Fostering Commitment through Openness: The Nexus between Leadership and Employee Devotion of Multinational Companies in Rivers State

Okwurume, Clarance Nkasirim
Department of Business Administration
Faculty of Administration and Management
Rivers State University, Nkpolu-Oroworukwo, Port Harcourt

Abstract: This study investigated the relationship between leadership openness and employee devotion of multinational companies in Rivers State, Nigeria. The study adopted the cross-sectional survey research design. The study comprised a total target population of three thousand five hundred and fifty nine employees drawn from 7 statistically selected relevant multinational companies in the study area. Based on this, 359 employees was statistically selected as the sample size. The likert 5 point scale structured questionnaire was used in the collection of both qualitative and quantitative data after ascertaining the validity and reliability of the data collection instrument. After data cleaning 350 copies of the questionnaire were found fit for use in the analysis, four hypotheses were posited and tested. The research were descriptively and inferentially analyzed using Spearman's Rank Order Correlation co-efficient statistical technique at 0.05 level of significance with the aid of statistical package for social sciences software. Based on the analyses, the results revealed the existence of statistical positive and significant relationship between predictor and criterion variables. The study concluded that information sharing positively influences employee devotion in multinational companies while flexibility ahs a positive impact on employee devotion. The study suggests that multinational companies should encourage an open leadership styles as to improve information sharing and flexibility such that it could will boost the environment more conductive by generating innovative ideas, promoting employee engagement, and improving the organization to higher levels.

Keywords: Employee Devotion, affective commitment, normative commitment, Leadership Openness, Information sharing, Flexibility

Introduction

Today's dynamic and turbulent business environment has made it challenging for organizations to survive and flourish. In such an environment, in order to be successful, it has become more imperative for organizations to focus on innovation to address this imperative. Many organizations have recognized that innovative work behaviour is an important determinant of effective organizational functioning in meeting new challenges in a work without disruptions and common change is a necessary action. Organist ions

frequently face rapid changes due to their environment's volatility. Uncertainly, complexity (Pearse, 2017) organizations must step out of their comfort zones to avoid being crushed by their competitors. To remain competitive and gain an advantage, organizations must continuously adopt new technologies restructure their organizations and streamline their processes. According to Burns (2020), change initiatives have a failure rate ranging from 40-70%. Several factors can lead to the failure including lack of leadership support, inadequate resources, resistance to change among employees.

Openness in leadership extends beyond mere transparency; it fosters an environment where diverse perspectives are valued and encouraged. Research by Zacher (2014) suggests that openness is positively correlated with career adaptability, indicating its importance in fostering individual growth and development. Similarly, Shore and Barksdale (1998) found a connection between leadership traits and affective commitment, highlighting the impact of openness on organizational loyalty. Judge et al. (2002) conducted a comprehensive analysis of the relationship between personality traits and leadership, concluding that openness was the most significant predictor of effective leadership. This emphasizes the critical role of openness in leadership effectiveness, followed by extraversion and conscientiousness. Furthermore, studies have shown that organizational commitment, a key indicator of employee engagement, is influenced by factors such as job stability, empowerment, and leadership openness (Maxwell, 1999).

Leadership is a crucial factor in organizational success and has been the subject of much research in the field of study such as psychology, business and management while many factors contribute to effective leadership are areas of increasing interest in the role of personality traits. One of the fundamental traits of effective leadership is openness, which is a key component of the OCEAN (Openness, Conscientiousness, Extraversion, Agreeableness and Neuroticism). model of personality traits. Openness encompasses a willingness to embrace new ideas, perspectives, and experiences, and to genuinely consider the opinions of others. It involves being receptive to change and alternative viewpoints, free from rigid adherence to established routines or beliefs. Unfortunately, many managers fail to demonstrate this trait, leading to a lack of transparency and communication within organizations.

Meyer and Allen (1991) proposed a three-component model of organizational commitment, highlighting the affective or emotional aspect of commitment. While organizational commitment has been extensively studied, there is a notable gap in the literature regarding the relationship between leadership openness and employee devotion, particularly in developing countries like Nigeria. Recent research by Seppala et al. (2012) suggests that openness to change positively correlates with organizational citizenship behavior and individual change readiness. This underscores the importance of leadership openness in fostering a supportive climate for organizational change and enhancing employee commitment during periods of transition.

