

**INFLUENCE OF LEADERSHIP BEHAVIORS ON ORGANIZATIONAL  
COMMITMENT AMONG MILLENNIALS WORKING IN COMMERCIAL  
BANKS IN KENYA**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF  
MASTER OF SCIENCE DEGREE IN HUMAN RESOURCE MANAGEMENT,  
SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI**

**2018**

## **DECLARATION**

I, the undersigned, declare that this is my original work and that it has not been presented to any institution of learning for academic credit. All the sources used herein are duly acknowledged.

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## **ACKNOWLEDGEMENT**

I would like to express my sincere gratitude to special people without whose support, I would not have been able to complete this project.

For the esteemed scholarly guidance, support and advice of my supervisor Dr. Mercy Munjuri, not to mention her patience and dedication.

My own family for extending their support, understanding and allowing me time during very busy period. My best friend, Dr. Nyaga. Kibunjia to whom I'll forever be grateful for the unwavering support and encouragement. I'm truly indebted to the sacrifices made by everyone around me, to attain my goal.

God bless you all abundantly!

## **DEDICATION**

To God almighty for His overwhelming love for me and my family.

To my wonderful twins who had to endure long hours of their mom's absence Ren and Ryan, Nuru and Sifa during critical period of their formative years. You're such a blessing!

To my mom Imelda and grandma Francisca for your prayers and believe in me, may you rest in peace and eternal light shine upon you as you watch over me. I wish you were here to celebrate with me.

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## **LIST OF ABBREVIATIONS**

SPSS: Statistical Program for Social Scientists

CBK: Central Bank of Kenya

PWC: Price Waterhouse Coopers

CRB: Credit Reference Bureau

MRP: Provider Money Remitters

IT: Information Technology

## ABSTRACT

The main purpose of this study was to investigate the influence of leadership behaviors on organizational commitment among millennials working in commercial banks in Kenya. The study was guided by the main research objective, how do leadership behaviors influence organizational commitment among millennials working in commercial banks in Kenya? Grounded on Path Goal theory focused on the four styles of leadership that is, directive, and supportive, participative and achievement-oriented leadership behaviors on organizational commitment under; normative, affective and continuance among millennials working in commercial banks in Kenya. Descriptive survey research design was applied and assists in generalizing the findings of a large population. It was the best for this study as it sought to outline the influence of leadership behaviors namely: directive, participative, supportive and achievement-oriented on organizational commitment at three levels namely; normative, affective and continuance of commitment. The target population was made up of millennials employees of commercial banks in Kenya totaling to 7800. The sample size was 280 millennial employees of who were selected using a large population sampling formulae. Primary data was collected using questionnaires and analyzed using the Statistical Package for Social Sciences (SPSS). The findings were presented using tables and charts with brief descriptions. Descriptive analysis was done to provide data using percentages, means, standard deviations and summary. Multiple linear regression analysis was used to link the relationship between the leadership behaviors and organizational commitment. This study show commercial banks managers explained millennial employees what and how thigs needed to be done. This elicited commitment to distinct goals, but can lead to highly dependent and low creative subordinates who lack of commitment. Directive leadership hinders the creation of a culture for common values and millennials are less likely to adopt organizational or managerial values when they are excluded from decision-making processes. Therefore commercial banks to apply directive leadership cautiously in certain situations, so as to receive feedback from employees for better commitment. On the other hand achievement oriented behavior of leadership expects continuous improvement in how millennials apply skills for better results in each performance cycle. Improved organizational commitment among millennials can be attained by the use of achievement-oriented leadership behavior, managers intending to have increased organizational commitment among millennials should adopt it. It is expected that millennials will continuously improve on their application of their skills for improved results in each performance cycle for it is the most effective behavior in keeping millennials committed, encouraging them to willingly continue staying with the organization.

# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the study

Leadership is key in managing, controlling and organizing employees in an organization which can be seen as a series of management attitude, behaviors, characteristics and skills which are grounded on individual or organizational value, leadership interest and dependability of employees in various circumstances (Alkahtani, 2016). A leader can intentionally apply a particular management style with expectations of invoking commitment for retention, productivity and organizational citizen behaviors. With the use of a fitting leadership style, supervisors can entreat a worker's job contentment, hence commitment (Alkahtani, 2016). A positive attitude can be provoked by leaders and thus effect on every aspect of the organizations including the individual employee, the teams they belong to and the organization itself. Several scholars had debated, that earlier leadership approaches i.e. directive and participative behavior should be expanded to foster creativity (Avolio & Bass, 1995).

The Path-Goal Theory identifies a manager's behavior which considers' employees and work environment for them to attain their goal (House and Mitchell, 1974). Path Goal is founded on the Expectancy Theory by Vroom's (1964) where an employee will behave in a particular manner of what is expected of them, consequently, a specific result and the desire it evoked in the worker. It is theory expounds on the manner in which leaders decide to pick a behavior that seem endearing to the followers' needs and the work situation so that they could lead the employees through the journey as they carry out of their daily duties (Northouse, 2013). The most popular and practical commitment to an organization is the concept of Meyer and Allen,

advancing three-dimension theory; affective, normative and continuance. While emphasizing that although the three components indicate: psychological commitment of workers, it is of varied type, assuming that each of these elements is as result of either of attitude or behavior of the millennial worker.

The study of commercial banks in Kenya was pegged on lack of commitment seen among the millennials have towards an organization, which was as a result of the leadership behavior adopted by leaders on them. The millennials have no qualms about quitting a job for one that was more accommodating to their individual worth and determination, holding onto this tenet against desire for career advancement in their present organization. Furthermore, millennials desire to climb up the ladder of careers in the commercial banks and allegiance to the company was not specifically of importance. Many hiring managers are concerned with the rapid job turnover of millennials, as one understands the effect of losing an employee after a short period having put in a lot of resources to their training and development. PWC (2013) noted, millennials are entering the job market in vast numbers and hence shaping the workplace immensely. PWC (2016) noted that although millennial employees have clear career progression path 57% believe they will exit their current organizations by year 2020. In support of this observation, a special report by the (Economist, 2017) reporting on commercial banks performance noted that millennial are likely to come and go than pursue a one-firm career. They thrive in a digital world; hence, managers must develop challenging work environments to encourage young employees to exploit their talent and skills to the benefit of the organization. Illustratively, millennials working in banks feel held back by outdated and rigid working styles

(Kowang, 2016). The study looked into keeping millennials committed longer in the institutions and how leadership impacted on this.

### **1.1.1 Leadership behaviors**

Leadership play a key role in initiating transformational change in the workplace, the leaders have the capacity to espouse and entrench behaviors and attitudes with practical result on organizations, teams and employee (Raja & Palanichamy, 2011). Directive behavior is recounted as a state where the manager gives absolute and vital directives on a distinct issue (House 1971. Lussier & Achua (2013) describe leadership as a way in which managers' impact on workers through change. Clearly communicating to subordinates of what is expected of them to reach organization goals. They also schedule and supervise performance, obtain acceptance and motivate their subordinates by aiding and implementing their change ideas. The greatness of a leader is founded on their ability to impact on how employees respond to management in an organization (Gunavathy & Indumathi, 2010).

Supportive leadership is solely concerned with the leaders' way of handling subordinates' needs and preferences, by exhibiting dominance above their welfare and working environment (House & Dessler, 1974). Irwin (2014) defines supportive leadership behavior as the physical characteristics of a person, for it is what one can see and how we relate with other employees in the workplace. It is believed leadership is a process; which involves the impacting on teams, workers and leaders' endearment towards a shared goal (Northouse, 2016). Yukl (2010) applied the overlapping theory to expound on leadership as an intentional pressure put on other people to lead, organize, and ease relations working in teams and organization as a

whole. According Bass and Stogdill (1990) it is hard though to explain leadership, even though there are several perspective to how people view and define leadership.

Achievement oriented leadership, by providing challenging in situations to group members who have soaring expectations and want to shine in tasks that are equivocal, complex and demanding (Northouse, 2016). Theorists such as Kotter (2008) argued that achievement-oriented leadership main aim is to bring change by creating vision and mission, aligning employees' goals to the organization, motivating and inspiring them. The leaders' behavior is put into different categorize which is trait, behavior or style, contemporary and new leadership (Bryman et al., 2011). Rao (2013) emphasizes on contemporary approaches viewing them soft, hence giving prominence to the managing of emotions and espousing elements such as persuasion, negotiation, appreciation and motivation. The latest approaches perceive leadership as a phenomenon interaction that takes place between a manager and employee (Northouse, 2016).

Participative leadership involved deliberation with the juniors and considering their ideas I decision making (Bartol & Martin, 1998). Participative leadership was seen as a way of influencing the activities of a worker's energy or team toward attaining a particular goal in a given work environment through consultation (Hall, 1988). Hence leadership is not an individual or a category of persons in position of influence but the perception created by the associations between a leader and his or her subordinates. Where the employees' participation play an integral role in exercising dominion over their jobs and work circumstances (Strauss, 2016).



### **1.1.2 Organizational Commitment**

One of definitions of employee organization commitment is described by (O'Reilly, 1989) as employee's emotional and mental attachment to an organization, which encompasses a feeling of work entitlement, allegiance and trusting the core values of an institution. Miller & Lee, 2001) expounded on it as an employee agreeing with the organizations goals and his/her readiness to exert themselves for the sake of the organization wholeheartedly. Cohen, (2003) asserts that it is the passion for success that brings people together, to act on relevant targets or putting useful energy at work.

Meyer & Bremner (2013) cited commitment as the extent to which workers view themselves as part of and devoted to an organization. Described as the perspective reflecting on ones emotions such as understanding and allegiance to the organization (Morrow& and Gellantly 1993). Meyer & Allen (1990) further concurred to the fact that obligation is a mind frame encompassed with conducive useful insight and powerful elements of that organization. The fidelity of ones agreement with organizational values and willingness to stay in that organization, it is linked to work related factors such as; workers' absenteeism, employee turnover, employee performance and, employee behavior (Meyer & Herscovitch, 2001).

Organizational commitment can be categorized into three; affective, continuance and, normative (Meyer & Herscovitch, 2001). While affective cites employees' passionate devotion, recognition of involvement in the company and its objectives. Normative commitment refers to how employees feel to be held responsible to the organization because of the rewards on offer. With Continuance referring to the workers' assessment value of how expensive it is to leave an organization than continued stay.

This research embraces the definition by (Meyer and Allen, 1997) that dedication is a mental state which denotes a persons' relationship with an organization, and the entanglements of resolve to continued associating with it.

### **1.1.3 The Concept of Millennial Employees**

Millennial generation employees can be described as those born after 1980 to early 2005, the first generation to come of age in the new millennium (Galliano, 2013). The millennials generation is docked on Sessa, Kabacoff, Deal and Brown (2007) Generational Cohort Theory, grounded on logic of persons born at a particular time group, either society or history and of time or interval or locale are restricted to particular span of possible occurrences therefore inclining them to a characteristic or past way of cogitation and experience of a pertinent action. Alwin and McCammon (2003) delineate the cohort out-turn as unmistakable impressionable episodes which members of a birth cohort have in common and which explicates them.

