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AN EMPIRICAL INVESTIGATION OF THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP AND WORK ENVIRONMENT

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AN EMPIRICAL INVESTIGATION OF THE RELATIONSHIP BETWEEN
TRANSFORMATIONAL LEADERSHIP AND WORK ENVIRONMENT

By
Timothy Dweylan Wilson

A DISSERTATION

Submitted to
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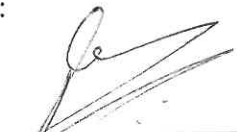

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A Dissertation
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Timothy Dweylan Wilson

We hereby certify that this Dissertation submitted by Timothy Dweylan Wilson conforms to acceptable standards, and as such is fully adequate in scope and quality. It is therefore approved as the fulfillment of the Dissertation requirements for the degree of Doctor of Business Administration.

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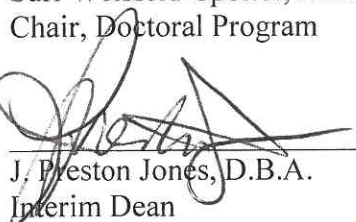
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2013

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ABSTRACT

AN EMPIRICAL INVESTIGATION OF THE RELATIONSHIP BETWEEN
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The research herein was developed to gain a robust understating of the relationship of transformational leadership and work environment in East Africa (Bass & Avolio, 1994). Likewise, the study provides additional data and an examination of what correlation and impact the aforementioned have on organizational commitment. The research faced many challenges, including examining a new model in a high context society that relies heavily on enriched clan, subclan, tribes, super tribes, and communal relationships, which had not been tested prior. Valid and reliable survey instruments included 60 questions from the Multifactor Leadership Questionnaire (MLQ-5X), 90 questions from the Work Environment Survey (WES), 30 questions from the Three-Component Model (TCM), and a demographic survey, which ensured research efforts were consistent with previous studies (Bass & Avolio, 1994; Meyer & Allen, 1991; Moos & Insel, 2008). Over 15,121 emails from 63 countries were sent out randomly from the Directory of Development Organizations (2010) database. The degree of accuracy and a high degree of validity was reached at a rate of .05 (Krejcie & Morgan, 1970). A response rate of 36.4% was achieved, which was acceptable for the study. The study relied on English as the language of choice, given that over 2,000 dialects and languages exist in East Africa, thereby reducing contextual risk significantly. The statistical methodology used incorporated advanced SPSS software to process the Mahalanobis distance and Pearson coefficients to test five hypotheses. There were 188 cases available for analysis and 22 cases identified through Mahalanobis distance as multivariate outliers. The findings conformed to previous studies of transformational leadership and organizational commitment in organizations as being highly significant and correlative. Work environment was found not to be significant to transformational leadership or organizational commitment. Therefore, more research is required to understand this phenomenon and to make recommendations to leaders and managers to increase levels of influence and encouragement in the work environment. By doing so, a greater return of investment should be obtained for companies, for work areas, and for the work force, which participates in the global marketplace.

ACKNOWLEDGEMENTS

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Chapter I

Introduction

This chapter is divided into several sections, including (a) the background of the

problem, (b) the purpose of the study, (c) the statement of the problem, (d) the

significance of the study, (e) the definitions, (f) the delimitations, (g) the assumptions, (h)

the limitations, (i) the organization of the study, (j) the research questions, and (k) the

working hypotheses. Finally, this chapter provides the basis for understanding the

concept of transformational leadership as it relates to the work environment.

Background of the Problem

The timeless effort to define and understand the concept of leadership seems

endless (Bass, 1960). This is especially true of developing nations whose diversity can

be challenging because of internal and external variables, such as age, gender, education,

salary, nationality, country of origin, and organization. Leadership in international

business is increasingly complex, as the global market has been struggling to gain its

identity economically. East Africa has a wealth of resources, which continue to impact

business indicators on the global scale. Multinational enterprises and development

organizations consider Africa a critical linchpin in the international marketplace. Since

the first multinational enterprises began operating in multiple hemispheres, progressive

international leadership has been in demand (Dunning, 2000). Successful business

leaders must understand the many challenges the international market presents at any

given time. Ismail, Mohamed, Sulaiman, Mohamad, and Yusuf (2011) reveal that

leadership must be influenced by empowerment. Bodla and Nawaz (2010) recognize that

true leaders reach the satisfaction levels of those followers by individualizing their worth

and thus stimulating their focus and contribution to the organization. Bateman and Snell (2002) suggest leadership appeals to all people, as they are constantly being influenced, indirectly or directly, consciously or unconsciously. The dynamic environment of business requires leaders and their leadership style to be cognizant of the entire organization if they are to be effective (Zenger & Folkman, 2002).

Dynamic challenges cannot be solved in a vacuum of philosophical definitions (Cascio, 1995). Leadership transcends cultural boundaries, ethnic stereotypes, and epistemological effigies. Sound leadership has the strength of vision, experience, and knowledge as its foundation (Kaifi & Mujtaba, 2010). The resolve for mankind is to become better neighbors in the international business marketplace through considerations beyond increased rents and economic development. It also provides for a degree of corporate social responsibility in the form of good environmental and public policy. Some experts believe that transformational leadership factors may shed light on the answer to ensuring leaders are optimizing the best in processes, individuals, organizations, and groups (Bass & Avolio, 1997).