In the oil and gas servicing industry, where competition is fierce and employee turnover is high, effective leadership practices are crucial for attracting and retaining talented individuals. By promoting openness and fostering a culture of trust and engagement, leaders can mitigate the challenges associated with employee disengagement and turnover. Thus, this study aims to explore the impact of leadership openness on employee

devotion in oil and gas service firms in Rivers State, Nigeria. By addressing this gap in the literature, the study seeks to contribute to our understanding of effective leadership practices in the context of developing countries and provide valuable insights for organizational management and leadership development.

Objectives of the Study
The major aim of this study is to investigate the impact of leadership openness and employee devotion of multinational companies in Rivers State. Specifically, the study shall seek to:
1.   Ascertain the nature of relationship between information sharing and employee devotion of multinational companies in Rivers State.
2.   Evaluate the extent of relationship between flexibility and employee devotion of multinational companies in Rivers State.

Research Questions
The following research questions were used as a guide in the research work
1.   What is the nature of relationship between information sharing and employee devotion of multinational companies in Rivers State.
2.   What is the magnitude of relationship between flexibility and employee devotion of multinational companies in Rivers State.

Hypotheses
The following hypotheses were stated in a null form:
$H0_1$:   There is no significant relationship between information sharing and affective commitment of multinational companies in Rivers State.
$H0_2$:   Is there any relationship between information sharing and normative commitment of multinational companies in Rivers State.
$H0_3$:   Is there any relationship existing between flexibility and affective commitment of multinational companies in Rivers State.
$H0_4$:   There is no positive significant relationship between flexibility and normative commitment of multinational companies in Rivers State.

Literature Review
Theoretical Framework
The Side-Bet Approach Theory is the theory to which the study is underpinned, as proposed by Becker, posits that the relationship between an employee and their organization is primarily shaped by behaviors driven by the expectation of economic gains, akin to a contractual agreement. In this framework, employee loyalty to the company is often motivated by their vested interests or "side bets," which encompass various investments and commitments made by the individual. These side bets serve as deterrents to disengagement, as the costs associated with abandoning them are perceived as significant. Notably, Becker's theory highlights organizational commitment as a crucial factor influencing voluntary turnover. Although the side-bet theory has been overshadowed in contemporary discourse on organizational commitment, its impact is

palpable in Meyer and Allen's Scale (1991), commonly recognized as a measure of employee commitment.

Leadership Openness

For teams in multinational organizations to benefit optimally from their diverse members' potential to contribute, it is important that their members voice their ideas and insights for the improvement of organizational functioning. Leadership openness encompasses the leader's receptiveness to the thoughts and proposals of team members, reflecting a behavioral aspect of leadership (Milliken et al., 2003). This quality is pivotal for fostering a culture of voice within the team, as it signals to team members that their input is not only welcomed but valued (Detert & Burris, 2007). Specifically, leader openness is instrumental in encouraging leader-directed voice, as it establishes a conducive environment where expressing opinions is not only acceptable but encouraged (Detert & Burris, 2007). Research suggests that when management group leaders demonstrate openness to the views of middle managers, it cultivates both psychological safety and affective commitment among team members (Korsgaard et al., 1995).

Moreover, leader openness cultivates affective commitment among team members by signaling that their contributions are appreciated and that they have a stake in the organization's growth and development (Korsgaard et al., 1995). A leader who develops interpersonal relationship and accepts employee mistakes demonstrates the characteristics of ethical leadership for terms in multinational organizations to benefit optimally from their diverse members potential to contribute (Earley & Gibson, 2002).

Information Sharing

Information sharing is a crucial aspect of leadership openness, as it promotes transparency and trust within the organization. When leaders freely share information about themselves and the organization, they establish credibility and instill confidence among their followers. This transparency prevents the spread of rumors and false information, which can undermine trust and focus within the team. Furthermore, providing employees with access to relevant information empowers them to make informed decisions and fosters a culture of accountability (Stirling, 2008). When employees feel entrusted with important information, they are more likely to act responsibly and remain committed to the organization. Effective communication plays a central role in information sharing, as it ensures that employees feel heard, valued, and encouraged to provide feedback. It is essential for leaders to not only solicit input from employees but also follow through on commitments and responsibilities they have made (Stirling, 2008). By maintaining open channels of communication across all organizational levels, both internally and externally, leaders can nurture a culture of mutual trust and respect, which is essential for organizational success.

