

# **Relationship between Leadership Behaviors and Managerial Commitment: A Study of Commercial Banks in Nepal.**

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**ABSTRACT:** The present research is an attempt to investigate the leadership behavior and managerial commitment in commercial banks in Nepal. The banks for study were selected from different categories according to ownership pattern as government, joint venture, and private banks. Convenient sampling method was used to select the respondents from different banks. To reach the conclusion, leadership behavior was measured using House and Mitchell, (1974) and for managerial commitment Allen and Meyer, (1990) was used as validated questionnaire. Statistical tools used for presenting and analyzing the data were mean, standard deviation, coefficient of variation, average means, and Pearson's bivariate correlation coefficient. Reliability test of questionnaire was made using Chronbach's Alpha which was 78% for leadership behavior and 62% for managerial commitment. The study concluded that mostly leadership behaviours were situational. Excluding some exceptions, leadership behaviours were positively correlated with managerial commitment.

**KEY WORDS:** Leadership, Leadership Behaviour, Management Commitment, Commercial Banks

## **I. BACKGROUND**

In recent years, the study of leadership has drawn attention due to its role in the success or failure of an organization. Excellent organization begins with excellent leadership and successful organization reflects their leadership in their organizations (Martiz, 1995; Bass, 1997). Organizations and leadership are the most important creative innovation of the mankind to bring desired betterment in the society (Pokharel, 2013). Since Managers are the one who may strengthen or weaken the self-determination and efficacy belief of the employees by providing them access to resources, information, support and opportunity (Kanter, 1977). Leadership is a matter of concern to anyone who needs encouragement, motivation, inspiration and such. Even there is no consensus on what makes a good leader (Russeft, 1999). Leadership research work broadly suggested that there are many appropriate ways to lead or styles of leadership to adopt the most suitable way to acquire the commitment and participation from the employees. There is plenty of literature that described leadership style and employees commitment from multitude of angles and views. The literature indicates that organizational commitment is linked to various variables which include personal variables such as age, gender, leadership styles and trust. In many researches in the literature it was determined that there was a strong relationship between leadership styles and employees commitment (Lo et al., 2009, 2010; Avolio et al., 2004, Awan and Mahmood, 2009). Effective leadership styles enhance employee commitment to a greater extent. Kahn (1990) recognized the impact of management style, suggesting that a supportive leadership behavior positively affects the level of employee engagement. Hofstede (1980) addressed the importance of different cultural settings, which implies that leadership behaviors may have different effect in employees of various cultural backgrounds, and will therefore impact differentially on their organizational commitment. Niehoft, Enz, and Grover (1990) urged that the overall management culture and management style driven by top management actions are strongly related to the degree of employee commitment. In addition, employees who participated and involved in decisions reported relatively higher level of organizational commitment.

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## STATEMENT OF PROBLEM:

Having effective leadership styles for the organization to retain competent employees is crucial to its survival. Brockner et al. (1992) recommended that the ability of an organization, to successfully implement business strategies, to gain a competitive advantage and optimize human capital, largely depends among other factors on the leadership styles that encourage employee commitment. Again Awan and Mahmood (2009) depict that employee commitment reflects the quality of the leadership in the organization. Therefore it is logical to assume that leadership behavior would have a significant relationship with the development of employee commitment. Many of the precious researches have suggested a positive direct relationship between leadership behavior and employee commitment. Although, there are the studies identifying leadership behaviours as vital components to determine the level of employee commitment in one hand, and examining the relationship between leadership styles and employee commitment in the other hand (Avolio et al 2004; Awan and Mahouood, 2009; Ponnu and Tennakoon, 2009). The numbers of studies were conducted in international context and in different nature of organization. There are some studies which are concerned with leadership styles, commitment, job satisfaction, and some others. But there is lacking of studies conducted examining the relationship between leadership behaviors and managerial commitment in banking organizations in Nepal. Therefore, this study is considered important to determine the relationship of leadership behaviors and managerial commitment in Nepalese banking organizations.