Phillips and Phillips (2010) reported that volunteering has become big business for religious, educational, and community-based non-profit organizations in the United States. Development organizations are the social safety nets that link diverse members of a community (Snyder, Omoto, & Lindsay, 2004). As the demand for more nontraditional services increases, competition for resources, time, and profits will challenge development organizations to become more strategic in their planning (Stukas, Worth, Clary, & Snyder, 2009). Yet, the historical connection of international business and

development organizations began long before service organizations were in great demand.

Wilkins (1970) provided a robust historical account of business abroad. He pointed out the historical account of Sumerian merchants in 2500 BC in need of foreign workers to receive, store, and sell goods. Who would lead these bands of expatriates to achieve sustainable and increasing rents? Certainly effective transformational leadership would encourage international commerce to take into account the benefits of reaching beyond their individual capacity to maximize profits and increase community benefits. The result was personal gain either for the government, personally, or the community at large. The assumption is that there must have been incentives that spurred international business growth. Likewise, there must have been an environment that promoted creativity, individuality, and autonomy for the areas where individualism was most isolated. Cameron and Bovykin (1991) suggested that perhaps it was the Italian banks that were the first to enter the international market of commerce. The East India Company and Dutch East India Company would be obvious choices of discussion for this argument as well. Each was able to provide successful international services in Africa (Wilkins, 1970). The challenge faced by the early colonialist was to achieve greater efficiencies by encouraging workers and the market to provide products and services to optimize their investments. The early explorers implemented techniques and procedures that would ensure sustained growth in building an educated business community. It is this dichotomy that research in international business today has yet to define completely. By investigating the concepts of transformational leadership and work environment, one

can begin to add clarity to the foundation of how international business impacts the global market.

Purpose of the Study

The purpose of this research is to analyze the relationship of transformational leadership and the work environment in development organizations. The present study analyzes the relationship of transformational leadership's idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration in development organizations located in East Africa (Bass & Avolio, 1994). In addition, the present study analyzes the components of the work environment, which encompass autonomy (independence), clarity (expectations in their daily routine), managerial control (use of rules by managers to control the environment), innovation (measures the degree of emphasis on variety, changes, and new approaches), and physical comfort (measures the extent to which the physical surroundings contribute to a pleasant work environment) in an attempt to find the relationship between the individual and the organization (Moos, 1974). This study continues the great research in leadership and the work environment. The researcher addresses challenges that demographics (high and low context) have, which vary in inclusion and exclusion of the individual and organizational paradigms (Kuhn, 1970). To address this intuitive challenge, the researcher chose international organizations to provide insight into developing countries (Directory of Development Organizations, 2010).

Statement of the Problem

The present study investigates and describes the relationship between transformational leadership, work environment, and organizational commitment in

development organizations (see Appendix A). The research concentrates on employees of international organizations, governments, private sector development agencies, civil society, universities, grant makers, banks, microfinance institutions, and development consulting firms to assess the relationship of transformational leadership (idealized influence, inspirational motivation, intellectual simulation, and individualized consideration) and the work environment. *Idealized influence* refers to the way leaders are perceived to yield power and influence on their followers. *Inspirational motivation* expresses shared goals and mutual understanding of what is important. *Intellectual stimulation* communicates the ideas and values of which the transformational leader is able to encourage others to think about their problems in new ways. *Individualized consideration* simply means understanding and sharing concerns with others while considering them individually. This concept of consideration helps the follower maximize their full potential (Bass & Avolio, 1994).

To further understand the relationships in development organizations, particularly in East Africa, transformational leadership styles allow leaders, organizations, groups, individuals, and followers to determine how to enhance the efficiency and effectiveness of performance measures in their industry. Leaders are able to better assess strategic implementation planning and methodology as it relates to individuals and groups based on the relationships measured. Transformational leadership is considered the best alternative for long-term success in employee development. Transformational leaders create an organizational culture whereby employees feel free to express themselves and create and discuss new ideas openly (Kaifi & Mujtaba, 2010).

Avolio and Bass (1998) define these four terms—idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—as the representation of the transformational leadership process. These commonly associated terms consider the individual and elevate the consciousness of the leader to the follower. This illumination constitutes the basis of transformational leadership. The reliance of transformational leadership lies in the motivation of individuals to do more than they thought was possible. This development increases their capability to chart a course of action of increased responsibility and exemplary performance well beyond belief and expectation at the individual level (Bass, 1960).

Moos (1974) and Moos and Insel (2008) developed the Work Environment Scale (WES) to measure the work setting and social climate at the organizational level. Two dimension sets are measured in this study: Personal Growth/Goal Orientation and System Maintenance. This study focuses on autonomy (independence), clarity (expectations in their daily routine), managerial control (use of rules by managers to control the environment), innovation (measures the degree of emphasis on variety, changes, and new approaches), and physical comfort (measures the extent to which the physical surroundings contribute to a pleasant work environment). These five items help measure perceptions in the current work environment and social climate, thus providing a compensatory view into how transformational leadership impacts the work environment across cultures internationally, regionally, and locally (Moos & Insel, 2008). This analysis at the individual and organizational level enhances the field of study of leadership, as there is limited research based on these two areas of interest in the sub-Saharan region of Africa.