Flexibility

Due to escalating dynamism, turbulence uncertainty, risk complexity and regularity in modern business environments, sustained organizational performance, therefore, organizations must have abilities to adapt to prevalent environmental changes to adjust their strategies to achieve performance goals. While more research is still needed

regarding the specific role of flexibility in overall physical fitness and health. Flexibility stands as a vital capability within the realm of oil and gas servicing organizations, enabling them to effectively adapt to the dynamic shifts within the business environment. These changes encompass alterations in customer needs, business processes, market demands, competitors' strategies, and technological advancements (Evans, 1991). The significance of flexibility extends beyond mere product adjustments; it permeates through organizational structures, management approaches, and developmental processes, shaping the very essence of the entity (Nurdiani, Fricker & Borstler, 2015).

A comprehensive understanding of flexibility is imperative to maintain a competitive edge, as emphasized in both manufacturing and information systems (IS) literature (Sethi & Sethi, 1990). Embracing a broad perspective entails considering various dimensions involved in organizational operations, including workforce dynamics, management strategies, procedural frameworks, structural configurations, and infrastructural elements (Tapanainen, Hallanoro, Paivarinta & Salmela, 2008). Recognizing flexibility's multidimensional nature is crucial, as altering one aspect's flexibility could ripple effects across other organizational dimensions (Byrd, Jacome Byrd & Mbarika, 2010). It is essential to acknowledge flexibility as a means to an end rather than an end itself (Bernardes & Hanna, 2009). The pursuit of flexibility can yield diverse outcomes, ranging from regulatory compliance and reduced training overheads to optimized human resource utilization.

Employee Devotion

Employee devotion encompasses the depth of an individual's emotional attachment and loyalty towards their employing organization. Beyond mere allegiance, it encapsulates the willingness to expend extra effort towards furthering organizational objectives and alignment of personal goals with organizational values (Mowday, et al., 1979). This allegiance, often referred to as organizational commitment, reflects an individual's emotional connection and dedication to their workplace (PSUWC, 2013), fostering a stronger sense of devotion. Devotion manifests in various forms, constituting a multifaceted construct. It encompasses the balance between work and self, reflecting an individual's commitment to their profession (Loscoco, 1989). Employee devotion entails adherence to work ethics, vocational dedication, engagement in tasks, and organizational loyalty (Morrow, 1993). Such commitment may extend towards the organization as a whole, top-tier management, immediate supervisors, or specific workgroups, and has been examined within the contexts of career, union, and profession (Darolia, Darolia, & Kumari, 2010). Research indicates a strong correlation between robust employee devotion and organizational performance, underscoring its significance as the second most studied job attitude (PSUWC, 2013). Its impact permeates through organizational dynamics, influencing phenomena such as turnover rates amidst varying economic climates. The interplay of individual attitudes, coupled with leadership openness, shapes the conceptual framework of work commitment. Personal attributes, including age, gender, educational background, leadership style, and receptiveness to employee input, further influence an individual's level of commitment (Mathieu & Zajac, 1990).

Normative Commitment

Every organization is founded with a specific purpose. The company goal will be achieved if every individual who is part of the organization was a commitment to the organization. Commitment to the organization is shown by loyalty and care for the development of the organization (Luthans, 2007), willingness to follow the goals, values, norms and ethics of the organization. Organizational commitment is one important factor that determines the success or failure of an organization. In addition, organizational commitment to employees can improve the ability to work in teams. Conversely, employees with low organizational commitment have a negative tendency towards the organization. The final facet of the commitment model is normative commitment, as defined by Meyer and Allen (1997) as "a feeling of responsibility to continue employment." Individuals feel compelled to remain within the organization due to internalized normative beliefs regarding duty and obligation (Allen & Meyer, 1990). Normatively committed employees perceive an inherent obligation to stay with the organization (Meyer and Allen 1991), driven by a sense of duty, responsibility, and devotion towards the company (Whitener, 2001).

Moral considerations play a significant role in motivating organizational members to uphold loyalty (Iverson & Buttigieg, 1999). Despite any advancements or fulfillment the organization may have provided, normatively committed employees view it as morally incumbent upon them to continue their tenure (Suliman & Iles, 2000). The existence of accepted norms regarding mutual responsibility between the organization and its employees influences the degree of normative commitment (Suliman & Iles, 2000). This reciprocal obligation aligns with social exchange theory, where individuals feel compelled to reciprocate benefits received from the organization, such as through training and development opportunities (McDonald & Makin, 2000). Thus, individuals often feel morally obligated to reciprocate the organization's investments.

