Annual Review of Organizational Psychology and Organizational Behavior*, 4, 501-526.
- Khan M.R., Ziauddin, Jam F.A. and Ramay M.I. (2010). The Impacts of Organizational Commitment on Employee Job Performance. *European Journal of Social Sciences*. 15(3), Pp. 292-298
- Khanifar, H., Hajlou, M. H., Abdolhosseini, B., Ataei, F., and Soltani, H. (2012). Factors Affecting the Organizational Commitment of Employees and Customer Satisfaction. *Journal of Basic and Applied Scientific Research*,

308



ETCOR

INTERNATIONAL
MULTIDISCIPLINARY
RESEARCH CONFERENCE

Educational Research Center Inc.
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



iJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

2(11), 11180-11185.

Leih, S., Linden, G., & Teece, D. J. (2015). Business model innovation and organizational design.

Lies J. (2012), Internal communication as power management in change processes: Study on the possibilities and the reality of change communications, *Public Relations Review* 38 (2) (2012) 255-261.

Liu, J., Siu, O.-L., & Shi, (.2010). Transformational leadership and employee well-being: The mediating role of trust in the leader and self- efficacy. *Applied Psychology*, 59(3), 454-465. doi: 10.1111/ j.14640597. 2009.00407.x

Lobato Calleros, O., Chanlat, A., Bédard, R., & Ramírez, G. (2014). Autopietic decisions approach: a governance research network case study. *The TQM Journal*, 26(4), 382-394.

Maamari, B. E., & Majdalani, J. F. (2017). Emotional intelligence, leadership style and organizational climate. *International Journal of Organizational Analysis*, 25(2), 327–345. <https://doi.org/10.1108/IJOA-04-2016-1010>

Madanchian, M., & Taherdoost, H. (2017). Role of leadership in Small and Medium Enterprises (SMEs). *International Journal of Economics and Management Systems*, 2(1), 240–243.

Mahmood, A. (2015). Effects of leadership styles on organizational commitment in public and private sectors of Pakistan (Master's Thesis). Retrieved from <https://brage.bibsys.no/xmlui/bitstream/handle/11250/2380123/BE-501%20-%20Amna%20Mahmood.pdf?sequence=1&isAllowed=y>

Martinaityte, I., Sacramento, C. and Aryee, S. (2019), "Delighting the customer: creativity-oriented high-performance work systems, frontline employee creative performance, and customer satisfaction", *Journal of Management*, Vol. 45 No. 2, pp. 728-751.

Marzouk, M. M., Othman, A. A., Enaba, M. M., & Zaher, M. M. (2017). Proactive construction claims analysis using bim. *Leadersh. Sustain. Infrastruct.*, 1-10.

Mercurio Z. (2015). Affective Commitment as a Core Essence of Organizational Commitment: An Integrative Literature Review

Meyer, J. P., Morin, A. J., Stanley, L. J., & Maltin, E. R. (2019). Teachers' dual commitment to the organization and occupation: A person-centered investigation. *Teaching and Teacher Education*, 77, 100-111.

Meyer, J., & Parfyonova, N. (2010). Normative commitment in the workplace: A theoretical analysis and reconceptualization. *Human Resource Management Review*, 20(4), 283-294. <https://doi.org/10.1016/j.hrmr.2009.09.001>

Mishra, M., & Pandey, A. (2019). The impact of leadership styles on knowledge-sharing behavior: a review of literature. *Development and Learning in Organizations: An International Journal*, 33(1), 16-19.

Molino, M., Cortese, C. G., & Ghislieri, C. (2019). Unsustainable working conditions: The association of destructive leadership, use of technology, and workload with workaholism and exhaustion. *Sustainability*, 11(2), 446.

Moussa, M. N. (2016). Investigating the high turnover of Saudi nationals versus non-nationals in private sector companies using selected antecedents and consequences of employee engagement. *International Journal of Business & Management*, 8(18).