In addition to the WES, there has been marked research in organizational theory. This study furthers the investigation of demographic differences that may impact individual motivation and organizational modifiers. Allen and Meyer (1990) enhanced the field of organizational commitment with their Three-Component Model (TCM). The TCM measures employees' commitment by assessing *affective* commitment (because they want to), *normative* commitment (because they feel they ought to), and *continuance* commitment (because they have to do so). Researchers consistently demonstrate how important these factors of attitude and behavior are to assessing if employees will work harder or go the extra mile (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). The research model in Figure 1 suggests there may be differences in relationships at the individual and organizational level that may motivate others to be committed and inspired both individually and organizationally. This research expands on existing leadership and organizational theory by testing differences that have not been explored in this manner previously. By taking this simplified introductory approach, the research may reveal unknown relationships in leadership and organizational theories.

Transformational Leadership

Age

Gender

Education

Salary

Country of Origin

Country

Organization

H2

Work Environment

H1

Dimensions:
- Intellectual stimulation
- Individualized consideration
- Individualized influenced attributed
- Individualized influence behavior

H4

H3

Dimensions:
- Personal Growth/Goal Orientation
- System Maintenance

Organizational Commitment

H5

Dimensions
- Normative
- Affective
- Continuance

Figure 1. Transformation leadership, work environment, and organizational commitment.

Ferreira (2011) measured the relational differences of high school students by

examining gender, socio-economic status, and education of parents to assess the global

awareness and attitudes towards global social issues. Mobley (2011) addressed teacher

retention by measuring factors such as demographics, salary, and teaching experience to

assess the impact factors had on teacher retention. This study addressed some basic

questions as to whether there were differences in variables that would show cause to

sustain employment of a skilled workforce. The importance of testing for differences in

variables that may impact organizational commitment likewise must be considered in the

international business community as well. Lechner and Boli (2000) stated that

globalization has provided increased access to once isolated areas, such as Africa, and

has provided great visibility to international laws and democracy. The sharing of

cultures, global civil societies, and organizational environment remains important to the

continued flow of international knowledge and ideas (Stiglitz, 2004).

Significance of the Study

The significance of this study weighs heavily on continued development and

exploration to understand the relationship at the individual and organizational level of

leadership and the work environment (Bass & Avolio, 1994; Moos, 1974). Secondly, this

research further expands traditional relationships of organizational commitment by

offering insight into attitudinal and behavioral queries to organizational models designed

to determine the individual desire to remain with the organization (Meyer & Allen,

1991). From this new association, one can further decipher how international business is

impacted across international markets. This new area of research and advanced

techniques were not available in the past to measure both areas with convincing scrutiny.

With the help of modern researching tools and procedures, one can begin to measure how

history and the present continue to impact the international market of developing nations

and organizations.

The history of business and multinational enterprises stems back to the beginning

of man's understanding that trade and commerce begin with the exchange of something

valuable at a lower cost (Dunning, 2000). The cost of doing business in the marketplace

is beneficial if a specific advantage (technology or knowledge) is achieved in the long

term. Without this effort, profits—competitive or comparative advantage—are lost. The

present study considers that organizations, cultures, and groups value achievement and growth differently, especially across language, culture, rules, and procedural constructs that govern people and organizations (Alevesson, 2002). Organizations, states, nations, and cultures that are able to grasp the broader perspective of holistic worth certainly will be those that succeed in the long run. Developing nations have an upward challenge to sustain growth and rents by incorporating a variety of business strategies. As market forces continue to diminish, even public sector theorists suggest shifting methodology by incorporating a market orientation approach to increase funds. Changes in market demand and limited resources occurring in the latter half of the present decade have forced changes in strategy, vision, and core competency to do more with less. The notion is applicable for strict budget control and improvement in human capital. Leadership has become more focused on transforming paradigms and work environments in development organizations, causing them to be more innovative, simulative, and resourceful in their internal and external value sets. The ultimate result is to provide more resources, generating a positive and sustainable return in the long run.

Without a heightened sense of energy towards a greater corporate social responsibility, failure to deliver on that promise is almost certain. It is this desire to progress beyond what one person or company can produce that international business relies on to ensure sustained profits in the long term (Dunning, 2000). How those profits are translated across the spectrum of a multicultural business enterprise system or international market has yet to reach its full potential of explanation (Seaver, 2010). Holt, Bjorklud, and Green's (2009) seminal study on leadership and culture suggests that perceptions of preferred leaders differ based on respondents' cultural background, age,

and education. From this, one may draw the conclusion of understanding the importance of workforce diversity, paying attention to other cultures, and appreciating the potential opportunities in cross-cultural communications.

As cultural concerns become a greater part of business performance consideration, increased attention will consider the work environment of employees (Hofstede, 1980). Transformational leadership literature attempts to seek parlance with innovation, autonomy, perception, and understanding of one's comfort in the work environment as a complement to achieving a higher level of performance (Moos, 1974). From a hypothetical standpoint, it is the individual, organization, or group that has these elements innately defined in their core process and that ultimately achieves a greater degree of satisfactory performance and delivery. The work environment of an organization is as diverse as its local culture. The notion that multinationalism, globalization, or internationalization exists challenges the private sector as well as the public sector notion of sustained performance measures. The desire for longitudinal repetition of data, observable complexities, contextual relevance, linearity, and the understanding of basic linkages between firms and the outside world warrants further research.