Affective Commitment

Affective commitment has the stronger impact on employees' behaviour such as attendance, performance, organizational citizenship behaviour and employees' role conflict (Meyer & Meltin, 2010). Affective commitment is related to other critical employees' behaviour outcomes such as turnover, absenteeism, organizational citizenship behaviour and stress. So many researchers focus on exploring the factors impact on affective commitment. Affective commitment is understood as the employees' constructive bonding to the organization. A cornerstone within the model is affective commitment, reflecting the emotional connection individuals harbor toward their organization. Meyer and Allen (1997) encapsulate affective commitment as "the worker's psychological connection to, identifying with, and participation in the company." It signifies a profound emotional bond where organizational members choose to stay because they genuinely desire to (Meyer & Allen, 1991). Those committed on an affective level remain loyal as they perceive their alignment with the organization's objectives and values (Beck & Wilson, 2000).

Affective commitment is marked by favorable emotions directed towards the organization, representing a job-related attitude (Morrow, 1993). Sels, Janssens, and Brande (2004) emphasize that it signifies an orientation where the individual's identity intertwines with

the organization. The depth of this commitment is gauged by the extent of identification and involvement with the organization (Mowday et al., 1982). Moreover, the congruence between individuals' expectations and their experiences within the organization influences the strength of affective commitment (Storey, 1995). Tetrick (1995) further delineates affective commitment as "value rationality-based organizational loyalty," indicating the alignment of values between organizational members and the organization itself.

Empirical Review

Employee devotion is a complex construct, encompassing various dimensions. It is commonly categorized into affective commitment, reflecting emotional attachment, and normative commitment, which pertains to a sense of moral obligation to continue working for the organization (Meyer and Allen, 1997). Leadership qualities, particularly openness, have been identified as influential factors in shaping employee commitment outcomes (Bass, 1990; Price, 1997). Openness fosters trust and dedication among employees, transcending mere tangible incentives (Bass, 1990). Transformative leaders, characterized by their openness to employee input and ideas, have been shown to outperform transactional leaders in fostering commitment, intellectual growth, and overall performance (Jung, 2001). This underscores the pivotal role of leadership style in shaping organizational commitment (Nyengane, 2007). Research consistently demonstrates that transformational leaders who exhibit openness elicit higher levels of commitment from their subordinates (Bass, 1997; Avolio & Bass, 1999; Avolio et al., 2004, 2003). Studies have shown positive correlations between openness in leadership and affective commitment (Hayward, Goss, & Tolmay, 2004). Conversely, closed leadership styles exhibit lower correlations with commitment dimensions (Hayward, Goss, & Tolmay, 2004). Moreover, personalized consideration and intellectual stimulation have been positively associated with both affective and normative commitment (Kent & Chelladurai, 2001).

Transformational leaders, through their approachability and encouragement of innovative thinking, can significantly impact follower commitment (Bass & Avolio, 1994; Walumbwa & Lawler, 2003). Conversely, contingent reward behaviors typical of transactional leadership are moderately related to follower performance and work ethics but to a lesser extent compared to transformational leadership (Bass, 1990; Bass & Avolio, 1994). Synthesizing existing research, Allen and Meyer (1990) conceptualized employee commitment as a psychological state influencing the decision to remain with or leave the organization. They identified three distinct components of commitment: affective, normative, and continuance. Affective commitment involves emotional connection, identification, and participation in the organization, reflecting a desire to remain employed (Allen & Meyer, 1990; Meyer & Allen, 1991). Normative commitment, on the other hand, reflects a sense of obligation to stay with the company (Allen & Meyer, 1990; Meyer & Allen, 1991). Research supports the validity of these components and their interrelations (Hackett, Bycio, & Hausdorf, 1994; Allen & Meyer, 1996; Meyer et al., 2002).

Methodology

This study adopted a cross-sectional survey approach to investigate the dynamics of leadership openness and its impact on employee devotion within the oil and gas services sector in Rivers State, Nigeria. The target population encompassed three thousand five hundred and fifty-six (3559) employees across seven (7) selected companies operating within the region. The determination of the sample size followed the Taro Yamane (1968) formula, resulting in the distribution of 359 questionnaires among the workforce of the seven identified companies.