## OBJECTIVES OF THE STUDY

The overall aim of the study is to investigate the relationship between leadership behaviors and managerial commitment of Nepalese managers working in commercial banks of Nepal. To achieve this broad objective, the specific objectives of this study are:

1. To explore and analyze the managerial perceptions about leadership behaviours and managerial commitment
2. To show the relationship between leadership behaviours and managerial commitment

## SIGNIFICANCE OF THE STUDY

This research aims to enhance the understanding on the leadership behavior and its relations with managerial commitment pertaining to the commercial banks of Nepal. The outcome of this research is intended to help the banking organizations to establish system that can promote to a better managerial commitment in banking set up. The results of the study will enable the managerial leaders to adopt appropriate behaviours that best promote the commitment of the coworkers. Further this research will also help the banking institutions to manage training programs in the field of leadership so that they can promote the technique of building and maintaining managerial commitment depending on situation

## II. LITERATURE REVIEW

The literature survey has been presented in the sequences of leadership behaviours, managerial commitment, leaders behaviours and managerial commitment in the following section.

### LEADERSHIP BEHAVIOURS

Leaders can influence the behavior of their followers through the use of different styles or behaviours . The word leadership has been described in terms of the position, personality, responsibility, influence process, instrument to achieve a goal and behaviours (Limsila and Ogunlala, 2007). The leader influences his group members to accomplish the specified objectives and the way in which the leader handles his followers is known as leadership behavior. Further, Eagly et al., (2003) stated leadership style as relatively stable patterns of behaviours displayed by leaders which are generally either agentic or communal.

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There are different approaches in conceptualizing the leadership phenomenon as power influence approach (French and Raven, 1959) trait approach (Stogdill, 1948), behavioural approach (The Ohio state studies (1940), The Michigan studies (1940), and studies by Blake and Mouton (1964) and 1985). The situational approach to leadership helps to narrate the issues on how leaders can mix the interaction of their traits, behaviours, and situation together. This contingency theory opens the possibility that leadership could be different in every aspect of situation. Situational approach of leadership is the theme of different studies by F.E. Fiedler(1974), House and Mitchel(1974), Hersey & Blanchard(1988) and Vroom and Yetton (1973). Among situational theory, the path goal theory developed by House and Mitchell (1974) emphasized the four behaviours of leaders as directive, supportive, participative, and achievement oriented. This theory was advocated as an approach that could explain how a leader might successfully enhance the satisfaction and performance of his/her subordinates. According to this theory, the use of any of these types of leadership behaviours would be situation dependent.

## MANAGERIAL COMMITMENT

The commitment of managers is essential for the survival and effectiveness of work organizations because, the fundamental responsibility of management is to maintain the organization in a state of health that is necessary to carry out its work. Commitment reflects the relative strength of an individual's identification with and involvement in that organization (Steers, 1977; Mouday, Steers and Porter, 1979). A committed employee is one who stays with the organization through thick and thin, attends work regularly, puts in a full day, protects company's assets, and shares company's goals (Allen and Meyer, 1991). Moreover, Porter et al. (1974) viewed commitment as willingness to exert high levels of effort on behalf of the organization, an acceptance of the organization's major goals and values and a strong desire to remain as a member of the organization. Individuals who are more committed are more likely to perform well, behave prosocially and less likely to leave the company (Kirkman and Shapiro, 2001). Allen and Meyer (1991) have suggested that organizational commitment is based on three levels: affective, continuance, and normative. Affective commitment entails an acceptance and internalization of the other party's goal and values, a willingness to exert effort on their behalf and a strong emotional attachment to them (Allen and Meyer, 1990). In a nutshell, Meyer and Allen (1991) concluded that employees who are affectively committed to the organization will probably carry on working for it because they want to. Normative commitment entails perceived obligations to maintain employment memberships and relationships. In exchange for employment, employees feel compelled to reciprocate with loyalty and commitment that derive from morality and value driven principles based on reciprocity norms and social practices (Meyer & Herscovitch, 2001). Employees with a high level of normative commitment feel that they ought to remain with the organization (Meyer and Allen, 1991). Continuance commitment involves appraisal of personal investment tied to one's current employment and the availability of employment alternatives (Meyer and Allen, 1994). Continuance commitment refers to the awareness of the costs associated with leaving the organizations (Meyer and Allen, 1991). They further emphasized those individuals whose most important connections to the organization are based on continuance commitment. Becker (1960) originally proposed that people engage in consistent lines of behavior because of the inducements (side bet).