Although international business and multinational enterprises have operated efficiently for centuries, the past 20 years of advanced technology and just-in-time calculation methods have shown promise in attempting to solve complex problems—those that were considered daunting 40 years previous (Wilkins, 1970). Work environment can be a complement to transformational leadership. Workplace assessments are most valuable when change or needed change is required. The goal is to

minimize risk and sustain a competitive advantage (promotion, merger, restructuring, technology) and thereby increase profits in the long run. Risks may include high turnover, poor work quality, and absenteeism. Pullar (1997) provided a superb overview of a cultural assessment between native and non-native Alaskans. His study found that the work milieu was characterized by moderate employee commitment, supportive supervisors, good planning, and efficiency (Moos & Schaefer, 1987; Pullar, 1997). For those in organizational leadership, the case study provided critical information for identifying problem areas in motivation and planning. Internationally, the abovementioned parameters would demand an effective strategic vision and labeling of core competencies, efficient supply chains and logistics, effective market orientation, awareness of customer and processes, and long-term sustainable competitive advantages, both in the public and private sectors (Barney, 1991).

Definitions

The following are basic definitions of abbreviated text that appear in this research:

Affective commitment: refers to employees' identification with, involvement in, and emotional attachment to an organization. Employees with strong affective commitment prolong employment because they want to do so.

Continuance commitment: refers to commitment based on the employees' recognition of the costs associated with leaving the organization. The perceived cost of leaving an organization comprises the continuance conceptualization of organizational commitment.

Developing organizations: refers to organizations that promote interaction and active partnerships among key development organizations in civil society, including

NGOs, trade unions, faith-based organizations, indigenous peoples' movements, foundations, and research centers (Directory of Development Organizations, 2010).

East Africa: refers to the countries of Djibouti, Ethiopia, Kenya, Tanzania, Somalia, Uganda, Madagascar, Seychelles, Rwanda, Comoros, Mauritius, and Burundi.

Idealized influence: refers to the way leaders are perceived to yield power and influence on their followers. Leaders display conviction; emphasize trust; take stands on difficult issues; present their most important values; and emphasize the importance of purpose, commitment, and the ethical consequences of decision.

Inspirational motivation: expresses shared goals and mutual understanding of what is important. Leaders articulate an appealing vision of the future, challenge followers with high standards, talk optimistically and with enthusiasm, and provide encouragement and meaning for what needs to be done.

Intellectual stimulation: communicates the ideas and values of which the transformational leader is able to encourage others to think about their problems in new ways. Leaders question old assumptions, traditions, and beliefs; stimulate in others new perspectives and ways of doing things; and encourage the expression of ideas and reasons.

Individualized consideration: understanding and sharing concerns with others while considering them individually. Leaders deal with others as individuals; consider their individual needs, abilities, and aspirations; listen attentively; further their development; advise; and coach. This concept of consideration helps the follower maximize their full potential (Bass & Avolio, 1994).

Leader: a person who leads by example to evoke others to meet the expectations of a common goal.

Nonprofit: Organizations do not return profits to their owners and directors but reinvest the profits in their mission and agency for further services (Salamon & Anheier, 1997).

Normative commitment: refers to an individual's sense of obligation toward the organization. This conceptualization is characterized by the exertion of effort as a result of loyalty. Employees with strong normative commitment expand their energy on behalf of the organization because they feel they will do some good (Allen & Meyer, 1996).

Organizational commitment: a measurement of involvement in the overall mission of an organization and the willingness to work hard and remain in an organization. The concept is defined by affective, normative, and continuance commitment (Meyer & Allen, 1991). Meyer and Allen (1991) further stated that it was a commitment in the psychological state and implied a decision to remain in the organization for a sustained period.

Private sector: activities away from government or not controlled by government (Salamon & Anheier, 1997).

Self-governing: efforts that are controlled by their own activities.

Structural-operational: identifies a broad range of organizations that share certain characteristics, regardless of geographic location or activity; it considers economic, legal, and organizational power to include organizations in culture and recreation, education and research, health, social services, environment, religion, business and unions,

international organizations, law and advocacy, housing and development, and

philanthropic intermediaries and voluntarism (Salamon & Anheier, 1997).

Transformational leadership: emphasizes the process of motivating subordinates

to excel beyond their original expectations of what they can accomplish (Bass, 1985).

Leaders with this skill level motivate subordinates to the awareness of how important

their contribution is to the overall outcome of the organization's goals and objectives.

The four key elements transformational leaders possess are idealized influence

(charismatic leadership), inspirational motivation, intellectual stimulation, and

individualized consideration (Bass & Avolio, 1994). It also is a method of motivating

others to contribute more than they believe is possible by themselves (Bass, 1985). This

process must be led by the charismatic and visionary efforts of the transformational

leader.

Voluntary: efforts that may refer to contributions from personal, organizational, or

donated support (Salamon & Anheier, 1997).

Work Environment Scale (WES): Work Environment Scale was defined by Rudolf

Moos (1974) as personal growth and system maintenance and change to assess the social

environment. The work environment dimensions identify how personal and

environmental factors interact to influence innovation. Work environment includes

autonomy (independence), clarity (expectations in their daily routine), managerial control

(use of rules by managers to control the environment), innovation (measures the degree

of emphasis on variety, changes, and new approaches), and physical comfort (measures

the extent to which the physical surroundings contribute to a pleasant work environment)

in an attempt to find the relationship between the individual and the organization (Moos, 1974; Moos and Insel, 2008).