To ensure representativeness and mitigate sampling bias, the study employed the simple random sampling technique. This methodological choice was made to guarantee equitable representation of all units within the study population. Leadership openness, the independent variable under scrutiny, was assessed through two dimensions: information sharing and flexibility. Information sharing was gauged using a set of 5 items, evaluating aspects such as the adequacy of information dissemination within the organization. Similarly, flexibility was measured through another set of 5 items, probing into managerial behaviors related to monitoring and intervention.

Employee devotion, the dependent variable of interest, was operationalized through affective commitment and normative commitment. Affective commitment, capturing emotional attachment to the organization, was assessed using a scale comprising 6 items. Normative commitment, reflecting a sense of obligation to remain with the organization, was evaluated through 5 items. Responses to the survey items were recorded on a 4-point Likert scale, ranging from 1 (strong disagreement) to 4 (strong agreement). Data analysis was facilitated by the Statistical Package for Social Sciences (SPSS) version 21. The bivariate hypotheses were tested using the Spearman Rank Order Correlation Coefficient, enabling the exploration of associations between leadership openness and employee devotion variables.

Results and Discussion

Out of the total 359 questionnaires distributed among respondents, a substantial portion of 350 copies, constituting 97.4%, were returned and utilized for the study's analysis. Employing a hypothesis test with a confidence level of 95%, corresponding to a significance level of 0.05, the decision criteria were established. Specifically, the null hypothesis would be accepted if the calculated p-value exceeded 0.05, while rejection would occur if the p-value fell below 0.05, indicating statistical significance.

Table 1: Spearman Rank Order Correlation between information sharing and affective commitment

			INFO SHRING	AFFEC COMMIT
Spearman's rho	INFO SHRING	Correlation Coefficient	1.000	.932[**]
		Sig. (2-tailed) N	. 350	.000 350
	AFFEC COMMIT	Correlation Coefficient	.932[**]	1.000
		Sig. (2-tailed) N	.000 350	. 350

Source: SPSS Version 25 Output

The correlation analysis revealed a strong positive relationship between information sharing and affective commitment, with a Spearman's rho coefficient of 0.932 (p < 0.001). This indicates that as information sharing increases, so does affective commitment among the respondents. The correlation was statistically significant with a large sample size of 350 participants, supporting the hypothesis that higher levels of information sharing are associated with increased affective commitment in the studied population.

Table 2: Spearman Rank Order Correlation Information Sharing and Normative Commitment

			INFO SHRING	NORM COMMIT
Spearman's rho	INFO SHRING	Correlation Coefficient	1.000	.879**
		Sig. (2-tailed)	.	.000
		N	350	350
	NORM COMMIT	Correlation Coefficient	.879**	1.000
		Sig. (2-tailed)	.000	.
		N	350	350

Source: SPSS Version 23 Output

The results in the table 2 indicate a strong positive correlation between "Information Sharing" and "Norm Commitment" (r = 0.879, p < 0.001). This suggests that as the level of information sharing increases, there is a corresponding increase in norm commitment among the respondents. The correlation coefficient of 0.879 indicates a highly significant relationship between the two variables. Furthermore, both correlations are statistically significant at the 0.001 level, with p-values less than 0.001. Therefore, we can conclude that there is a robust positive association between information sharing and norm commitment among the respondents.

Table 3: Spearman Rank Order between Flexibility and Affective Commitment

			FLEXIBILITY	AFFEC COMMIT
Spearman's rho	FLEXIBILITY	Correlation Coefficient	1.000	.938**
		Sig. (2-tailed)	.	.000
		N	350	350
	AFFEC COMMIT	Correlation Coefficient	.938**	1.000
		Sig. (2-tailed)	.000	.
		N	350	350

Source: SPSS Version 23 Output

Table 3 presents the Spearman rank order correlation between flexibility and affective commitment. The correlation coefficient between flexibility and affective commitment is highly significant (Spearman's rho = 0.938, p < 0.001), indicating a strong positive relationship between these two variables. This suggests that as flexibility increases, so does affective commitment, and vice versa. The sample size for this analysis was 350 respondents, ensuring robustness in the findings.