They have no issue with leaving a job for one that will be more accommodating to their individual worth and determination, holding this tenet against desire for career advancement in their present organization. However, millennials desire to climb up in the ladder of careers, allegiance to the company is not specifically of importance. Many hiring managers are concerned with the rapid job turnover of millennials, as one understands the effect of losing an employee after a short period having put in a lot of resources to their training and development. It is censorious to comprehend that millennials act dissimilarly, and need a variety of problem solving techniques to keep them occupied at work. Regardless of the long-term objectives and goals of an organization. The skill of attraction and retention of millennial ability will be a

fundamental move to attaining commitment (PWC's 14th Annual Global CEO Survey,2016).

#### **1.1.4 Banking sector in Kenya**

Kenya's finance sector constitutes of (CBK) as the regulating body, forty three banking institutions 42 being commercial bank, the remaining was finance encumbrance company), 9 foreign banks representation, thirteen (MFBs), three (CRBs), 19 Providers of money remitters, 73 forex bureaus, and 8 companies as Holdings. 43 banking institutions, with 40 are private Government of Kenya was the main stakeholder in 3 of the banks. 40 private owned banks, 25 by Kenyans, and fifteen of foreign-owned. 24 commercial banks and 1 mortgage. And of 14 owned by foreigners, 11 were representation of banks with foreign owners, locally and 3 local branches of foreign banks. All legal forex bureaus, SME, CRB, and MRP's private as at December 31, 2017.

Kenyan banking sector, 2017 received a 'perfect storm' due to various challenges that affected the banks' productivity such as; the interest rate caps passed, the Banking (Amendment) Act 2016, with 2017 being year of initializing and operating under the rate caps. A resistant drought for a better part of the year, agriculture, elongated electioneering period, last quarter of the year, coupled with uncertainties. Despite challenges, the banking sector's performance was resilient. Kenya's 2030 development plan, CBK's all-embracing foresight for a banking industry that is with Kenyans. And basically operates for them. Although it has made important steps, there's a lot more that need action to meet its targets. With the ever spreading trends geared at financial integration, CBK is cognizant that this plan can only be attained

through the improved zeal of every finance industry player both in the government and private, by playing its crucial role of rendering an enabling environment.

### **1.1.5 Commercial Banks in Kenya**

Banking Act Regulations and Prudential Guidelines, is whereby, Kenyan commercial banks are controlled and legalized by pursuant of provisions regulated by the CBK. They are major players in the Kenyan Banking system, as at 31 December 2017, with 43 registered commercial banks in Kenya by The CBK. The following banks, Charterhouse, Imperial Commercial and Chase Bank Ltd, were under receivership. The number of Kenyan local commercial banks were 3, 2017 as was in 2016. The reduction was as a result of slow development in assets due lack of money as seen in the government owned banks. Bank branches went down from 1,541 in 2016 to 1,518 in 2017, the decrease in bank branches expansion was as a result of the taking up of alternative channels delivering services such as mobiles, internet and agents.

The issues relating to banks' performance have essentially impacted by institutions' leadership. Commercial banks are crucial in the country's economy and central in developing the economy of a country and youth employment. However, lack of organizational commitment among millennials has a negative influence on productivity and job satisfaction hence high turnover which is costly especially hiring and training new staff. Commercial banks are regulated by the government, the banking industry through CBK cultivates a healthy and conducive environment for the banking systems to thrive. Evading a crisis by protecting customers who are the backbone of a country (Heffernan, 1996; Shekhar, 2007). (Akinlabi, 2012) the

dynamic and challenging complexities of the business environment of the banking industry need a leader who has a vision and is open to acquiring knowledge, exploration and impacting change.

## **1.2 Research Problem**

Empirical research was symptomatic of key leadership behavior which was of importance and had a healthy relationship to commitment (Ahmadi, Ahmadi & Zohrabi, 2011). Yukl (1998) observed that transformational leaders enhanced subordinates' self-efficiency and self-value, once the leaders' behaviors stabilized then subordinates began to trust their leadership qualities leading to commitment. Mottaz (1988) examined workers in various jobs and found out that those who perceived a warm and supportive relations with supervisors had a tight and practical commitment to their organization. Henderson, Walumbwa, Avolio & Peterson (2008) stated that leaders who obtained varieties of encouraging traits, goals, values, and behaviors were assured of influencing subordinates' commitment to an organization. And Yousef (2000) ascertained through research, those employees who thought their leader to have adopted participatory leadership style get strongly drawn to their organizations.

In commercial banks different leadership styles have been used. As many factors determine or affect the application of a particular style in an organization (Randeree and Chaudry 2007). Banks require leaders who initiate and convey transformative change in the state of mind and perceptions of employees with visionary appeal for commitment to an organization Ahanger (2009). Millennials are perceived to be aggressive and are known to have a strong sense of entitlement and desire to work in

flexible, fun environment which lacks in commercial banks in Kenya, for they felt held back by outdated and rigid leadership style (Kowang 2016). They thrive in a digital world, hence, managers must develop challenging work environments to encourage young employees to exploit their talent and skills to the benefit of the organization. Ongori (2007) notes that young employees in commercial banks are in need of permanent jobs and due to organizational disengagement they are ready to quit at the slightest opportunity, they lack commitment. However, there lack empirical studies on the commitment of millennial employees among commercial banks in Kenya.

Lo, Ramayah and Min (2009) studied leader's style and commitment on Malaysian sector of production, the finding proposed that managerial and transformational leadership style are efficacious. Mahdi, Mohd, Almsafir (2013) looked at the effect of leaders' behavior on the allegiance of farm workers in Malaysia, found out a remarkable powerful connection between the leaders' behaviors and employees' dedication. Njoroge (2014) studied the impact of integrative leaders' behavior on organization commitment steered by workers' engagement in technical institutes, Kenya. The study's main finding noted the need to accept integrative leadership, by incorporating other leadership behaviors so as to refine commitment. Wekesa, Namusonge & Iravo, (2013) conducted an exploratory research on the role of servant leadership in improving organizational commitment in state corporations in Kenya, where they found the need for further research on leadership behaviors and organizational commitment. Few surveys have looked into the conceptualization of organizational commitment influenced by leaders' style among millennials. The

study sought to fill the knowledge cranny and attempt to answer the question on: how do leadership behaviors influence on organizational commitment among millennials working in the commercial banks in Kenya?

### **1.3 Research Objective**

The main objective of the study was to investigate; influence of leadership behaviors on organizational commitment among millennial working in commercial banks in Kenya

### **1.4 Value of the Study**

The research's outcomes come in handy for scholars, academicians and empirics in proving studies carried on previously and assisted in theory construction in the field of leadership styles and organizational commitment. It was also a source of alluding material for future research for those who would like to look further into a similar topic or field.

The conclusions from the research was useful to policy makers in the commercial banks, assisted them in coming up with policies that enhanced diligent and transparent leadership that fosters employees' commitment. Senior bank executives used the results to make critical scrutiny of present leaders' behaviors in their banks thus help in improving the leadership styles and organizational commitment policies. The perceptions leaders had about millennials switched from conversations about millennials to discussions with millennials. It was important for leaders to understand the intrinsic value that drove millennials to better interpret their actions on organizational commitment.

The investigation is of great import to executives as findings and analyzed information cast some light on remedial measures in advancing human capital management or human resource practices and management of effective leadership behaviors to increase the commitment of workers (Messarra et al., 2016). Also contribute to social change as leaders apply recommendations for changed leadership style to improve work environment and include the growing crop of employees-the millennials. Leadership not only meet the needs of subordinates but also elevate them (Heifetz, 2017).



## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

The segment encapsulates conceptual literary review of the influence of leadership behaviors have on organizational commitment. It reviewed theories more specifically Path Goal and the Three-Dimension Organizational Commitment, the key leadership behaviors, and the three-dimension organizational commitment components. Empirical review linking leadership styles and organizational commitment was also done.

### **2.2 Theoretical Foundation of the study**

Theories which guided this study were Path Goal theory and Three-Dimensional Organizational Commitment theory. Path Goal proposed four leadership styles while the three -dimensional organizational commitment theory built on the principle of need, satisfaction and exchange. They are discussed as follows:

#### **2.2.1 Path Goal Theory**

Path-Goal theory initiated by Evans (1970) focused on elements that stimulate followers and the main role of influencing an outcome of a task. Grounded on pointing out leadership styles suitable to employees and the work atmosphere for the attainment of an objective. Aimed at improving workers' incentive, emancipation and fulfilment, and to increase organizational productivity. It intrinsically borrowed from Vroom (1964) expectancy theory which expects an employee to behave in a particular manner, expecting the act to be rewarded attractively so as to please an employee.

Also identified the leader's duty, as being the one stipulating the goal and inscribing the path that facilitates completion of an objective by subordinates.

The theory mostly outlines how a leader chose a certain behavior to suit the employees' needs at the work place, leading the subordinates on a path to the achievement of work objectives (Northouse, 2013). Being a simplistic theory it follows simple guidelines in determining the employee and the work place characteristics too, in choosing a leadership behavior and finally it anchors on factors that will motivate and propel employees to success. Employees elucidated their seniors' behavior building on their needs, for example; the level of desire, affiliations, discerned potential, and the want dominate.

The theory's strength lies in the leadership behavior, explaining very clearly the practical responsibilities of a leader. It emphasizes the significance of motivational factors of subordinates' view point hence the relevance to this study. The leaders altered their behavior towards the employees and job specifications so that the workers motivation is excellent. Mitchell (1974) outlined foursome leadership behaviors: directive, supportive, participative, and achievement-oriented as expounded below. It also explained two major components which were important to this study, the subordinates, and task characteristics for every set of this characteristic affect the leaders' styles that impacts on the followers' level of willingness to work. It impacts on leadership hence affecting both the leader and his subordinates and on how they relate which is dependent on how a leaders' behavior is perceived by the subordinates in a given work environment. Further determines if the subordinates

realize that the behaviors of immediate supervisor put on the spot the source of gratification or of delayed source satisfaction.

However, the theory had identifiable weaknesses such as; conceptual complexity since it considers several parameters and needs to be analyzed. Choosing the best suited a leadership style is quite difficult or even interpret or evaluate the different elements of the theory in a natural work environment. The other weakness identified was putting a lot of roles on the manager and little on the followers ending up with subordinates who are dependent on the leader thus blocking their individual developmental success. Thirdly, it has only been proposed partly by other empirical studies that have been carried out to test its validity as argued by (House & Mitchell, 1974) moreover, not all components of this theory have been reviewed to provide consistent picture of basic assumptions and corollaries (Evans, 1996).