Delimitations

This study explores multiple organizations in the private and public sectors. This study does not extend beyond the measuring scales as designed by Bass and Avolio (1990), Moos (1974), or Meyer and Allen (1991). This researcher did not make assumptions or conclusions concerning state, nation, subnational, regional, or international governance or rule of law due to transformational leadership, work environment, or organizational commitment.

Assumptions

The following assumptions were made regarding this study:

1. The study assumed that the respondents were honest, reflected complexly their impression of their supervisors' behaviors, and represented their existing work place.

2. The study assumed that all responses were independent and not influenced by others.

3. The study assumed that all respondents understood the content of the questionnaires.

4. The study assumed that all respondents were familiar with the English language and answered each section accordingly.

5. The distributions of randomly selected organizations and individuals who participated were assumed to be normal and to provide a valid representation of the population of the study.

Limitations

This study includes the following limitations:

1. Participants of this study might not have understood the objectives and importance of the research and might not have replied with accurate and contextual answers.

2. The size of participating developmental organizations selected in the study might have influenced the accuracy of findings of the research.

3. The samples of the study might not have adequately represented the population of all East African countries due to the large population and diversity of language and dialects in the region.

4. Respondents might have come from different social, ethnic, and cultural backgrounds, as English is the language of choice but might not have been the primary or first language.

5. A greater understanding is needed about how Western-based scales compare to leadership and the work environment in high-context societies (tribal, clan, and pastoral-influenced cultures).

6. East Africa is a developing economic region receiving a robust support of Western financial support from public and private sources. The level of support in the region provides a superb research space for examination of transformational leadership and the work environment.

7. All the disadvantages of the survey technique are recognized.

Organization of the Study

This study is composed of five chapters.

Chapter I presents the following subsections: (a) overview of the background of the problem, (b) purpose of the study, (c) statement of the problem, (d) significance of the study, (e) definitions and terms, and (f) assumptions and limitations of the study.

Chapter II describes the following subsections: (a) leadership defined, (b) leadership and organizational effectiveness, (c) considerations of leadership in the global environment, (d) institutional theory and East African leadership, (e) cultural constraints, (f) leadership in the work environment, (g) transformational leadership and organizational commitment, and (h) work environment and organizational commitment.

Chapter III includes the (a) conceptual framework, (b) research methodology, (c) population and sampling method, (d) variables, (e) operational definition, (f) validity and reliability, (g) instrument, (h) method of data analysis, (i) research questions, and (j) working hypotheses.

Chapter IV outlines the presentation of findings to include the Personal Growth/Goal Orientation dimension, the respondents, the differences in demographics, time with the organization and department, and, finally, the breakdown of impact in country of origin.

Chapter V is the final chapter of the dissertation study. It includes (a) the objective of the study, which describes the purpose of the research; (b) connections to related literature, which outlines previous studies related to the research; (c) research methodology, which reviews the methodologies used in the study; (d) connection to model, which presents the testing results of the hypotheses and discusses the results of the finding; (e) implication of practice, which indicates various considerations and

theoretical applications; and (f) future research, which expands ideas and suggestions for future studies.

Research Questions

The major purpose of this study is to determine how transformational leadership affects the work environment and organizational commitment in development organizations in East Africa. Therefore, the research questions of this study are as follows:

1. Is there a significant positive relationship between work environment and organizational commitment?

2. Is there a significant positive relationship between transformational leadership and work environment?

3. Is there a significant positive relationship between transformational leadership and organizational commitment?

4. What impact does demographics have on transformational leadership and work environment?

5. Is transformational leadership significantly related to the work environment and organizational commitment in development organizations?

6. Is the work environment significantly related to organizational commitment in development organizations?

Working Hypotheses

According to the research questions, this research study explores the following hypotheses in development organizations:

H1: There will be a significant positive relationship between work environment and organizational commitment; as work environment increases, organizational commitment will increase.

H2: There will be a significant positive relationship between transformational leadership and work environment; as transformational leadership increases, work environment will increase.

H3: There will be a significant positive relationship between transformational leadership and organizational commitment; as transformational leadership increases, organizational commitment will increase.

H4: Transformational leadership significantly correlates to work environment and organizational commitment in development organizations.

H5: Work environment significantly correlates to organizational commitment in development organizations.

Summary

Africa continues to be an incubator for resources for the international market. Whether human or natural resources, international customers continue to invest heavily in East Africa's capacity and development to maximize profits. Development organizations play a vital role in improving the working conditions and livelihood of its inhabitants and international expatriate workforce. At the individual level, managers continue to rely on transformational leaders to encourage workers to go beyond personal expectations and goal setting. At the organizational level, the work environment considers relationships, one's personal growth, and the physical setting and corporate governance as important

factors to increased rents in the market. Finally, the organizational commitment of both components ultimately equate to satisfaction or dissatisfaction with the outcome.

Development organizations, both in the private and public sector, continue to play a vital role in the success and future of Africa. This new study is ideally suited to address the motivation and relationship of values in this highly sought after international market. The purpose of the study is to explore the relationship of transformational leadership and the work environment.

Based on the hypotheses, the study examines the relationships of four types of transformational leadership styles, which may influence the work environment. This, in turn, may impact the organizational commitment of employees in development organizations. The next chapter reviews the literature of leadership, transformational leadership, the work environment, and organizational commitment theories. It also clarifies important considerations concerning culture and the global environment that makes Africa a unique incubator of diversity and demographics, unlike other international markets.