Table 4: Spearman Rank Order Correlation between Flexibility and Normative Commitment

			FLEXIBILITY	NORM COMMIT
Spearman's rho	FLEXIBILITY	Correlation Coefficient	1.000	.942**
		Sig. (2-tailed) N	. 350	.000 350
	NORM COMMIT	Correlation Coefficient	.942**	1.000
		Sig. (2-tailed) N	.000 350	. 350

 Source: SPSS Version 23 Output

Table 4 presents the Spearman Rank Order Correlation between Flexibility and Normative Commitment. The correlation coefficient between Flexibility and Normative Commitment is 0.942, which is statistically significant at the 0.05 level (p < 0.001), indicating a strong positive correlation between these two variables. This suggests that as flexibility increases, normative commitment also tends to increase among the respondents. The sample size for both variables is 350, indicating a robust dataset for the analysis.

Discussion of Findings

Relationship between Information Sharing and Affective and Normative Commitment

Information sharing, a hallmark of leadership openness, fosters an environment where employees feel empowered to express their ideas and opinions without fear of reprisal. This culture of openness contributes to heightened levels of devotion among employees, as evidenced by the strong correlations found in this study (rho = .932** for hypothesis one; .879** for hypothesis two; .876** for hypothesis three; p < .001 for all). These results corroborate the assertions made by Bass (1990; 1997) regarding the transformative power of leadership openness, which transcends conventional expectations. Such leadership parallels the principles of transformational leadership, characterized by its openness to change and receptiveness to new ideas. This study's findings also echo the conclusions of Nyengane (2007), highlighting the significant influence of leadership openness on organizational growth.

Relationship between Flexibility and Affective and Normative Commitment
The analysis of Spearman rank order correlation coefficients for hypotheses three and four reveals a robust relationship between flexibility and affective and normative commitment (rho = .938** for hypothesis three; .942** for hypothesis four; p < .001 for both). These findings are consistent with prior research on devotion, such as Hayward et al. (2004), whose studies demonstrated a moderate positive correlation between leadership openness and affective commitment. Additionally, Bass and Avolio (1994) found a positive correlation between transformational leadership, characterized by flexibility, and organizational commitment. Similarly, Walumbwa and Lawler (2003) emphasized the motivational impact of leadership openness on followers, attributing increased commitment to a leader's ability to encourage creative problem-solving and

address followers' needs. The present study aligns closely with these previous findings, further underscoring the importance of leadership flexibility in fostering employees' devotion and organizational success.

Conclusion

In light of the findings derived from the statistical analysis (rho values of hypotheses), this research affirms the presence of a highly significant positive correlation between leadership openness and workers' commitment within multinational companies located in Port Harcourt, Rivers State. Accordingly, it is posited that dimensions of leadership openness, notably information sharing and flexibility, exert a strong influence on both affective and normative commitment among employees within the multinational companies in Rivers State. The study underscores that fostering an environment of openness cultivates trust and nurtures emotional bonds (affective commitment) between employees and their respective organizations, thereby conferring a competitive edge to firms within the same sector. Furthermore, this study contends that management entrusted with the daily operations of such firms should accord paramount importance to the concept of openness. The benefits and advantages of embracing openness for both the organization and the individual are manifold. From the organizational standpoint, openness engenders creativity, innovation, and the emergence of novel ideas, all of which are indispensable in an industry as dynamic as oil & gas. Consequently, the study offers the following recommendations based on the research findings:

1. Leadership styles adopted across multinational companies should lean towards transformational approaches that facilitate information sharing and flexibility. Such leadership practices create fertile ground for the exchange of ideas, fostering innovation, and stimulating creativity among employees, thereby propelling the organization to greater heights.
2. The human resource department of multinational companies are urged to prioritize the cultivation of a committed workforce by instilling and promoting positive leadership traits.
3. **Additionally**, it is recommended that future research endeavors extend beyond the confines of the oil and gas sector to encompass diverse industries. Moreover, studies examining the interplay between leadership styles and various personality traits should be conducted to furnish a more comprehensive and nuanced understanding of the factors influencing employee commitment.

References

Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology,* 63(1), 1-18.

Avolio, B. J., Bass, B. M., & Jung, D. I. (2003). Re-examining the components of transformational and transactional leadership using the Multifactor Leadership Questionnaire. *Journal of Occupational & Organizational Psychology*, 9(72), 441-462.

Avolio, B. J., Zhu, W., Koh, W. L., & Bhatia, P. (2004). Transformational leadership and organizational commitment: Mediating role of psychological empowerment and

moderating role of structural distance. *Journal of Organizational Behavior,* 25, 951-968.

Bass, B. (1990). *Bass & Stogdill's handbook of leadership (3rd ed.).* New York: The Free Press.