Nastiezaie, N. (2015). Designing Participatory Model for Zahedan Schools. A thesis submitted to the Graduate Studies



ETCOR

INTERNATIONAL
MULTIDISCIPLINARY
RESEARCH CONFERENCE

Educational Research Center Inc.
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



IJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

Office in partial fulfillment of the requirements for the degree of Doctor of Philosophy in Educational Administration, University of Tehran. (In Persian)

Neubert, M. J., Hunter, E. M., & Tolentino, R. (2014). The influence of servant leadership and organizational structure on employee and patient outcomes. In *Academy of Management Proceedings* (Vol. 2014, No. 1, p. 17320). Briarcliff Manor, NY 10510: Academy of Management.

Nguyen, Thu Ha dan Gizaw Aida (2014). Factors That Influence Consumer Purchasing Decision of Privat Label Food Products. Thesis. Sweden. School of Business Society and Engineering.

Nobarieidish, S., Chamanifard, R., & Nikpour, A. (2014). The relationship between talent management and organizational commitment in international division of Tejarat Bank, Iran. *European Online Journal of Natural & Social Sciences*, 3(4), 1116–1123.

Northouse, P.G. (2015). *Leadership: Theory and practice* (7th ed.). Thousand Oaks, CA: Sage Publications, Inc

Ortiz, D. A., & Lau, W. K. (2011). The effect of employee engagement on continuance and normative commitment to the organization. Paper presented at Southwest Decision Sciences Institute 42nd Annual Conference, Houston, TX.

Owusu-Bempah, J. (2014). How can we best interpret effective leadership? The case for Q method. *Journal of Business Studies Quarterly*, 5(3), 47.

Pada PT. Pegadaian (Persero) Cabang Ketapang. *E-Journal Manajemen Magister*, Vol. 1, No. 2, pp.1 – 37.

Parinding, R. G. (2015). Analisis Pengaruh Komitmen Afektif, Komitmen Berkelanjutan, dan Komitmen Normatif Terhadap Kinerja Karyawan

Prihantoro, A. (2012), "Peningkatan Kinerja Sumber Daya Manusia Melalui Motivasi, Disiplin, Lingkungan Kerja dan Komitmen", *Jurnal Unimus*, 8(2), hal:93

Rozman, M., Tominc, P., & Milfelner, B. (2020). A comparative study using two SEM techniques on different samples sizes for determining factors of older employee's motivation and satisfaction. *Sustainability*, 12(6), 2189–2115. <https://doi.org/10.3390/su12062189>

Rozman, M., Treven, S., & Cancer, V. (2017a). Motivation and satisfaction of employees in the workplace. *Business Systems Research Journal*, 8(2), 14–25. <https://doi.org/10.1515/bsrj-20170013>

Rozman, M., Treven, S., Cancer, V., & Cingula, M. (2017b). Burnout of older and younger employees: The case of Slovenia. *Organizacija*, 50(1), 47–62. <https://doi.org/10.1515/orga2017-0005>

Rozman, M., Treven, S., Mulej, M., & Cancer, V. (2019). Creating a healthy working environment for older employees as part of social responsibility. *Kybernetes*, 48(5), 1045–1059. <https://doi.org/10.1108/K-12-2017-0483>

Saha R., (2016). FACTORS INFLUENCING ORGANIZATIONAL COMMITMENT – RESEARCH AND LESSONS MANAGEMENT RESEARCH AND PRACTICE VOL. 8 ISSUE 3 (2016) PP: 36-48

Sanad A. Alajmi, Ph.D. (2016). Organizational Climate And Its Relationship To Job Satisfaction In Kuwaiti Industrial Companies. *Asian Journal Of Management Science And Economics*, 3(2)

Sarros, J.C., Cooper, B.K. and Santora, J.C. (2008), "Building a climate for innovation through transformational