### **2.2.2 The Three-Dimensional Organizational Commitment Theory**

Meyer & Allen (1990) proposed three-dimensionality model of commitment that is normative, affective and continuance stressing that although the elements show the extent of psychological commitment by the employee they impact differently. Meyer and Allen's (1988, 1990, 1991, and 1997) assert that individual components grow as a result of different precursors. Dissimilarly, it is supposed that least committed workers tend to regularly quit work, and in the instance of lack of opportunities, more than not tend to psychologically seclude themselves (Crawford & Lok, 1999). Mathieu and Zajac (1990) early propositions reinforced that commitment and turnover correlated.

Meyer and Allen (1997) indicated that there was a distinctive difference between attitudes and behaviors in respect to commitment. The attitudinal approach, the employees' mindset was tested in relation to their results or outcomes of allegiance. While behavioral approach, was an action course that had a central role in an employee committing only to a particular existing behavior, for instance, choosing to stay in the organization, but instead of committing to the institution they tend to pick up attitudes in relation to the prevailing work experiences and avoid discerning discordance. It was believed that attitudes approach, the leadership style a result of commitment shaped the state of ones' commitment. On the other hand behavior approach claimed that stimulation is a result of specific style on the recurrence of a similar behavior (Meyer & Allen, 1991) the leader' behavior or style influenced their commitment to the organization.

The theory has been criticized for its lack of consistent with research propositions, as they are not clearly distinguishable, viewed as unclear and rely on interpretation of unknown phenomena. Also not fully applicable in some job functions such as customer behavior. There were arguments on Meyers and Allen's theory about what it is tries to attain and lacks reliability in testing validity on non-traditional organizational members such as volunteers, contrary workers and temporary workers (Coyle- Shapiro and Morrow, 2006).

### **2.3 Types of Leadership behaviors**

Leadership behavior or style admissible to subordinates is seen as a source of gratification and encouragement to followers. The leader makes it easier by instructing and rewarding effective performance. Path goal specifies foursome styles

of leadership namely: supportive, directive, participative achievement-oriented discussed as follows:

### **2.3.1 Participative Leadership Behaviors**

Participative leadership is basically a consultation with followers and inspiring them in decisions making (Bartol & Martin, 1998). Ensures employee participates in management decision making by providing them with the opportunities and a conducive environment asserts (Veluri, 2010). Strauss (2006) observed that contribution give subordinates power to exercise domination over their job and work the circumstances. Northouse (2016) noted that consultative leadership allows participation in autonomous teams, expect dominion, equivocal tasks and disorganization is prevalent. Employee who have increased involvement in organizational matters have been seen to performance better and have higher organizational commitment (Meyer & Allen, 1991). Employee participation was useful in several ways to an organizations that was looking for creativity, behavior change and improved workplace decision- making (Njoroge, 2015).

Encourage employees to be involved in decision-making especially in areas which influences on a team in attainment of its objectives. This is done through soliciting employee views, consulting and applying those ideas by taking charge (Daft, 2010). The style enhances the morale of followers who are really inspired and fully occupied in jobs that don't require repetitions (Dubrin, 2007). In conclusion, when the path is equivocal, lacks clarity, the task is disorganized and followers need autonomy, control, and clarity, participative leadership is most appropriate where they were called upon to join in the decision-making process.

### **2.3.2 Supportive leadership behavior**

Supportive managers are warm and easily accessible, affable, and empathize with their followers' needs and well-being nurtured individuals (Yukl, 2006). This style is best suited for team members who are unsatisfied, want to be affiliated and needed human touch in their work also when job were redundant, effortless, mundane and physical (Northouse, 2016). It is the most effective leadership behavior compared to the others, viewed as having traits of a role model, appreciative and celebrating for a job well done, assisting subordinates, giving reasons for constructively criticizing specific behavior (House, 1996). Best suited when followers exhibit lapse in trust, incapacity to finish an assignment or lackluster self-drive (Negron, 2008).

Dubrin (2007) asserted that subordinates who are unsure of their abilities, situations and even of their future cherished this style most (Dubrin, 2007). This category of leaders exerted more effort to make sure that workplace environment were fun and enjoyable, respectful, and equal for all. Subordinates who have a higher need for belonging chose this type of leadership in the sense that it is friendly and concerned, providing subordinates work satisfaction. Furthermore, it was same as the people-oriented or consideration style (Daft, 2005). In conclusion, leaders' focal point should be on developing and providing a nurturing atmosphere for subordinates to work in.

### **2.3.3 Directive Leadership Behaviors**

In this type of leadership, leaders make it clear and communicate to subordinates of what is expected of them, guidelines for work, developed work plan and quality

evaluations (Bartol & Martin, 1998). The levels of commitment go down as directive leaders' style go up and the other way round (Çokluk & Yılmaz, 2010). Directive leaders are perceived as quite aggressive, controlling, and descriptive as they stress on what should be done (Polston-Murdoch, 2013). This style compares to a leadership steered towards a task and the manager's core business is in improving subordinates self-drive by making clear decisions necessary for accomplishing a task. Dedication is increased by making the subordinates' course clear for achievement.

It encompasses, scheduling, and supervising performance, and encouraging quality work in followers (Mahdi, Mohd, & Almsafir, 2014). Effective directive leadership instructs and gives the requirements of what needs to be done and answers to questions such as “what, how, where, when to be done, and who should do?” It involves providing direction to subordinates in regard to their tasks and likened to the task-oriented (Daft, 2010). It is mostly useful when there is uncertainty within the environment and among subordinates of what to do, the leaders then steps in, giving direction.

#### **2.3.4 Achievement-Oriented Leadership Behaviors**

According to Bartol and Martin (1998) achievement-oriented leadership requires one to set demanding targets and certain level of trust in the followers. Dessler (1974) portrayed a leader as one who inspires superior performance and exudes confidence in his/her subordinates, that they will accomplish tasks. The leaders' intimate faith is in the capabilities of the workers' completion of challenging tasks (Yukl, 2006).

Targets are put in place, of quality and constantly seek to improve the initial standards set in a bid to foster organizational success (Daft, 2005). This type of leadership is the best when one wants to increase dedication and improve workers confidence, especially with workers who have a great desire for attainment (Dubrin, 2007). Northouse (2016) deduced that if the objectives are equivocal, difficult multiplex job, workers suppositions for achievement and unequalled urge to shine, the managers should practice this style of leadership to make sure they dare the followers.

## **2.4 Forms of Organizational Commitment**

The study encroached into the already differentiation available between attitudinal and behavioral commitment, viewed as a psychological state. It viewed commitment as three separable components: affective, a desire; continuance, a need and thirdly, normative, an obligation for each of these mindsets characterizing commitment to an organization and implications of work place behavior as follows:

### **2.4.1 Affective Commitment**

Affective commitment relate to an employees' psychologically involvement with an organization (McCormack, Casimir, Djurkovic, & Yang, 2007). It specifically touches on emotional closeness, identifying and association of a worker with the organization. It has been confirmed workers with a tight bond and intuitive stay in one organization for long because of liking they have for it (Meyer & Allen, 1997). The commitment theory proposed by (Meyer and Allen, 1997) indicate that this type of trust is by issue such as job challenge, role and goal clarity and its hardness, broad-mindedness, peer oneness, equity, self- importance, feedback, involvement and reliability.



It is strongly affected to a certain degree by ones wishes and the organizations' aspirations merged with their actual experiences (Storey, 1995). Tetrick (1995) detailed it as logical ethical grounded dedication, stating the extent to which the employee's worth matches that of the organization. Affective development encompass the feeling of belonging and acceptance (Beck & Wilson, 2000). Ones' worthy association with an organizations is founded in identifying with the want instituted by beneficial relations with the organization.

#### **2.4.2 Continuance Commitment**

Meyer and Allen (1997) cognizance value affiliated with quitting an organization, the worker whose principal connection was based on continued trust stay in the organization as it was expectation. The two were noted to impact on the continued growth in an organization; firstly it is interconnected to the bulk of investments made and secondly relate paucity of alternatives. Continuance organizational commitment is therefore, most powerful when there is lack of alternatives, the reasoning augurs with the view that if provided with better choices, workers are likely to quit.

Meyer et al. (1990) support emanated from poor employment opportunities and not investing tend to make employees to keep their jobs and be held accountable for lack of commitment. The urge to remain was the benefits attached to continued involvement and terminating of services. Tetrick (1995) underpinned the idea by recounting the concept of continuance commitment as a reciprocity framework, productivity and trust were reciprocated with tangible monetary gains and pay. However, for one to keep employees exhibiting the desire to keep relating with the organization needed to be given priority and recognition to boost their confidence.

Therefore, continued commitment developed gradually under the disguise of shortage of choices out there compelling an individual to stay in an organization longer.

### **2.4.3 Normative Commitment**

Meyer, Kam, Goldenberg and Bremner (2013) talk of behaviors and attitudes in situations that guided one to achieve organizations' goals as they feel they had a high stake in the organization. Employees who keep themselves attached to an organization commitment exhibit a high affinity to stay, they are rightly indebted, and honest. Employees who are very normative feel that they are obliged to remain with the organization. The normative element is linked to affective and contain notable resemblance, specifically when demonstrating the scales (Meyer and Allen, 1997). The precursor to this proportions extend to before and after employment.

The mutual duty founded on the social exchange conceptualization, advocated that the person receiving a pay has a responsibility or dictum to give back a reward in some way (McDonald and Makin, 2000). It simply deducible, an employee sense of obligation to plough back to the organization for investing so much in them, coaching and developing them. Expostulating this noble moral duty there should be a process of consorting with the teams and the organization. In exposition it is founded on standard mutual understanding; that is if the employee get rewarded, it places an employee or the organization under the noble duty to respond in kindness.

### **2.5 Leadership behaviors and organizational commitment**

Dolatabadi and Safa (2011) studied the consequences of directive leaders' style had on the workers' devotion in the Iranian banking sector. It revealed that it had adverse

effect on common values and constructive impact on role clarity. Though role clarity enhances normative commitment in achieving outcomes for the organization, the autocratic nature of directive leadership, reduced the workers' loyalty to quality service and shared values either side of the bank, as the employer and employee. A study by (Wiza and Hanganipai, 2014) on the effect of transformational leader among university academics in South African, it showed that transformative behavior had beneficial relationship on continuance and affective on the workers' commitment to the organization, albeit transactional behavior had a constructive relationship with identity with the organization.