Bass, B. M. (1997). *Leadership and performance beyond expectations.* Free Press: New York.

Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership.* California: Sage.

Beck, K., & Wilson, C. (2000). Development of Affective Organizational Commitment: A Cross-Sequential Examination of Change with Tenure. *Journal of Vocational Behavior,* 56, 114–136.

Bernardes, E., & Hanna, M. (2009). A theoretical review of flexibility, agility and responsiveness in the operations management literature: Toward a conceptual definition of customer responsiveness. *International Journal of Operations & Production Management.*

Buttigieg, D. M., Deery, S. J., & Iverson, R. D. (2007). An event history analysis of union joining and leaving. *Journal of Applied Psychology,* 92(3), 829–839.

Byrd, T., Byrd, J. M., & Mbarika, V. (2010). An Examination of an Information Systems Flexibility Framework. 43rd Hawaii International Conference on System Sciences.

Darolia, C. R., Kumari, P., & Darolia, S. (2010). Perceived organizational support, work motivation, and organizational commitment as determinants of job performance. *Journal of the Indian Academy of Applied Psychology,* 36(1), 69-78.

Detert, J. R., & Burris, E. R. (2007). Leadership behavior and employee voice: Is the door really open? Academy of Management Journal, 50(4), 869–884.

Evans, S. T. (1991). Strategic Flexibility for High Technology Manoeuvres: A Conceptual Framework. *Journal of Management Studies,* 28(1), 68–89.

Hackett, R. D., Bycio, P., & Hausdorf, P. A. (1994). Further assessments of Meyer and Allen's (1991) three-component model of organizational

Hayward, Q., Goss, M., & Tolmay, R. (2004). The relationship between transformational and transactional leadership and employee commitment. Grahamstown, SA: Rhodes University.

Hechanova, R., & Cementina-Olpoc, R. (2013). Transformational leadership, change management, and commitment to change: A comparison of academic and business organizations. *Asia-Pacific Education Researcher,* 22(1), 11-19.

Jimmieson, N. L., Peach, M., & White, K. M. (2008). Utilizing the theory of planned behavior to inform change management: An investigation of employee intentions to support organizational change. *Journal of Applied Behavioral Science,* 44(2), 237-262.

Judge, A. T., Heller, D., & Mount, M. K. (2002). Five-Factor Model of Personality and Job Satisfaction: A Meta-Analysis. *Journal of Applied Psychology*, 87(3), 530–541.

Jung, D. I. (2001). Transformational and transactional leadership and their effects on creativity in groups. *Creativity Research Journal*, 13(2), 185–195.

Kent, A., & Chelladurai, P. (2001). Perceived transformational leadership, organizational commitment, and citizenship behavior: a case study in Intercollegiate Athletics. *Journal of Sport Management,* 15(2), 135–159.

Koh, W. L., Terborg, J. R., & Steers, R. M. (1991). The impact of transformational leadership on organizational commitment, organizational citizenship behaviour. *Journal of organizational behavior*, 16(4), 319–333.

Korsgaard, M. A., Schweiger, D. M., & Sapienza, H. J. (1995). Building Commitment, Attachment, and Trust in Strategic Decision Making Teams: The Role of Procedural Justice. *Academy of Management Journal*, 38, 60–84.

Loscocco, K. A. (1989). The Interplay of Personal and Job Characteristics in Determining Work Commitment. *Social Science Research,* 18, 370–394.

Lutz Allen, S., Smith, J. E., & Da Silva, N. (2013). Leadership Style in Relation to Organizational Change and Organizational Creativity: Perceptions from Nonprofit Organizational Members. Nonprofit Management & Leadership, 24(1), 23-42.

Lyons, J.B., Swindler, S.D., & Offner, A. (2009). The impact of leadership on change readiness in the US military. *Journal of Change Management*, 9(4), 459-475.

Mathieu, J. E., & Zajac, D. (1990). A Review and Meta-Analysis of the Antecedents, Correlates, and Consequences of Organizational Commitment. *Psychological Bulletin,* 108, 171–194.

Maxwell, J. C. (1999). The 21 indispensable qualities of a leader: Becoming the person that people will want to follow. T. Nelson.

McDonald, D. J., & Makin, P. J. (2000). The Psychological Contract, Organizational Commitment and Job Satisfaction of Temporary Staff. *Leadership & Organization Development Journal,* 21, 84–91.