Chapter II

Review of Literature

The following review of literature supports the study by examining the literature of previous research relevant to transformational leadership and its relationship to work environment and organizational commitment. The chapter is divided into several sections, including (a) leadership defined, (b) leadership and organizational effectiveness, (c) considerations of leadership in the global environment, (d) institutional theory and East African leadership, (e) cultural constraints, (f) leadership in the work environment, (g) transformational leadership and organizational commitment, and (h) work environment and organizational commitment.

Leadership Defined

When people think of personalities possessing great leadership qualities or traits, it is easy to see transformational characteristics in familiar names, such as Napoleon Bonaparte, Abraham Lincoln, Mohandas Gandhi, and John Fitzgerald Kennedy. House (1971) suggests that charismatic leadership is ideally suited for nonroutine and high-quality service needs of customers. Each leader mentioned is a superb example of possessing charismatic leadership characteristics and encouraging others to follow with a greater degree of selflessness for the greater good. They represent the popular view of leadership attributes required to motivate and influence others. Leadership does not necessarily stem from the leader, but it also can exist as an attribution or perception of the follower. The following research will contend that leadership is a process where leaders and followers engage in a mutual process of raising one another to higher levels of morality and motivation (Burns, 1978). Burns (1978) was speaking directly about the

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concept of transformational leadership. The following literature review discusses topics

relating to leadership.

Leadership has been defined in many ways, advocating the movement of ideas

and concepts for the benefit of accomplishing the intended goal. It is commonly believed

that there is more than one way to capture the essence of the term *leadership*. However,

it is understood that leadership is a process that ultimately influences others to

accomplish a stated goal (Northouse, 2011). Leadership shapes perceptions, responses,

and acceptance of change and innovation. The definition of leadership is broad-based

and is defined differently by many individuals. Bass (1960) observed that leadership is

an attempt to alter the motivation of others and is necessary to change their habits.

Northouse (2011) was symbiotic in categorizing the components of process, influence,

group context, and goal attainment from leadership influence. His research and writings

are well-documented and cover a myriad of theory-based disciplines. Yet at the core of

leadership is the simple process of causing action in others. The most popular research

streams carry the banner of a European centric leadership context (Bass, 1990; Bass &

Avolio, 1989; Burns, 1978). However, those views ultimately vary considerably in

different cultures and nations.

Downton (1973) was generous in coining the term *transformational leadership*.

This was a breakthrough in an effort to segregate different aspects or approaches of

managing people away from traditional process. In cultures where independence,

contextual values, and cultural distancing are commonplace, followers play an important

role in leadership. Stogdill (1981) lamented that it is the personal characteristics of the

leader that bears the relevant relationship to activities and goals of the followers. Stogdill

cited hundreds of studies utilizing trait theory to study leadership while adding to the body of knowledge. However, these studies provided little significant support for any particular trait and constituted a slight shift away from traits.

A resurgence of this diversion was led by Yukl (1989) in the area of motivation and leadership skill. The new ideas centered on the ability of managers to learn and acquire more traits of interest to improve the capacity of their leaders to mentor future leaders. Fiedler (1967) was able to expand this thought process in industrial and organizational fields of study by researching leadership styles and behaviors. This was necessary, as most traditionalists began to believe there was only one way to think about leadership. He was able to contribute by suggesting there were situations that warranted different actions at different times. Certainly task and highly structured organizations and societies, and those who value considerate relationships, all require different approaches. The exploration of development organizations and the public sector advocate the existence of situation, task, and/or transformational theory approaches; it also is important that this research and others understand that, contextually, the measures of examination must be different.

Today's largely liberal and internationally cognizant populace is facing many temptations and demands on good leadership and those who possess this precious skill. Global financial markets and the demand for enriched resources are placing a higher demand on humans to be sensitive to the balance of nature and nurture. Selznick (1957) was an avid proponent of understanding the mass movement of societies and leadership. He was the first to attack the understanding of leadership in managing the resource-rich, developed nations. With the world population growing at an alarming rate, Africa

represents an ideal example of exploring development organizations that service large land mass and seemingly unlimited resources. The demand for astute transformational leadership and its relationship on the work environment will become more challenging in the international economy.

The leadership literature catalog today has gained its robust footing and is perceived to be mature and well cataloged. However, there is room for diversification and understanding the impact on the work environment. East Africa's social clan, tribal-based cultures, and traditional family values are still in their infancy in leadership studies. Samatar (1994) described pre-colonial leadership as a mixture of kinship or blood-ties and customary law and Islamic laws as a guide to controlling behavior amongst the inhabitants. Kapteijns (1994) relayed further the diversity of leadership, as full participation of all adult males of sound mind was obligated. This is a far cry from European-based leadership scales, which have been the basis for the preponderance of study concerning research known today (Bass & Avolio, 1997). Kiwanuka (1975) reported the colonial era challenges of leadership were more transactional in implementation, given that the larger part of the third world colonial administration relied heavily on indigenous people to carry out imperial demands. From this suggestive nature, one must submit that external factors play a more dynamic role in understanding the work environment or organizational commitment. The research in this international area is limited but is growing as more and more research is conducted. This research intends to "scratch the surface" in an effort to expand on the subject of transformational leadership in the work environment.