Njoroge (2015) studied ramifications of integrative leaders' style on commitment among technical institutions of Kenya. It ascertained that there was major out-turn of integrative leadership on employees' commitment and integrated integrative leadership style to improve on commitment. In Kenya Wekesa, Iravo & Namusonge (2013) conducted an exploratory study to ascertain the place of servant leadership on employee commitment in state corporations, they found out that one of the key influence an employees' decision to stay or quit an organization was the supervisors' or managers' leadership behavior. Clinebell et al. (2013)) looked into the subject of leaders' styles and workers' commitment in Lithuania, with confirmatory results that leadership style affects different types of employee commitment. This relationship be hove organizations such as commercial banks in Kenya to take a keen interest in the quality of their leadership, with notable effect on such key employee attitude and separate dimensions of organizational commitment.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This segment explores the research methods, and design, population and sampling design, data collection, the validity, reliability, and data analysis.

### **3.2 Research Design**

Descriptive survey research design was applied and assists in generalizing the findings of a large population. It was the best for this study as it sought to outline the influence of leadership behaviors namely: directive, participative, supportive and achievement-oriented on organizational commitment at three levels; the desire to stay in the organization, sense of responsibility and identify with the organization. There were precise steps involved in a descriptive survey research design, which were: picking of research questions, an appropriate methodology to gather data, apt sampling methods, analyzing and reporting of findings (Kothari, 2004).

### **3.3 Target Population**

Target population was a cohort sharing a similar set of traits or behaviors (Zikmund et al., 2010). The study targeted 7,800 millennial employees in the commercial banks' headquarters based in Nairobi of the 40 licensed commercial banks in Kenya (See appendices 2). (Bank Supervision Annual Report, 2017).

### 3.4 Sample Design

Sampling design refer to the way by which a segment of the population is picked and deductions drawn of the entire population (Cooper & Schindler, 2011). A sample is a subset of the population studied from the target population in a manner that ensured that several possible sample of the required size had the same chance of being chosen (Devore, Peck & Olsen, 2009). The sample frame was a full case in the population of the sample elements (Thornhill & Sounders, 2012). Random sampling was where each subject of the population had equal chances to be chosen randomly. The simplified Yamane (1967) formulae  $n = \frac{N}{1+N(e^2)}$  was used to select the sample size, which brought the sample size to 280 interviewees, and which was calculated as  $n = \frac{7,800}{1+7800(0.05^2)} \approx 280$ .  $n$ - Sample Size,  $N$ - Target Population,  $I$ -Constant,  $e^2$ - Error Margin 5% and 95% Confidence Level. The distribution sample size among the 40 commercial banks' headquarters in Nairobi will use the formulae  $n = \frac{xx}{7800} \times 280$ .

### 3.5 Data Collection

Primary data was gathered using a questionnaire. (Thornhill, Saunders, & Lewis, 2012) describe a questionnaire as data collection technique whereby every participant answered similar questions in a pre-determined mode. The questionnaire (See appendix 1) that was divided into three sections according to the research objective, presented in parts: A was demographics, B queries on leadership behaviors, and C questions on millennial organizational commitment.

The questionnaire was structured on a drop-and-pick up later basis. The target respondents completed the questionnaires by themselves and picked up later where the tentative collection date was agreed. Various ways were used to enhance response rate like, notification e-mails, short message texts, phone calls reminders and individualized visits.

The questionnaire had a Likert scale of five multiple choices for every question and was embraced to represent the five extends of preference that include: strongly disagree, disagree, neutral, agree, and strongly agree. Likert scale was apt because it uses universal method of collecting data, which makes it easily understood. This means that the data would be quantitative in nature making it easy for the researcher to draw conclusions, results, and create graphical figures from the responses. Ensuring that the respondents are not forced to express an either or opinion, rather it allowed them to be neutral while responding to the questions.

### **3.6 Validity and Reliability**

A questionnaire for was made by the researcher particularly for this study using the research topic and objective. Sought initial permission from the organizations of study. The researcher got an introductory epistle from the University of Nairobi. Before the survey, reassuring of respondents that the study is confidential and for academic purpose. Contribution was voluntary, considering that it might have been risky for participants' fear of being victimized due to their responses.

Reliability test for the purpose of this study was done through a pilot test which was done to check for the consistency of the research instrument. The Cronbach Alpha

which is a more scientific method was used to test whether the variables under investigation met the threshold. The variables that had a Cronbach alpha of 0.7 and above was considered for subsequent further analysis. Validity analysis of factors analysis was applied to measure its validity whereby the variables that had a coefficient of less than 0.4 were not considered for subsequent analysis. This was a reduction measure to ensure that the study utilized only those variables that met the threshold.

### 3.7 Data Analysis

Descriptive analysis was done to check meaning of the information collected using percentages, means and standard deviations. Data editing and coding was done by the researcher to reduce error during the data entry stage and ensure that clean data was used for analysis. Reliability as well as validity analyses were conducted to check for consistency of the responses and variables that best described the given responses respectively. Multilinear regression analysis was applied measuring, influence of the leaders' behaviors on millennials organizational commitment. Results were made known, in form of tables and figures with brief descriptions. **Regression Model:**  $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$

Where: Y = Organizational Commitment,

X1 = Directive Leadership Behavior,

X2 = Supportive Leadership Behavior,

X3 = Participative Leadership Behavior,

X4 = Achievement-Oriented Leadership Behavior,

$\beta_0$  = Coefficient of Independent Variable, and  $\epsilon$  = Error Margin.

# CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

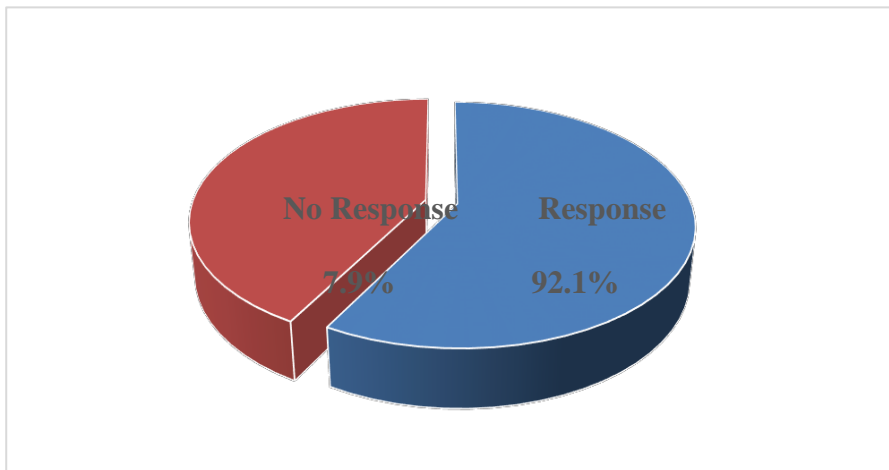
## 4.1 Introduction

The chapter presents response rate, demographic data, reliability and validity test, leadership behaviors and organizational commitment rating, regression analysis and discussions of research finding.

## 4.2 Response rate

The study targeted 280 millennials staff working in 40 commercial banks within Nairobi, Kenya.

Figure 4.1 Response Rate



The rate of response was, 92.1%. A total of 280 questionnaires were administered to the millennials out of that, 258 (92.1%) were returned; this indicates the respondents willingness in giving information hence increasing the reliability and validity of the research.



### 4.3 Demographics

#### 4.3.1 Gender Representation

**Table 4.1 Gender**

	Frequency	%
Male	17	58.6
Female	11	41.4
Total	28	

The results show the gender representation in this study, 58.6% were male and 41.4% were female millennials. Categorized millennials according to their gender thus capturing the influence of leadership behavior across all millennials within the organization. Hence all genders were considered in the study and significantly represented, although the male respondents were more compared to the females.

#### 4.3.3 Duration in Organization

**Table 4.3 Duration**

	Frequency	Valid Percent
1-3 years	21	75.0
4-6 years	4	14.3
7-9 years	2	7.1
above 10 years	1	3.6
Total	28	100.0

A clear indication that many of the millennials have not stayed long in the organization represented by 72.4% between 1-3 years, 17.3% between 4-6 years, 8.9% between 7-9 years and 1.4% above 10 years. It was also noted that a majority of millennials have stayed longer in one organization in less than 3 years and as the years increased the number decreased drastically.

### 4.3.2 Work Functions

This sample represents a replica of the millennials work functions held in commercial banks within Nairobi.

**Table 4.2 Work Functions Frequency**

	Frequency	Valid Percent
Executive Officer	4	14.3
Marketing & Branding	3	10.7
Human Resource	7	25.0
IT	3	10.7
Customer Service	3	10.7
Compliance & Risk	4	14.3
Transaction Banking	3	10.7
Others	1	3.6
Total	28	100.0

Figure 4.2 above indicates that, very few millennials are given executive tasks representing 1.94%, human resource millennials representing 4.65%, compliance and risk millennials 0.78%, while marketing and branding millennials representing 36.43% IT millennials representing 31.40%, customer service millennials representing 8.5%, while transaction banking millennials representing 15.5% and millennials represented others with 0.78%. This indicates that the millennials have intrinsic motivating factors which enables to gather the required knowledge and skills

to perform this tasks, on the other hand there are other demotivating factors thus making unfit to work in other areas with a less than 1% millennials.

#### 4.4 Cronbach Reliability Test for Study

The Cronbach Alpha test was applied to test the various study variables.

**Table 4.4 Cronbach Reliability Test for Study**

Variables	Variable No. of Items	Coefficient
Directive Leadership	9	.828
Participative Leadership	10	.726
Supportive Leadership	10	.742
Achievement Oriented Leadership	8	.702
Organizational Commitment	13	.786

Table 4.1 shows that if the directive leadership variable was removed from the questionnaire, the instrument would improve since it would have a coefficient of 0.828, but if participative leadership variable was removed, the questionnaire would be weakened since the Cronbach Alpha would be 0.726, if supportive leadership variable was removed, the questionnaire would be weakened since the Cronbach Alpha would be 0.742, if achievement oriented leadership variable was removed, then the questionnaire would be weakened since the Cronbach Alpha would be 0.702, and if the employee commitment variable was removed, then the questionnaire would be weakened since the Cronbach Alpha would be 0.786.

## 4.5. Leadership Behaviors

This segment discusses the mean and standard deviation for every leadership behavior that was considered.

### 4.5.1 Directive Leadership Behavior

The respondents were asked to rate several directive leadership behavior.