ETCOR

INTERNATIONAL
MULTIDISCIPLINARY
RESEARCH CONFERENCE

Educational Research Center Inc.
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



iJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

- leadership and organizational culture", *Journal of Leadership and Organizational Studies*, Vol. 15 No. 2, pp. 145-158.
- Savovic, S. (2017). The impact of the dimension of transformation leadership on the post-acquisition performance of the acquired company. *Econ. Horizons* 19, 97–109. doi: 10.5937/ekonhor17020955
- Schneider, B., Ehrhart, M. G., & Macey, W. H. (2011). Organizational climate research. *The handbook of organizational culture and climate*, 29, 12169-012.
- Schyns and Koop litary. *Negative Leadership: International Perspectives*, 15-42.
- Secim, H. (2015), Organizational commitment and perceived organizational performance among health care professionals: Empirical evidence from a private Hospital in Northern Cyprus. *Journal of Economics and Behavioral Studies*, 7(1), 64-71.
- Shahid, A., & Azhar, S. M. (2013). Gaining employee commitment: linking to organizational effectiveness. *Journal of Management Research*, 5(1), 250-268.
- Shalley, C.E., Gilson, L.L. and Blum, T.C. (2009), "Interactive effects of growth need strength, work context, and job complexity on self-reported creative performance", *Academy of Management Journal*, Vol. 52 No. 3, pp. 489-505.
- Shuck, B., & Reio, T. G. Jr. (2014). Employee engagement and well-being: A moderation model and implications for practice. *Journal of Leadership & Organizational Studies*, 21(1), 43–58. [https://doi.org/ 10.1177/1548051813494240](https://doi.org/10.1177/1548051813494240)
- Simon, S. E., Graham, W. A., Christie, M., & Call, K. (2015). PIVOTAL–designing innovative leadership courses: a roadmap for anticipating the twists and turns in school leaders' journeys. In *Proceedings of the 2015 Higher Education Research and Development Society of Australasia Incorporated Conference* (pp. 186-197). Higher Education Research and Development Society of Australasia (HERDSA).
- Suma, S., & Lesha, J. (2013). Job satisfaction and organizational commitment: The case of shkodra municipality. *European Scientific Journal*, 9(17), 41–51.
- Teece, D. J. (2006). The Strategic Management Of. *The Oxford Handbook of Strategy: A Strategy Overview and Competitive Strategy*, 138.
- Tengi, M., Mansor, M., and Zahari, H. (2017). A review theory of transformational leadership for school. *Int. J. Acad. Res. Business Soc. Sci.* 7, 792–799.
- Tierney, P. and Farmer, S.M. (2011), "Creative self-efficacy development and creative performance over time", *Journal of Applied Psychology*, Vol. 96 No. 2, pp. 277-293.
- Trmal, S.A., Bustamam, U.S.A., & Mohamed, Z.A. (2015). The effect of transformational leadership in achieving high performance workforce that exceeds organisational expectation: A study from a global and Islamic perspective. *Global Business and Management Research*, 7(2), 88-94.
- Warrilow, S. (2012). Transformational leadership theory-The 4 key components in leading change & managing change. *Harvard Business Review*, 2(3), 101-104.
- Wood, T. B. (2019). An examination of the suitability of transactional, transformational and situational leadership theories in evaluating the role of gender in determining the leadership style: a comparison and contrast of



ETCOR

INTERNATIONAL
MULTIDISCIPLINARY
RESEARCH CONFERENCE

Educational Research Center Inc.
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



iJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

three leadership theories. *Am. J. Manage. Stud.* 4, 2–11.

Yang, C., Chen, Y., Zhao, X., and Hua, N. (2019). Transformational leadership, proactive personality and service performance: the mediating role of organizational embeddedness. *Int. J. Contemp. Hosp. Manage.* doi: 10.1108/IJCHM-03-2019-0244

Yucel, I., McMillan, A., & Richard, O. C. (2014). Does CEO transformational leadership influence top executive normative commitment?. *Journal of Business Research*, 67(6), 1170-1177.

Zacher H., Gielnik M. (2014). Organizational age cultures: the interplay of chief executive officers' age and attitudes toward younger and older employees. *Int. Small Bus. J.* 32 327–349. 10.1177/0266242612463025

Zheng W., Sharan K. and Wei J. (2010). New Development of Organizational Commitment: A Critical Review (1960-2009). *African Journal of Business Management*. 4(1), Pp. 12-20