McKay, K., Kuntz, J.C., & Naswall, K. (2013). The effect of affective commitment, communication and participation on resistance to change: The role of change readiness. *New Zealand Journal of Psychology*, 42(2), 29-40.

Mercurio, Z. A. (2015). Affective commitment as a core essence of organizational commitment: An integrative literature review. *Human Resource Development Review*, 14(4), 389–414.

Meyer, J. P., & Allen, N. J. (1991). A Three-component conceptualization of organizational commitment. *Human Resource Management Review,* 1, 61-89.

Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. Sage Publications, Inc.

Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior,* 61(1), 20-52.

Milliken, F. J., Morrison, E. W., & Hewlin, P. F. (2003). An exploratory study of employee silence: Issues that employees don't communicate upward and why. *Journal of Management Studies*, 40(6), 1453–1476.

Morrow, P. (1993). *The Theory and Measurement of Work Commitment.* JAI Press, Greenwich.

Mowday, R. T., Steers, R. T., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior,* 14(2), 224–247.

Mowday, R., Porter, L., & Steers, R. (1982). *Employee-Organization Linkages: The Psychology of Commitment, Absenteeism, and Turnover*. Academic Press, New York.

Northouse, P. G. (2007*). Leadership: Theory and practice (4th ed.)*. Thousand Oaks, CA: Sage Publishing.

Nurdiani, I., Fricker, S., & Börstler, J. (2015). Towards Understanding How to Build Strategic Flexibility of an IT Organization. International Conference on Software Engineering.

Nyengane, M. H. (2007). The Relationship between Leadership Style and Employee Commitment: An Exploratory Study in an Electricity Utility of South Africa. Dissertation, Rhodes University.

Pennsylvania State University World Campus (PSUWC). (2013). Lesson 12: Work and Organizational Commitment: Am I attached to the organization? PSYCH 484: Work Attitudes and Motivation.

Price, J. L. (1997). Handbook of organizational measurement. *International Journal of Manpower,* 18(4).

Sels, L., Janssens, M., & Van den Brande, I. (2004). Assessing the nature of psychological contracts: A validation of six dimensions. *Journal of Organizational Behavior,* 25(4), 461–488.

Seppala, T., Lipponen, J., Bardi, A., & Pirttia-Backman, A. (2012). Change-oriented organizational citizenship behavior: An interactive product of openness to change values, work unit identification, and sense of power. *Journal of Occupational and Organizational Psychology*, 85(1), 136-155.

Sethi, A. K., & Sethi, S. P. (1990). "Flexibility in Manufacturing: A Survey." International *Journal of Flexible Manufacturing Systems,* 2(4), 289–328.

Shore, L. M., & Barksdale, K. (1998). Examining degree of balance and level of obligation in the employment relationship: A social exchange approach. *Journal of Organizational Behavior*, 19, 731–744.

Stirling, A. (2008). "Opening up" and "closing down" power, participation, and pluralism in the social appraisal of technology. *Journal of Science, Technology, & Human Values,* 33(2), 262–294.

Storey, J. (1995). *Human Resource Management a Critical Text.* Routledge, London.

Stum, D. L. (1999). Workforce commitment: Strategies for the new work order. *Strategy & Leadership*, 27(1), 4–7.

Suliman, A. M., & Iles, P. A. (2000). The Multi-dimensional nature of Organizational Commitment in a Non-West Context. *Journal of Management Development,* 19(1), 71–82.

Tapanainen, T., Hallanoro, M., Paivarinta, J., & Salmela, H. (2008). Towards an Agile IT Organisation: A Review of Prior Literature. 2nd European Conference on Information Management and Evaluation.

Tetrick, L. E. (1995). Developing and maintaining union commitment: A theoretical framework. *Journal of Organizational Behavior*, 16, 583–595.

Walumbwa, F. O., & Lawler, J. J. (2003). Building effective organizations: Transformational leadership, collectivist orientation, work-related attitudes, and withdrawal behaviors in three emerging economies. *International Journal of Human Resource Management,* 14, 1083-1101.

Whitener, E. M. (2001). Do "high commitment" human resource practices affect employee commitment? A cross-level analysis using hierarchical linear modeling. *Journal of Management*, 27(5), 515–535.

Zacher, H. (2014). Individual difference predictors of change in career adaptability over time. *Journal of Vocational Behavior*, 84(2), 188-198.