**Table 4.5 Rating Directive Leadership Behavior**

<b>Directive Leadership Behavior</b>	<b>Mean</b>	<b>STD DEV</b>
My manager tells me what needs to be done and how it needs to happen.	2.97	1.27
My manager tells employees what to do without expecting employees to question him/her.	1.88	1.74
My manager expects staff to report back after completion of a task.	3.05	1.44
My manager explains the expected level of performance to employees.	3.81	0.99
My manager inspects work on regular basis to assess progress on learning.	3.85	1.4
My manager expresses that he/she has doubts about followers' ability to carry out tasks on their own.	2.43	1.12
My manager wants me to follow standard rules and regulations.	3.4	1.2
My manager ensures that millennials are conversant with, organization's policies and line actions.	4.11	1.2
My manager takes actions when rules and regulations are not followed.	3.85	1.4
<b>Average Mean</b>	<b>3.26</b>	

The results shows that managers tell employees what needs to be done and how it needs to be done (mean of 2.97, standard deviation 1.27), tells employees what to do without expecting employees to question them (mean of 1.88, standard deviation 1.74), the staff was required to report back after completion of every task (mean of 3.05, standard deviation 1.44), set out degree of performance that is needed of

millennials and explaining what was expected of their performance (mean of 3.81, standard deviation 0.99), checked work on a regular basis to assess progress and learning (mean of 3.85, standard deviation 1.4), not showing their doubts about employees' ability to carry out their tasks (mean of 2.43, standard deviation 1.12), managers asking employees to follow the rules (mean 3.4, standard deviation 1.2), made sure that millennials were conscious of, and understood organization policies and line actions (mean of 4.11, standard deviation 1.3), acted appropriately when set rules and regulations were not adhered to by taking action when rules were broken by followers (mean of 3.85, standard deviation 1.4 ). Averaging to a mean of 3.26.

#### 4.5.2 Supportive Leadership Behavior

The respondents were asked to rate several supportive leadership behavior.

**Table 4.6 Rating Supportive Leadership Behavior**

<b>Supportive Leadership Behavior</b>	<b>Mean</b>	<b>STD DEV</b>
My Manager keeps a cordial work relationship with subordinates.	4.12	1.2
My Manager acts in a way that is mindful to millennials' needs.	4.20	0.9
The leadership gives feedback to employees' requests promptly.	4.15	1.3
My Manager is approachable and friendly.	4.00	1.2
My Manager is mindful of my personal needs and takes action to support me.	4.09	1.4
My manager does small things that make it feel great to be part of a family.	4.11	1.5
All team members are given equal opportunities to attend relevant trainings and developments.	3.90	1.1
My team enjoys a friendly work environment.	3.91	1.3
Employees are equally compensated for their work done and completed tasks.	3.82	1.1
My manager schedules regular individual meetings with me to discuss and appraise my work.	3.73	1.2
<b>Average Mean</b>	<b>4.00</b>	

The results show the managers maintained a cordial working relationship with subordinates (mean of 4.12, standard deviation 1.2), are mindful of millennials' personal needs (mean of 4.20, standard deviation 0.9), give outcomes to millennials' requests in a prompt manner (mean of 4.15, standard deviation 1.3), being approachable and friendly (mean of 4, standard deviation 1.2), are mindful of employees' personal needs and takes action to support them (mean of 4.09, standard deviation 1.4), does small things that pleased one to be members of a family (mean of 4.11, standard deviation 1.5), members belonging to a particular team were given chances to receive vital training and conferences (mean of 3.91, standard deviation 1.1), teams enjoying a friendly work environment (mean of 4, standard deviation 1.1), are equally compensated for the work done and completed tasks (mean of 3.83, standard deviation 1.3), employees, scheduled regular individual meetings with employees to discuss their work respondents that agreed; the resulting (mean of 3.73, standard deviation 1.2), resulting to an average mean of 4.

#### **4.5.3 Participative Leadership Behavior**

This segment looked into the data on participative leadership behavior.

**Table 4.7 Rating Participative Leadership Behavior**

<b>Participative Leadership Behavior</b>	<b>MEAN</b>	<b>STD DEV</b>
My manager pays attention to subordinates propositions and recommendations.	4.21	1.4
My Manager consults with the team when he/she is facing a problem.	4.02	1.1
My Manager consults with employees before making key decisions.	3.80	1.6
Any resolutions made by organization leadership were passed on in a time to the millennials.	3.78	1.2
Manager give reason for the importance of millennials involvement in making decisions.	3.75	1.5
Employees are assigned into task groups to action policies or objectives affecting them.	3.63	1.6
My manager schedules work for employees by involving them.	3.67	1.1
Manager shares the role of leading meetings and projects with team members	3.39	1.1
My manager holds regular meetings to communicate with millennials as opposed to email communication.	3.43	1.5
My manager maintains an open door policy and is easily accessible to employees	3.47	1.5
<b>Average Mean</b>	<b>3.72</b>	

Table shows that managers listened receptively to subordinates ideas and suggestions (mean of 4.21, standard deviation 1.4), consulting with the team when they are facing a problem (mean of 4.02, standard deviation 1.1), consulted with employees before making key decisions, (mean of 3.80, standard deviation 1.6), any resolutions made by organization leadership were passed on in a time to the millennials (mean of 3.78, standard deviation 1.2), explained to the employees the importance of their input in decision making (mean of 3.75, standard deviation 1.5), employees were allotted into task teams to line or goals that touch on them (mean of 3.63, standard deviation 1.6), arranged tasks for millennials by incorporating them (mean of 3.67, standard deviation 1.1), managers share role of leading meetings and projects with team members (mean of 3.39 ,standard deviation 1.1), holding frequent consultative meetings as opposed to e-mail communication with millennials (mean of 3.43 standard deviation 1.5), left the door open for consultation and accessibility by

employees and maintaining an open door policy and being easily accessible (mean of 3.47, standard deviation 1.5), with an average mean of 3.72.

#### 4.5.4 Achievement-Oriented Leadership Behavior

This section, sought information on achievement oriented leadership behavior.

**Table 4.8 Rating Achievement-Oriented Leadership Behavior**

<b>Achievement-Oriented Leadership Behavior</b>	<b>Mean</b>	<b>STD DEV</b>
My Manager sets challenging goals for millennials' performance.	4.12	1.3
The leader sets clear and specific goals for the workers.	3.96	1.1
The goals assigned to the employees are in line with the organization strategic plan	3.75	1.5
My manager ensures that allocated goals are always accomplished within given timelines.	3.74	1.99
Manager expects the staff to design their own strategies for accomplishing given goals	3.90	0.92
Manager gives to millennials constant feedback on their goal performance	3.92	1.12
Put in place a recognition framework for those who accomplish the given goals	3.72	0.93
Employees are required to have plan actions forehand for their functions.	3.37	0.80
<b>Average Mean</b>	<b>3.81</b>	

Table 4.8 shows that managers consistently set targets of performance that are quite demanding (mean, 4.12, standard deviation 1.3), set goals that are specific and clear (mean of 3.96, standard deviation 1.1), goals assigned to the employees are in line with the organization strategic plan (mean,3.75, standard deviation 1.5), ensure that allocated goals are always accomplished within specific timelines, (mean of 3.74, standard deviation 1.99), expect staff to design their own strategies for accomplishing



given goals, (mean of 3.90, standard deviation 0.92), millennials are given feedback regularly on their performance of each goal (mean, 3.92, standard deviation 1.4), put in place recognition framework for those who accomplish the set goals (mean of 3.72, standard deviation 1.3) employees are asked to think ahead and develop longer term plans for their functions, (mean of 3.37, standard deviation 1.5), an average mean of 3.81.

#### 4.6 Organizational Commitment

This section the respondents were asked to rate several employee commitment factors.

**Table 4.9 Rating Organizational Commitment**

<b>Millennials Commitments</b>	<b>Mean</b>	<b>STD DEV</b>
I find that my and organization's values aligned.	3.89	1.2
I am very happy being a member of this organization	3.85	1.2
I enjoy talking about the organization	3.84	1.3
I understand how my work contributes to the organizations goals and objectives.	3.82	0.5
It will be difficult to quit my organization though I wanted to.	3.82	1.1
I am happy to stay in the organization because of support from the manager.	3.66	1.0
My current position is aspiring me.	3.58.	1.5
Sometimes I worry about what might happen if something was to happen to this organization	3.42	0.5
I believe in the value of loyalty to one organization.	3.58	1.1
I feel inspired to provide the best service to our partners and/or colleagues.	3.42	0.5
I feel I owe this organization a lot of what it has done for me.	3.66	1.2
I will willingly exert more effort above expectations for organization' success.	3.50	1.5
This organization really inspires me to excel in job performance	3.47	1.2
<b>Average Mean</b>	<b>3.65</b>	

The results show that employees finding similarities between their organization's values (mean of 3.89, standard deviation 1.2), millennials are very happy being members of the organization, (mean of 3.85, standard deviation 1.2), millennials are excited to talk of their organization to people (mean of 3.84, standard deviation 1.3), they understand how their work contributes to the organizations' goals and objectives (mean of 3.82, standard deviation 0.5), that millennials find it difficult to quit the organization even if they wanted to (mean of 3.82 standard deviation 1.1), were excited to be in this organization because of the assistance they have from their supervisors (mean of 3.66, standard deviation 1.0), their current positions were inspiring for them (mean of 3.58, standard deviation 1.5), sometimes millennials worry about what might happen if something was to happen to the organization and they were no longer members (mean of 3.58, standard deviation 1.0), they believe in the value of loyalty to one organization( mean of 3.58, standard deviation 1.1) they feel inspired to provide the best service to our partners and colleagues (mean of 3.42, standard deviation 0.5), that they are indebted to the organization a bit due to what it has accomplished for them (mean of 3.66, standard deviation 1.2), willingness to exert more effort above expectations for the organization's success (mean of 3.5, standard deviation 1.5), the organization inspires them to excel in job performance (mean of 3.47, deviation 1.2, averaging to a mean of 3.65.

## 4.7 Regression Analysis Results

### 4.7.1 Influence of Directive Leadership Behavior on Organizational Commitment.

The researcher transformed factors for directive leadership by computing means of the study variable into three main categories listed as: planning and scheduling, setting performance goals, and enforcement of rules and regulations. These factors were used to run the regression analysis for directive leadership behavior, and the results were as follows:

**Table 4.10: Direct Leadership Behavior**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.712	.375	.344	.8103
a. Predictors: (Constant), Directive Leadership Behavior				

### ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	.586	9	.953	2.192	.000
	Residual	.706	92	.171		
	Total	.292	101			
a. Dependent Variable: Organizational Commitment						

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized coefficient	t	Sig.
		$\beta$	Std. Error	Beta		
	(Constant)	2.395	.797		3.009	.006
	Directive Leadership Behavior	.439	.165	.329	3.188	.071
a. Dependent Variable: Organizational Commitment						

Table 4.10 shows directive leadership behavior to have positive influence on organizational commitment since its precision level was less than the threshold of (R Square=.375, F 2.192,  $p < 0.05$ ). The  $\beta$  depicting a coefficient for the directive leadership behavior variable of ( $\beta$  .329,  $t=3.188$ ,  $p < 0.05$ ). Results show regression model summary for directive leadership behavior (independent variable), and the dependent variable which was organizational commitment. The adjusted R square value for the model showed that the variance in the model (organizational commitment) can be explained by direct leadership behavior. Using the following regression equation:  $Y = \beta_0 + \beta X + \epsilon$

Where X= directive leadership behavior

$\beta$  = Coefficient of variation

Y = Organizational Commitment.