## LEADERSHIP BEHAVIOURS AND MANAGERIAL COMMITMENT

Several studies found a positive relationship between leadership behavior and organizational commitment (Mathieu and Zajak, 1990; Rai and Sinha, 2000; Hackett and Allen, 1995). Leaders should understand that the issue of employee's commitment as a crucial element to be addressed (Nadler, 1997). Organizational commitment is influenced by the job environment created by the employees' supervisor. According to Stum (1999), employee commitment reflects the quality of the leadership in the organizations. Employees are more likely to feel an obligation in return to the supportive behavior in terms of affective commitment. (Shore and Wayne, 1993). Mottaz's (1988) study of 1385 employees from various occupations, found that employees who perceived a friendly and supportive relationship with their co-workers and supervisors had a strong, positive commitment to their respective organizations. Employees who believe their supervisors are considerate leaders will be more committed to their organizations than those who do not perceive their

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Vol. 7, Issue 3, March 2018

managers as such (Johnston et al., 1990). Loui (1995) examined the positive relationship between the broad construct of organizational commitment and the outcome of measures of supervisory trust, job involvement, and job satisfaction. Effective leaders are expected to generate higher levels of organizational commitment, as Shamir et al. (1993) phrased that the leader show the art to manufacture ethics to give life through commitment to the spirit of the organization. Becker (1992) claimed that employee's commitment to top management, supervisors, and work groups contributed significantly beyond commitment to the organizations. Kent and Chelludurai (2001) found that individualized consideration has positive correlation with both affective ( $r = 0.475$ ,  $P < .001$ ) and normative ( $r = .354$ ,  $P < .001$ ). According to Yousef (2000) those who perceive their superior as adopting consultative or participative leadership behavior are more committed to their organizations.

## III. RESEARCH METHODOLOGY

The study follows an analytical cum descriptive research design. The research mainly concentrated on investigating the behaviours shown by leaders in different situations and the relationship of leadership behaviours with managerial commitment. The data presented and analyzed in this research were collected from the managers (senior and junior) working in Nepalese commercial banks in 2017. The commercial banks were in equal number of three categories i.e. private, joint venture, and government ownership. The banks were selected with having at least five years of operation period.

From each banks, managers for the responses have been selected having completed 5 years of service period and participated in managerial training. A convenient sampling method was followed to collect the opinions. Out of 575 managers working in the head office of respective banks, 325 managers were asked for responses through validated structured questionnaire. Total number of questionnaire distributed to the managers of concerned banks comprises 68 from private, 77 from joint venture and 180 from government owned banks. In total 250 valid responses were received in usable form. The response rate was 77%.

Out of total 250 respondents, 80% were male and 20% were female. The academic level of the respondents was composed of 25% bachelors, 70% masters, and 5% above masters. The number and percentages of responding managers from private, joint venture, and government owned banks having senior and junior positions were 178 (71%) and 72 (29%) respectively.

The leadership behaviours were measured with the help of questionnaire designed by House and Dessler (1974), from Path- goal theory of leadership behaviours (directive, supportive, participative and achievement oriented) with equal five items for each behavior. In regards to managerial commitment, the study used the organizational commitment scale developed by Allen and Meyer (1990) to assess the organizational commitment of managers in their organizations. The questionnaire for commitment provides basis for responding in eight items of questions each about three commitment components e.g. affective, normative and continuance. The questionnaire was presented to respondents in Likert type scale ranging from highly agreed to not agree in unipolar scales as described by (Sohaeffer and Pressure, 2003). The reliability of data was ascertained by the computation of Chronbach's Alpha. The computed values of Chronbach's Alpha were 78% for leadership behavior and 62% managerial commitment. The data were analyzed using SPSS version 13 for window. Statistical tools applied to reach conclusion and findings were descriptive statistics like mean, standard deviation, average means, and to determine the relationship between leadership behaviors and commitment variables, the Pearson Bivariate correlation coefficient computed.