Leadership and Organizational Effectiveness

How would transformational leadership styles impact organizational effectiveness in the public sector? The emphasis on rent generation and profitability is distinctly different for profit-oriented entities. Transformational leadership flourishes in uncertain and transitional environments. One would anticipate a higher degree of financial performance required to exceed that of a transactional entity, simply because the focus is on extending excellence, morale, and, ultimately, profit beyond expectation. Based on subsets of motivation, influence, consideration, and stimulation, these basic attributes are generally preferred over a transactional-based context of leadership (Arnold, Barling, & Kelloway, 2001). These ideas expand trust, commitment, and team efficacy, having a positive effect on performance in the social environment leadership (Arnold et al., 2001). The context of these ideas is based largely on concepts in the modern world. The ultimate question is how they would fair under a system that may have different values, norms, roles, and morals.

The sustainment of organizational success may rely on the ability to change or transition often. Change management processes and leadership are synonymous in some capacities; however, more research should be conducted in developing economies that have familial dynamics and are not easily aligned with organized and mature societies. Nevertheless, the presence of a change system operating in a global environment requires leadership to adjust to the transformational realm of leadership (Eisenbach, Watson, & Pillai, 1999). Selznick (1957) would insist on a cadre of organizers to ensure continuity and organization. Burns (1978) would suggest the best approach would be to incorporate

those that are skilled in motivating, stimulating, and transcending for the benefit of achieving the ultimate goal.

Stogdill (1981) captured the illusive nature of trying to define leadership by agreeing there are many definitions. The most popular studies on transformational leadership suggest Western philosophies permeate the international- and U.S.-based markets. Despite how one feels about who is right or wrong concerning effective implementation of leadership, one must be resolved to contend that situations or contingencies bring about leaders just as a toothache demands the leadership of a dentist (Murphy, 1941). This is the change or situational nature of societies, cultures, and environment. Each demands the attention of the leader in context. Western-based societies provide an excellent taxonomy of leadership. Words such as planner, organizer, problem solver, informer, monitor, and many others are a few that often have described leadership (Yukl, 1989). Are these attributes unique to the private sector, Europeans, or Western economies? Or are there similarities or dissimilarities in developing nations or their organizations? From a psychological school of concern, one relies on reviews that suggest assurgency, emotional stability, consciousness, and agreeableness as a launching point (Stogdill, 1981).

Finally, there is an eagerness to define leadership, nationally or internationally, culturally or systematically, and lay cause or blame to an event or process. This psychological approach of attribution pinpoints the reasons why performance measures are yielding a given result (Farris & Lim, 1969). Technically, the researcher must find his or her way in the myriad of reasons. Ultimately, there are many reasons to remain perplexed in this dare for an answer.

The aforementioned statements are further debated as one begins to look at social systems and multiculturalism. This is the age of globalization and expeditious knowledge transference. Technology has influenced and impacted what is believed to be culture. There is an important need to consider cross-cultural factors as one approaches transformational leadership. Examining these areas through concerted and deliberate research will help people understand the plethora of dynamics they face as humans (Holt et al., 2009).

Considerations of Leadership in the Global Environment

The last bastion of exploration may rest in maturing, developing economies and societies. These young societies are relatively untouched in formalized leadership stratagem as defined by modern societies. Despite a seemingly robust international world of activity, some developing nations still feel the impact of colonial tyranny, psychologically and socially. In some respects, there are modern economies that have yet to recover from being the employing power of early colonial activities (Ismail, 2010). Somalia is a superb visualization of how leadership can take on an altered manifestation of what is considered modern leadership theory. It would be easy to dispute Bass's (1985) contention of transformational leadership in a lawless state of governance. Extenuating considerations of good governance, rule of law, and state and nation building interject politics, social system, tribalism, and clan-based challenges. Traditional transformation criteria would be challenged to spew the same significant empirical results as the United States, for example. The same public and private sector organizations that provide resources, manpower, and logistic leadership throughout the international environment face many more challenges in cross-border, multilingual, and religious

societies, such as those found in Africa's international marketplace (Alevesson, 2002; Dunning, 2000).

Institutional Theory and East African Leadership

North (2009) suggested that institutions or rules of competition and cooperation formulate the rules by which the market follows. In addition, they reduce the transaction costs and provide property rights and maximize societal output. Blomqvist and Lundahl (2002) realized that in order for an economy to be successful, the transaction cost must be reduced before the efficiency of the economy can be most profitable. The rules of the game in all societies, formally or informally, are devised limitations that shape human interaction. This type of constraint on leadership and the work environment is paramount in pre and postcolonial Somalia, an East African country.

Acemoglu, Robinson, and Verdier (2003) revealed that clan networks constrain actions and create equality in informal institutions, and formal rules are codified and officially accepted communication channels. Ismail (2010) defined Somalia's challenge as tribalism, an identity-based patronage system of leadership, and a constraining voice during the Cold War. The system weakened the society's bargaining power and limited strategic and economic credibility, causing the state to act more like an agent at the expense of its citizens (Grossman, 2002).

The complexities of Somalia's tribalism cannot be understated, as it is not unique to one disorganized state in the region. Somali social structure consists of the Arta 4.5 version of Somali-Clan families: Daarood, Digil, Mirifle, Dir, Hawiye, and a smaller collection of clans. Adam (1995) noted that ethnic conflicts eventually become clan conflicts. Clan conflicts basically are genealogical segmentations and take on a

primordial view based on kinship sentiments. This is significant when dealing with regional markets and economic developments.