#### 4.7.2 Influence of Supportive Leadership Behavior on Organizational Commitment.

The researcher transformed factors for supportive leadership by computing means of the study variable of three main categories listed as: consideration and approachability, emotional attachment and equal opportunities for team members. These factors were used to run the regression analysis for supportive leadership behavior, and the results were as follows:

**Table 4.11 Supportive Leadership Behavior**

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.810	.690	.675	.43809
a. Predictors: (Constant), Supportive Leadership Behavior				

#### ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	.386	7	2.702	1.193	.000
Residual	.406	90	.0364		
Total	.792	97			

<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized coefficient	t	Sig.
		$\beta$	Std. Error	Beta		
	(Constant)	.289	0.351		.826	.015
	Supportive Leadership Behavior	.322	.137	.481	2.263	.002
a. Dependent Variable: Organizational Commitment						

Table 4.11 indicates that supportive leadership behavior has a positive influence on organizational commitment since its precision level was less than the threshold of ((R Square=.690, F 1.193, p<0.05). The  $\beta$  depicting coefficient for supportive leadership behavior has not only a positive, but insignificant influence on organizational commitment. Supportive leadership behavior had (( $\beta$  .322 t=2.262, p<0.05). Results show regression model summary for (independent variable) supportive leadership behavior, on organizational commitment (dependent variable). Adjusted R square value for the model showed that the variance in the model (organizational commitment) can be described by supportive leadership behavior. Using the following regression equation:  $Y = \beta_0 + \beta X + \epsilon$

Where X= supportive leadership behavior

$\beta$  = Coefficient of variation

Y= Organizational Commitment

### **4.7.3 Influence of Participative Leadership Behavior on Organizational Commitment**

The researcher transformed factors for participative leadership behavior by computing means of the study variable into three main categories listed as: consultative and participatory decision making, shared ownership and responsibility, and direct interaction. These factors were used to run the regression analysis for participative leadership behavior, and the results were as follows:

**Table 4.12 Participative Leadership Behavior**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.835	.950	.687	.4462
A. Predictors: (Constant), Participative Leadership Behavior				

**ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	.002	3	.002	.003	.850
	Residual	2.222	83	.040		
	Total	2.224	86			

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized coefficient	t	Sig.
		$\beta$	Std. Error	Beta		
	(Constant)	.770	.368		1.102	.03
	Participative Leadership Behavior	.308	.088	.265	2.614	.060
a. Dependent Variable: Organizational Commitment						

Table 4.12 shows that participative leadership behavior influence on organizational commitment is insignificant since its precision level was more than the threshold of ((R Square=.950, F .003, p<0.05). The  $\beta$  depicting a coefficient for this leadership behavior (( $\beta$  .308, t= 2.614, p<0.05). Therefore, concluding that the participative leadership behavior has a positive influence on organizational commitment though insignificant to organizational commitment. Table indicates results for regression model summary of participative leadership behavior (independent variables), and organizational commitment (dependent variable). Adjusted R square value for the

model showed that the variance in the model (organizational commitment) described by participative leadership behavior. Using the following regression equation:  $Y = \beta_0 + \beta X + \epsilon$

Where X= participative leadership behavior

$\beta$  = Coefficient of variation

Y= Organizational Commitment and  $\epsilon$  = margin error 0.05%

#### **4.7.4 Influence of Achievement-Oriented Leadership Behavior on Organizational commitment.**

The researcher transformed factors for achievement-oriented leadership behavior by computing means of the study variable into two main categories listed as: high quality performance, and achievement and recognition. These factors were used to run the regression analysis for achievement oriented leadership behavior on organizational commitment, and the results were as follows:

**Table 4.13 Achievement Oriented Leadership Behavior**

<b>Model Summary</b>				
Model	R	R Square	Adjusted R	Std. Error of
	.489	.239	.213	.4007
a. Predictors: (Constant), Achievement Oriented Leadership Behavior				



**ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	.012	5	.004	.492	.498
	Residual	.146	82	.002		
	Total	.158	87			
a. Dependent Variable: Organizational Commitment						
<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized coefficient	t	Sig.
		$\beta$	Std. Error	Beta		
	(Constant)	1.352	.399		4.981	.000
	Achievement Oriented Leadership Behavior	.202	.119	.176	.887	.024
a. Dependent Variable: Organizational Commitment						

Table 4.13 shows achievement-oriented behavior positive significant influence on organizational commitment ((R Square=.239, F .492, p<0.05). The  $\beta$  depicting a coefficient for achievement-oriented leadership behavior (( $\beta$  .202, t= .887, p<0.05). This concludes that the achievement oriented leadership behavior has positive influence on organizational commitment. The results of the regression model summary for the influence achievement oriented behavior on organizational commitment. The adjusted R square value for the model showed that the variance in the model (organizational commitment) can be explained by achievement leadership behavior. Using the following regression equation:  $Y = \beta_0 + \beta X + \epsilon$

Where X= achievement-oriented leadership behavior

$\beta$  = Coefficient of variation

Y= Organizational Commitment and  $\epsilon$  = margin error 0.05%.

**4.7.5 Joint Influence of Integrative Directive, Supportive, Participate and Achievement-Oriented Leadership Behaviors on Organizational commitment.**

Joint influence of Directive, Supportive, Participate and Achievement-Oriented Leadership Behaviors on Organizational commitment Summary Model, R Square, Adjusted R Square Std. Error of Estimate.

**Table 4.14 Integration of Directive, Supportive, Participate and Achievement Oriented Leadership Behaviors.**

<b>Model Summary</b>				
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std Error of Estimate</b>
1	.712	.375	.344	.8103
2	.810	.690	.675	.4380
3	.835	.950	.687	.4462
4	.489	.239	.213	.4007

## ANOVA

Model		Sum of Square	df	Mean Square	F	Sig.
<b>1.</b>	Regression	.586	9	.953	2.192	.000
	Residual	.706	92	.171		
	Total	.292	101			
<b>2.</b>	Regression	.386	7	2.702	1.193	.000
	Residual	.406	90	0.364		
	Total	.792	97			
<b>3.</b>	Regression	.002	3	.002	.003	.850
	Residual	2.222	83	.040		
	Total	2.224	86			
<b>4.</b>	Regression	.002	6	.002	.492	.498
	Residual	.146	82	.003		
	Total	.148	88			

<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized coefficient	t	Sig.
		$\beta$	Std. Error	Beta		
<b>1</b>	(Constant)	2.395	.797		3.009	.006
	Directive Leadership Behavior	.439	.165	.329	3.188	.710
<b>2</b>	(Constant)	.289	.351		.826	.015
	Supportive Leadership Behavior	.322	.137	.481	2.263	.002
<b>3</b>	(Constant)	.770	.368		2.102	.030
	Participative Leadership Behavior	.308	.088	.265	2.614	.060
<b>4</b>	(Constant)	2.352	.399		4.981	.000
	Achievement Oriented Leadership Behavior	.202	.119	.176	.887	.024
1	Predictor: (Constant), directive leadership behavior					
2	Predictor: (Constant), supportive leadership behavior					
3	Predictor: (Constant), participative leadership behavior					
4	Predictor: (Constant), achievement-oriented leadership behavior					
a	Dependent Variable: Organizational Commitment					

Table 4.14 shows the resulting model as statistically important. The predictor variables (directive supportive participative and achievement-oriented) were also significant ( $\beta = .439, .322, .308, .202, t = 3.188, 2.263, 2.614, .887, p > 0.05$ ). There was joint influence of directive, supportive, participative, and achievement on organizational commitment since the model was statistically significant. Multiple linear regression analysis was done using the equation:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where  $X_1$  = directive leadership behavior

$X_2$  = supportive leadership behavior

$X_3$  = participative leadership behavior

$X_4$  = achievement-oriented leadership behavior

$\beta$  = Coefficient of variation

$Y$  = Organizational Commitment and  $\varepsilon$  = margin error 0.05%.

The above findings of each predictor helped deducing that directive, supportive, participative and achievement-oriented leadership behavior have a joint significant influence on organizational commitment.

## **4.8 Discussion of Research Findings**

### **4.8.1 Influence of directive leadership behavior on organizational commitment.**

This study show commercial banks managers explained millennial employees what and how things needed to be done. These results are in tandem with Clark, Hartline, and Jones (2009) state that, when employees are guided on what to do, they have a

higher degree of certainty on what the leader expects of them. This elicits commitment to distinct goals, although it can lead to highly dependent and low creative subordinates with a lack of commitment. It was also noted, managers in commercial banks explained to millennials what is to be done, and expected millennials not to question them. These results are in opposition with Ebrahim (2016) who examined different studies and noted that, millennials are very committed and involved in organizations strategies when their supervisors embrace integrative approach of leadership.

There is an indication of managers in commercial banks expect workers give feedback after successful completion a given task step by step. These results are same as those of Clark, Hartline, and Jones (2009) who declares that, directive leadership behavior offers a set of performance goals that employees can work towards and it steers clear of the ambiguity that is marked by disillusionment of employees leading to the retention of high achievers and encourages normative commitment where employees feel responsible for the delivery of their set goals. The study shows that managers at commercial banks checked work on a regular basis progress and learning in the commercial banks among millennials. According to a study by Dolatabadi and Safa (2011) in the Iranian banking industry on employee commitment to service quality, they established that, directive style impact negatively on common values and positively on role clarity. The study shows managers at commercial banks did not show that they had doubts about their followers' ability to carry out their functions. The study by Dolatabadi and Safa (2011) shows that the autocratic nature of directive

leadership may compromise the banks' millennials commitment to giving quality services and common values between the bank as the employer and their workers.

This study indicated that bank managers in commercial banks asked employees to adhere to laid down procedures, set standards, rules and regulations. These results are in tandem with Polston-Murdoch (2013) who stresses that, directive leadership style emphasizes on adherence to set standards, rules and regulations in engaging with subordinates. The study revealed that managers at commercial banks make certain that millennials are aware of, and understood organization plan actions and policies. These results are also in tandem with Polston-Murdoch (2013) who positions that, achieving goals by following rules, or compliance, as indicated in the organizational policies it is perceived as being a sign of commitment to the organization which might not be the case with millennial workers. The study indicates that managers at commercial banks took appropriate action on subordinates who failed to follow through the set rules and regulations. These results are also in agreement with Polston-Murdoch (2013) who argued that, directive leadership style tends to bolster up normative commitment as employees take responsibility for their actions in relation to the consequences of not doing so.