## IV. RESULTS AND DISCUSSION

The following section of the study carries the analysis and discussions about leadership behavior as preferred by the managers working in Nepalese commercial banks. Further, it attempts to show the relationships between preferred leadership behaviours and managerial commitment.

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Vol. 7, Issue 3, March 2018

## LEADERSHIP BEHAVIOURS: THEIR AVERAGES MEANS AND RELATIVE RANKS

This study attempted to examine the leadership behaviours applied by the Nepalese managers in their respective organizations. The responses of the managers working in different ownership banks were summarized and calculated the averages means, relative ranks, and scale used in questionnaire as shown in table 1.

**Table -1**  
**Leadership Behaviours: Averages Means and Relative Ranks**

Leadership Styles	Items	Averages Means	Ranks	Applied Scale
Achievement oriented style	4	3.47	3	Occasionally
Participative style	5	3.60	2	Usually
Supportive style	5	3.45	4	Occasionally
Directive style	5	3.69	1	Usually

From the data revealed by the above table, it is seen that managers ranked the directive style as one of the usually applicable style of leadership followed by participative style. And the achievement oriented style was ranks in third category followed by supportive and used scale was occasionally category. The supportive style of leadership was least preferred style. While the mean values for directive and participative were 3.69 and 3.60 fitted well into the responses category "usually". The mean values for achievement oriented and supportive style of leadership were least preferred style. While the mean values for directive and participative were 3.69 and 3.60 fitted well into the responses category "usually". The mean values for achievement oriented and supportive style were 3.47 and 3.45 were in the response category "occasionally"

The Nepalese managers provide the working experience in applying the leadership behaviors in their workplace. Among the four leadership behaviours the Nepalese managers ranked directive and participative behavior as first and second category. These behaviours are usually applied by the managers in their leadership role in the workplace. Achievement oriented and supportive behaviours are occasionally applied. Thus, the managers working in different banks in Nepal applied different leadership behaviors in their work organizations according to the workplace situation. The findings of this study are logically consistent with the previous work of House and Dessler (1974), and House (1976).

## MANAGERIAL COMMITMENT: THEIR AVERAGES MEANS AND RELATIVE RANKS

The current research attempted to examine the managerial commitment in their respective organization. From the responses received through the questionnaire, summarize average means and relative ranks of the managerial commitment behaviour were calculated and shown in table 2.

**Table 2**  
**Managerial Commitment: Averages Means, and Relative Ranks**

	Items	Averages Means	Ranks	Scale used
Affective	8	3.01	2	Agree
Continuance	8	2.97	3	„
Normative	8	3.14	1	„

From the information revealed by the table 2 it is found that the Nepalese managers were given normative commitment (3.14) as first rank, affective (3.01) as second and continuance (2.97) as third in the order. Thus, it is concluded that Nepalese managers were showing all commitment behaviour in their organization but normative is preferred at first rank. This result is the answer of research question eight of this study.

From the information revealed by the table above, it is found that managers ranked normative commitment (3.14) as the first rank followed by affective (3.01) and continuance commitment (2.97). All the responses were fitted to agree scale.



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Nepalese managers working in different commercial banks perceived the affective, continuance, and normative behavior as 'agree' scale. Among these three commitments they ranked normative commitment in the first position. In other words, the managers in all ownership banks under study agreed to less movement from company to company, continuing in existing organization even better job is offered, learn to believe in the value of remaining loyal, better to stay for whole careers, and being a company man or woman is reasonable. Findings of this study tend to be similar to the works of Allen & Meyer (1991), and Kirkman and Shapiro (2001).

## CORRELATION OF LEADERSHIP BEHAVIOURS AND MANAGERIAL COMMITMENT

The following correlation table 3 shows the relationship between prevailing leadership and managerial commitment of the managers working in selected commercial banks in Nepal.