#### **4.8.2 Influence of supportive leadership behavior on organizational commitment**

The research shows that in commercial banks managers worked cordially with subordinates supporting the findings by Famakin and Abisuga (2016) who noted that supportive leadership behavior influenced loyalty of workers, meaning that they were more likely to mold an emotional attachment and togetherness in a pleasant and psychologically supportive work environment which may also result in greater

identification with organizational objectives. The study shows that managers in commercial banks act in a way that was less thoughtful of workers' feelings and needs. As opposed to Nwokocha and Iheriohanma (2015) study indicating that, supportive style is viewed as a people-oriented leadership behavior style involving a two way communication and focusing majorly on emotional and social support offered to followers to bolster organizational commitment

Managers at commercial banks delayed in giving feedback to employee's requests in a promptly opposing the findings by Polston-Murdoch (2013) in his study that supportive leadership behavior affirmation that the workers have a preference for leaders perceived considerate and show deliberate concern to their subordinates. Also managers at commercial banks were seen to be approachable and friendly in agreement with Nwokocha and Iheriohanma (2015) study that a relational approach behavior which is a strong aspect of supportive leadership sets room for the approachability a basis to build trust with workers, which in turn grants them the trust to approach their leaders with their individual concerns. The managers at commercial banks were non-committal of employees' personal needs and less action was taken to support them hence in contrast with the study by Kim and Hancer (2011) who advocated of leaders who show sympathy and consider the workers' needs will maintain their emotional attachment and motivate them to bide their remaining career time with the organization.

Managers at commercial banks did little things to a member of the group but looked at a team in totality dissimilar to Agarwal, De Carlo, and Vyas (1999) study who emphasized that continuance commitment is necessary for reduced turn over can be

kindled by a supportive and considerate behavior. In addition not all team members in commercial banks were provided with chances to go for relevant training and conferences. Clinebell et al. (2013) indicates that a sense of fair treatment offered by a positive behavior approach has an effect on normative commitment where employees feel a greater sense of shared responsibility when they sense that favoritism is not present which was not the case in the results of this study. However, workers' teams at commercial banks enjoyed a friendly work environment in agreement with Agarwal, De Carlo, and Vyas (1999) who affirmed that, to minimize impacts of that stressing environment such as conflicts, managers of construction field can build a cordially and psychologically supportive environment for the subordinates in order for them to have more than appealing work environment. Managers at commercial banks scheduled held less regular individual meetings with employees to discuss their work. These results are dissimilar to Alkahtani (2016) who postulates that, when a leader pays close attention to individual differences, then sensation of fairness is experienced leading to greater commitment. Supportive leadership style seeks to ensure that every member feels equally acknowledged, having access to similar opportunities, which could lead to a greater awareness of the responsibility for the worker and what the organization quest.

#### **4.8.3 Influence of participative leadership behavior on organizational commitment**

This research indicates that the managers in commercial banks were impartial to subordinates points and suggestions being in agreement with Dolatabadi and Safa (2011) who state that, participative leadership involves a consultative culture between



supervisors and subordinates and the workers who feel that their supervisors as consultative and participative tend to be more attached to their organizations. And consulted with the team when they were facing a problem in regard to Dolatabadi and Safa (2011), consultative approach enhances dissemination of organizational values to workers leading to affective commitment where employees have a sensibility of emotional fidelity, recognition and participation. But not before making key decisions in contrast with Dolatabadi and Safa (2011), suggestion that workers who are considered and whose contributions were blended in the making of decision will likely be committed to the same decisions, translating to the organization commitment.

However, all decisions made by the organization's leadership were shared in a time with the workers, coinciding with Hwang et al. (2015) that, participative leadership behavior that blends employees contributions into teams or managerial decisions creates greater entitlement of those decisions and the activities that are requires implementation. The managers expounded to the workers the importance of their input in decision making as they will be held accountable, similar to Famakin and Abisuga (2016) postulation that, participative behavior of leadership is effectual when employees are trained, involved and sensitized in their work, the success of which would lead to both emotional attachment and shared ownership of the outcomes. The millennial workers at commercial banks were allotted into task teams, to action plans or goals that touch on them. And scheduling work plans for workers with their involvement.

In terms of communication, managers preferred used of e-mail communication to holding regular meetings to communicate with employees. Maintaining an open door policy and being easily accessible by the workers, managers at commercial banks resonates with Cheung et al. (2006) that, leaders with participative behavior create time to meet with subordinates for purposes of consultation removing the barriers that can be easily created by the power relationship. This creates the familiarity that eliminates power relationship barriers, enabling employees to express their views without inhibition. Managers in commercial banks attended social events organized for employees. These results are in collaboration with Cheung et al. (2006) in that as much as participative leadership behavior tend to make short-tenure workers to feel competent leading to greater organization commitment, such leadership behavior were insignificant to impact on competency and commitment for long tenancy workers seen in this study where a majority of the millennials have a tenure of below 3 years and below.

#### **4.8.4 Influence of achievement-oriented leadership behavior on organizational Commitment**

The study is indicative of workers values and those of the commercial banks were similar, similarly to the study by Famakin and Abisuga (2016) who found that, employees in the construction industry want to stay and work with a leader whose performance traits coincide with their individual goals and objectives. They were happy being members of the organization and talked about their banks outside the work place. These results agree with Limsila and Ogunlana (2008) study on Thai workers desired for supervisors are keen to juniors'' need for achievement for both

individual and the organization. This encourages normative commitment where employees feel that their own need for achievement and responsibility is enhanced by this leadership behavior.

The banks' millennial workers were knowledgeable of how their contributions and work lend to the organizations objectives, similar to Famakin & Abisuga (2016) that, achievement oriented leaders put stress on quality outputs from their subordinates and hence set challenging goals for them, and that, high quality outputs and excellence of execution can be evidence of commitment to the organization and staying longer. It would not be very easy for commercial banks millennial employees to quit the organization now, even if they were willing, although they indicated neutrality to the organization.

They were only excited to remain due to the support accorded from the few of their immediate supervisors. Reinforced by Alkahtani (2016) that employees expect leaders to support their growth by being a coach or mentor and in that respect consider workers' needs over their own, as a result preferring leaders to apportioning risks and encouraging them to envisage appealing future positions. The millennial workers current position was inspiring for them in support of Famakin and Abisuga (2016) postulation that continuance commitment is positively associated with the achievement-oriented style in the construction industry while the notable outcome was that the supportive leadership style was negatively associated with the continuance commitment.

The millennials workers showed non-committal to commercial banks, they sometimes worry about what might happen if something was to happen to this organization and

they were no longer members and a better offer had not come up, similarly to Ebrahim (2016) study showing that employees may choose to remain in an organization for fear of losing the data that could result in their career progression having been given chances to show case their best talent by a participative leader in their previous job if that is not their first job. Millennial workers in commercial banks felt inspired to provide the best service to their partners and colleagues rhyming with Famakin and Abisuga (2016) study that employees can devote themselves to continuously develop their capabilities in order to offer the best service to the organization, even their resources. Commercial banks millennial workers felt that they owed little to the organization and are willing to leave if an opportunity arises, dissimilar to Bell and Mjoli (2014) proponent that achievement oriented behavior of leadership actually expects continued advancement its workers application of skills for improved outcomes in every performance pattern.

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

The chapter outlines; summary, conclusion and recommendations for this research. Presented in sections as follows: summary, conclusion, recommendations, limitations of the research, lastly suggestions for further studies.

### **5.2 Summary of Findings**

This findings indicate that leaders in commercial banks briefed the millennial workers what needed to be done and how and demonstrated. And did not expect the millennials to question them. The millennial staff expected to get back to the manager after completing each step of the work. A high degree of performance that was expected of the millennials. Their work checked on a regular basis to assess progress and learning and they didn't show that they had doubts about their employees' ability to carry out and complete tasks. The commercial banks managers required that the millennials keep the set standards, rules and regulations. Ensuring that millennials are aware of, understand the organization's policies and the plan action, and in case anything called for their attention, appropriated action was taken especially when rules and regulations were broken.

Bank managers related cordially with their juniors, at work even though they were less thoughtful to subordinates' needs only interested in outcomes and meeting the set targets. The study revealed commercial banks managers laxity in giving feedback to

employee's requests promptly and they had average approachability and friendliness. The study showed a neutral response to the managers' mindfulness of employees' personal needs and the action taken to support them, as well as doing little things that made it pleasant for employees to be members of the organization. And members of a team working at commercial banks were not accorded equal chances to attend pertinent trainings and conferences, even although equally compensated for the work done and completed successfully as a team encouraging teamwork. Finally, the managers at commercial banks neutrality in scheduling individual meetings with employees to discuss their work. This therefore concludes that the variables have a positive influence on employee commitment.

The managers at commercial banks listened objectively to millennials points and proposals and sought the teams input whenever they faced difficulties, but after key decisions had been made. Indicating that all decisions made by the organization's leadership were communicated in time with the millennials, and managers with little explanation about their importance of their input in decision making. The study showed that millennials working in commercial banks were allotted task teams, a line of action touching on them through consultation forums. The study showed that commercial banks managers used e-mail communication to as opposed to holding regular meetings, though with an open door policy which made them easily reached and accessed. They attended social events organized for employees and this increased the confidence translating to commitment.

The study indicated that millennials working in commercial banks find that their values and those of the organizations are in synch, were excited to belong there.

Millennials did enjoy much rapport about their organization outside, and understood how their work contributions to organizational aims and purposes. It also indicated the millennials neutrality about leaving their organization the soonest an opportunity avails itself even after they had contemplation. The millennials were excited to stay with the organization due to the assistance from the teams and some managers and current position inspired them much especially those in IT. It also revealed most millennials remained neutral to what might happen if something was to happen to this organization and they were no longer members, even though they were inspired to provide the best service to their partners and their colleagues. The study indicated that commercial banks millennial workers noted they are indebted to the organization, but are willing to leave if an opportunity arises outside.

### **5.3 Conclusion**

In conclusion commercial banks as an organizations employ direct leadership effectively and efficiently since its managers guide employees on what needs to be done and how it needs done while expect their employees and not to question them. Managers in the organization are also interested in progress feedback from their employees and they carry out regular assessment of the progress. It can be concluded that the ability of banks' managers asking subordinates to maintain set standard rules and regulations, ensuring they are aware of the organization's policies and line of action, and finally taking appropriate action when rules and regulations are not followed is an effective and efficient way by which the organization utilizes directive leadership style.

In summation commercial banks as organizations employ supportive leadership selectively although managers try perpetuate friendly working relationship with employees, in this case the millennials, and are less thoughtful to employees' needs. The dalliance of banks' managers in giving prompt feedback to employees' requests as well as their approachability is indicative poor implementation of supportive leadership within the organization. In addition millennial workers in banks are not given equal opportunities to attend relevant training and conferences as managers practice favoritism, within a friendly working environment.

This study concludes that commercial banks as organizations employ participative leadership effectively through listening impartially to workers' purpose and propositions, and consulting with them when faced with problems, however after making key decisions. The organization engages participative leadership through timely sharing of leadership decisions within the organization and managers explaining to employees the importance of their input in decision making and consequently expecting them to follow through those decisions as they are their own. Millennial workers in banks are allotted into task teams, to working policies or goals touching on them, and their duties planned after direct involvement. However, managers' failure to hold regular meetings to communicate with employees opting for email communication reduces the millennial worker commitment in the organization against their backdrop of an open-door policy.

In conclusion, millennial workers in commercial banks concur that individual values and those of the organization are the same, and they are excited to be members of the organization. And that they enjoy to talk about their organization outside the



organization, and understand the way in which their work contributes to the organizations goals. Millennials being inspired to provide the best service to their stakeholders, their willingness to place a lot of effort above expectations; are conclusive factors that indicate that commercial banks had effectively implemented achievement-oriented leadership in its organization, but, their feelings of owing the organization seen non-committed

#### **5.4 Recommendations**

The findings indicate that directive leadership remarkably impacted on organizational commitment among millennials working in commercial banks. Therefore, recommending the employment of directive behavior in the achieving of high organizational commitment. Through enablement of subordinates knowing the expectation, what needs to be and how it is done, by following through standardized rules and regulations. However directive leadership hinders the building of a culture of common values. The millennial workers are unlikely to embrace organizational values when they feel excluded from decision-making undertakings. If commercial banks should apply directive leadership on situations that need caution, then should be to obtain response from millennials for increased organizational commitment among millennials.

The findings indicate that supportive behaviors exhibited by have little significance on organizational commitment among millennials This study is of different opinion on its application in an attempt to gain organizational commitment but integrate all the four other style of leadership. As studies done previously are of the opinion that supportive leadership has a distinct effect on other facets such as workers

motivation and group work apart from organizational commitment. However, bank managers who apply supportive leadership style by providing equal opportunities to its subordinates, feel acknowledged for their contribution, which in turn leads to a sense of shared purpose among them encouraging them to offer their best effort to the organization.

The findings reveal participative leadership behavior to be quite insignificant on organizational commitment, therefore encouraging managers to avoid the using it in an attempt to obtain high organizational commitment. Even though it has been proposed in previous researches on coaching and mentoring leaders, but of little significance on organizational commitment. Recommends that commercial banks to apply participative leadership more since it has revealed that millennial workers who sense their managers as embracing consulting behavior are more devoted to their organizations, more contented with their work and way up in their performance. This would yield better returns to the organization for its goal of in attainment of organizational commitment.

The study's unearthing indicate that improved organizational commitment among millennials can be attained by the use of achievement-oriented leadership behavior. Hence recommending to managers intending to have increased organizational commitment among millennials for achievement oriented. As it is expected that millennials will continuously improve on their application of their skills for improved results in each performance pattern it is the most effective style in keeping millennials committed as it encouraged the millennials' to willingly continue staying with the bank institutions.

### **5.5 Limitations of the study**

It was difficult collecting and interpreting data of participants' lived experiences of the different leadership behaviors as the characteristics, lifestyle, behaviors, attitudes and priorities of the participants may have differed from other organizational millennials in different banks. Participants represented the attitudes and expectations of the workers working in different banks within Nairobi only. The restrictions that researchers imposed to narrow the scope of a study, which included the geographical location, population, and sample size due to the time and resource constraints.

Limitations notwithstanding, the set standards of the study were uncompromised. It has also made tremendous contribution to the knowledge that is existing, majorly, in the discipline of organizational commitment and human capital management particularly with the millennials workers which has not been fully capitalized on.

### **5.6 Suggestions for Further Studies**

The study investigated, influence of leadership behaviors on organizational commitment among millennials working in commercial banks in Kenya. This study suggests further research can be undertaken on the same topic in other sectors in order to check for variations in responses. Similar studies also need to be carried out in the private and public institutions in the country to determine whether the influence is the same or there are other extenuating circumstances or factors. Upcoming researchers may introduce different variables apart from leadership behaviors and organizational commitment and test for mediating effect of each factor for example the effect of work-life balance on millennials productivity or using other

organizational tools as moderating factors could be carried out to gain further insights. Research on the influence of social media on organizational commitment among the millennials can be considered.

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## **APPENDICES**

### **APPENDIX 1: COVER LETTER**

University of Nairobi

P.O Box 30197

Nairobi, Kenya.

26th October 2018

#### **TO WHOM IT MAY CONCERN**

Dear Sir/Madam,

#### **INTRODUCTORY LETTER FOR RESEARCH**

**STELLA M. ONGECHI- REGISTRATION NO. D64/5145/2017**

This is to confirm that the above named is a bona fide student in Master of Science in Human Resource Management (MSc. HRM) option degree program in this University. She is conducting a research on *“The influence of leadership behaviors on organizational commitment among millennials working in commercial banks in Kenya”*.

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the research project. The information and data required is needed for academic purposes only and will be treated in **Strict Confidence**.

Your assistance will be highly appreciated

Jane Muturi

For: MSc. Human Resource Management

Telephone: 4184160-5 Ext 215

## APPENDIX 2: QUESTIONNAIRE

### SECTION A: Demographics

Please read all the questions first and choose the appropriate answer box by ticking (√) clearly or **circling** against **one item** for **each** question. All the information will remain confidential and to maintain anonymity, no names are required.

**Please answer the following questions by ticking against the appropriate response.**

**1. Please indicate your gender:**

Male	
Female	

**2. In which function do you work?**

The Executive Office	
Marketing & Branding	
Human Resource	
Information technology	
Customer service	
Compliance & Risk	
Transaction Banking	
Other (please specify)	

**3. How long have you worked in this organization? Please tick against the right**

1-3 years	
4-6 years	
7-9 years	
Above 10 years	

**SECTION B: LEADERSHIP BEHAVIOR**

Please indicate the extent to which you agree or disagree with the following statements describing the leadership behavior by using the scale 1-5 where **Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly Agree (5)**.

<b>Directive Leadership Behavior</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Planning and scheduling</b>					
My manager tells me what needs to be done and how it needs to happen.					
My manager tells employees what to do without expecting employees to question him/her.					
My manager expects staff to report back after completing each step of the task.					
<b>Settings Performance Goals</b>					
My manager explains the expected level of performance to employees.					
My manager inspects work on regular basis to assess progress on learning.					
My manager expresses that he/she has doubts about followers' ability to carry out tasks on their own.					
<b>Enforcement of Rules and Regulations</b>					
My manager asks me to follow standard rules and regulations.					
My manager ensures that employees are aware of and understand, organization policies and procedures.					
My manager takes actions when rules and regulations are not followed.					

<b>Supportive Leadership Behavior</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Consideration and Approachability</b>					
My Manager keeps a cordial work relationship with subordinates.					
My Manager acts in a way that is mindful to millennials' needs.					
The leadership gives feedback to employees' requests promptly.					
<b>Emotional Attachment</b>					
My Manager is approachable and friendly.					
My Manager is mindful of my personal needs and takes action to support me.					
My manager does small things that makes it feel great to be part of a family.					
All team members are given equal opportunities to attend relevant trainings and developments.					
<b>Equal Opportunities for Team Members</b>					
My team enjoys a friendly work environment.					
Employees are equally compensated for their work done and completed tasks.					
My manager schedules regular individual meetings with me to discuss and appraise my work.					

<b>Participative Leadership Behavior</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Consultative and Participatory Decision Making</b>					
My Manager listens attentively to subordinates ideas and suggestions.					

My Manager consults with the team when he/she is facing a problem.					
My Manager consults with employees before making key decisions.					
<b>Shared Ownership and Responsibility</b>					
All decisions made by organization leadership are communicated in time with employees.					
Manager explains to the employees the importance of their involvement in decision making					
Employees are assigned into task groups to action policies or objectives affecting them.					
My manager schedules work for employees by involving them.					
<b>Direct Interaction</b>					
Manager shares the role of leading meetings and projects with team members					
My manager holds regular meetings to communicate with employees as opposed to email communication.					
My manager maintains an open door policy and is easily accessible to employees					

<b>Achievement-Oriented Leadership Behavior</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>High Quality Performance</b>					
My Manager sets challenging goals for millennials' performance.					
The leader sets clear and specific goals for the workers.					
The goals assigned to the employees are in line with the organization strategic plan					

<b>Achievement and Recognition</b>					
My manager ensures that allocated goals are always accomplished within given timelines.					
Employees design their own strategic plans for accomplishing the specific goals.					
Employees are given constant feedback on their goal performance.					
There is a reward system in place for those who achieve the set goals.					
Employees are required to have plan actions forehand for their functions.					

### **SECTION C: ORGANIZATIONAL COMMITMENT**

<b>Millennials Organizational Commitment</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Normative commitment</b>					
I find that my values and the organizations values aligned.					
I am very happy being a member of this organization.					
I enjoy talking about my organization because of the organization.					
I understand how my work contributes to the organizations goals and objectives.					
<b>Affective Commitment</b>					
It would be very hard for me to leave my organization right now, even if I wanted to.					
I am happy to stay in the organization because of the support from the manager.					
My current position is inspiring me.					
Sometimes I worry about what might happen if something was to happen to this organization					

Continuance Commitment					
I believe in the value of loyalty to one organization.					
I feel inspired to provide the best service to our partners and/or colleagues.					
I feel I owe this organization a lot for what it has done for me.					
I am willing to put in a bit of effort beyond what's expected for organization's success.					
This organization really inspires me to excel in job performance.					

**Thank you for your response**

**GOD BLESS YOU!**

### **APPENDIX 3: LIST OF COMMERCIAL BANKS IN KENYA**

1. Co-operative Bank of Kenya Limited
2. Barclays Bank of Kenya Limited
3. Standard Chartered Bank Kenya Limited
4. Diamond Trust Bank Kenya Limited
5. I & M Bank Limited
6. Commercial Bank of Africa Limited
7. Citibank N.A Kenya
8. NIC Bank Kenya PLC
9. Stanbic Bank Kenya Limited
10. Bank of Baroda (K) Limited
11. Bank of India
12. Prime Bank Limited
13. Victoria Commercial Bank Limited
14. National Bank of Kenya Limited
15. Habib Bank A.G Zurich
16. HFC Limited
17. Gulf African Bank Limited
18. Guaranty Trust Bank (Kenya) Limited
19. Guardian Bank Limited
20. First Community Bank Limited
21. African Banking Corporation Limited
22. Credit Bank Limited
23. M-Oriental Bank Limited
24. Paramount Bank Limited
25. Development Bank of Kenya Limited
26. Transnational Bank Limited
27. Bank of Africa Kenya Limited
28. UBA Kenya Bank Limited
29. Middle East Bank (K) Limited
30. Mayfair Bank Limited
31. SBM Bank (Kenya) Limited
32. Consolidated Bank of Kenya Limited
33. Sidian Bank Limited
34. Jamii Bora Bank Limited
35. DIB Bank Kenya Limited
36. Family Bank Limited
37. Ecobank Kenya Limited
38. Spire Bank Limited
39. KCB Bank Kenya Limited
40. Equity Bank Kenya Limited