**Table 3**  
**Correlation among Leadership Behaviours and Managerial Commitment**

			1	2	3	4	5	6	7
1	Directive	Pearson Correlation	1						
		Sig. (2-tailed)							
		N	254						
2	Supportive	Pearson Correlation	.588(**)	1					
		Sig. (2-tailed)	.000						
		N	250	251					
3	Participative	Pearson Correlation	.443(**)	.515(**)	1				
		Sig. (2-tailed)	.000	.000					
		N	253	250	254				
4	Achievement Oriented	Pearson Correlation	.655(**)	.485(**)	.409(**)	1			
		Sig. (2-tailed)	.000	.000	.000				
		N	253	250	253	254			
5	Affective	Pearson Correlation	.083	.153(*)	.231(**)	.188(**)	1		
		Sig. (2-tailed)	.187	.015	.000	.003			
		N	254	251	254	254	255		
6	Continuance	Pearson Correlation	-.054	-.017	-.045	-.036	.188(**)	1	
		Sig. (2-tailed)	.393	.784	.475	.568	.003		
		N	253	250	253	253	254	254	
7	Normative	Pearson Correlation	.054	.042	.056	.140(*)	.213(**)	.297(**)	1
		Sig. (2-tailed)	.388	.507	.373	.025	.001	.000	
		N	254	251	254	254	255	254	255

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

\* Correlation is significant at the 0.05 level (2-tailed).

The above correlation matrix shows the relationships between leadership behaviour and managerial commitment. The correlation values of directive behaviour of leadership with affective, continuance, and normative commitment were .083, -.054, and .054 respectively. The values indicated that there were positive relationship of directive leadership behaviour with affective and normative commitment but there is negative relationship of directive leadership behavior of managers with managerial continuance commitment. The correlation between supportive leadership behavior with

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Vol. 7, Issue 3, March 2018

affective, continuance, and normative commitment were .153, -.017, and .042 in the order. These correlation values also indicated that the supportive behavior of leadership was positively correlated with affective and normative commitment and negatively correlated with managerial continuance commitment.

Summing up, the directive, supportive, participative, and achievement oriented leadership behaviours were positively with affective and normative commitment and negatively correlated with managerial continuance commitment.

## V. CONCLUSION

The main objective of the study was to investigate the relationship between various leadership behaviours and managerial commitment at the commercial banks of Nepal. This study found mixed results in the attempt to explain which type of leadership behavior is suitable with their employees to attain their commitment. According to past research no one method has been found to be effective in all situations. Based on the current study, all leadership behaviors are significant in promoting managerial commitment in the organizations. So that leaders will apply their leadership behavior becoming sensitive towards the condition and readiness of the employees before applying any behaviors or styles. The current study, so far, is consistent with the findings of the historical researches, has denoted to be rooted in the cultural and economical differences of the country.

## VI. LIMITATION AND RECOMMENDATION FOR FUTURE RESEARCH

This study is related particularly in the areas of leadership behaviours and managerial commitment. More research can be done to determine other factors that may significantly affect managerial commitment in the Nepalese commercial banks e.g. career planning, promotion, succession planning, training, salaries, working environment, other benefits, and such. The research was univocally confined on the respondents of banking organizations. So it cannot be claimed to generalize to other sectors of organizations. The present study is limited to the responses of the managers in the head offices of selected commercial banks based in Kathmandu valley. Hence, this study does not carry the ideas of the manager and other employees working in the branches of the same banks in the different geographical locations.

The future researchers should attempt to investigate the relationship in heterogeneous samples and also include other factors such as organizational climate, empowerment, organizational culture, organizational justice, and many more.

This research will benefit to banking organizations of Nepal applying appropriate leadership behaviors to enhance the managerial commitment of the managers in the commercial banks. These findings will not only be implicated in the study area, the conclusion will be applicable to other types of organization too. Further, the banking training institutions can also take benefits from this study in order to develop and implement their training contents so that leadership behavior and managerial commitment will have perfect matching.

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Vol. 7, Issue 3, March 2018

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