The counterbalancing instrumentalist viewpoint of tribalism likewise suggests that Africa manifested through three states of ethnic development. The first phase, the pre-colonial equilibrium, produced a structurally sound political and social connectedness through kinship structures. This phase would impact the synergy of production, commerce, and cultural groups. The second phase saw ethnic and ethnicity utilized as a tool of positive and negative categorization to hinder colonization efforts. This would pit the African and society against one another. Finally, neo-colonialism, or tribalism, was the administrative construction of colonizers and is the state apparatus being utilized to date (Coquery-Vidrovitch, 1992). Somalia may be an extreme example of East Africa's challenge; however, it provides a contextual view of how difficult leadership and the work environment can be to measure its effectiveness in international business.

East Africa has its share of independently challenged environments that have their own unique characteristics. With a population of over 980 million inhabitants and a variety of languages and dialects, it is easy to resolve the complexity to provide a central taxonomy to capture the entirety of East Africa's abilities (Organisation for Economic Co-operation and Development [OECD], 2001). Ethiopia is one of the most developed cultures in the region. With one of the largest military units on the continent, over 100,000 strong, they have managed to implement a system that is seemingly manageable in an unpredictable environment with continuous neighbors on all sides (Ismail, 2010; OECD, 2001; Yemer, 2009). Like many other countries in the region, Ethiopia has

challenges dealing with language, tribalism, clannish organization structure, primordial development, instrumentalism, and neo-colonialism (Ismail, 2010).

The impact of the regional dynamic can be felt in Ethiopia's neighbor: Kenya suffers from the vacuum vacated by colonial enterprises conveniently remodeled into neo-imperialism (Blunt & Jones, 1997). The void in structure and form causes the learned to struggle through employment of programs and social development processes, which are intended to better serve the masses.

Like the military formalized system, the education system of Tanzania and many others suffered immensely in the early development of what is now East Africa's education system. Chiefly occupied by colonialists and based on rules set by Germany and Great Britain, the educational system today is well ingrained in its current state of affairs (Nguni, 2005). The relevance of over 120 years of dominant influence penetrates the mental and social state of leadership across the spectrum of the region. Today, Tanzania has implemented new educational methodologies to ensure they are successful in the competitive market by renovating an existing suppressive education system. For this to occur, there must be a conscious effort to change efficiently using a transformational approach to meet this need (Nguni, 2005).

The three previous examples touch briefly on the intricacy of the region and how much forethought is required to address each issue in concert or separately. Hofstede's (1980) culture research is arguably the most influential study cited on cross-cultural topics in the past two decades. Despite recent rumblings of errors based on limitations to a single company sample and whether it is out of date and in touch with current discussion, it still is relevant and popular amongst the international business community.

His primary effort was to capture the essence of employees who were extended in a global MNC. The leadership industry benefited from his research and had its first insight into effects of cross-cultural issues on a variety of leadership interests. House, Hanges, Javidan, Dorfman, and Gupta (2004) expanded Hofstede's (2001) work, spending considerable effort to avoid ethnocentric bias, which centers on U.S.-based hegemony. Together with the World Values Survey, researchers have a richer understanding of the human element that coexists in the modern and developed nations.

The research effort to understand leadership in the international environment opens up a reasonable discovery of topics that the business environment can address. East Africa and other densely populated communities throughout the world all face contradictory, ambiguous, and volatile challenges. It is important to explore as many areas as possible to reveal differences between cultures in order to gain an understanding and assist leaders in becoming successful (Seaver, 2010).

Cultural Constraints

Seaver's (2010) case study of cross-cultural organization identified transformational leadership as one of four prominent leadership styles. His observation of leadership was well-researched to include many theorists who have advanced the literature on leadership (Eisenbach et al., 1999; Parry, 2002). The research expanded Burns's (1978) research on transactional and transformational leadership styles, which remains the preferred theoretical benchmark utilized within the industry. The importance of this work is just as relevant in development organizations. As increases in acquisitions of multinational and global organizations continue, multiculturalism continues to reconfigure the global business culture. It is not uncommon for interest to be

communicated by processes and leadership from home-based organizations thousands of

miles away. The physical distance can limit strategic and operational effectiveness in

transferring knowledge and add to ambiguity. This is a remarkable test of knowledge

transfer, isomorphism, and embeddedness. Cultural issues are being studied specifically

to understand the differences between cultures in the social and physical environment

(Bass, 1989; Burns, 1978; Fiedler, 1967; Stogdill, 1981). Complex discussions are

revolving around the relationships between divergent cultures, as the medium is growing

in diversity and complexity (Hofstede, 2001; House et al., 2004). This research continues

to inventory attributes that impact culture as well as leadership and the work environment

(Bass, 1989; Moos, 1974).

In Africa, cultural constraints abound as a vast mixture of languages, dialects, and

tribal- and clan-based limitations challenge MNCs to gain acceptance. Likewise,

Western Africa has a deficient and negative influence in national and organizational

leadership (Iwuh, 2010). The impacts of Western colonial governments historically have

challenged the transitioning nations, as years of influence seem harder than ever to fade

away. Yemer (2009) examined traditional Western theories by asking what leadership

means to Ethiopians. In Nigeria, the economic condition is quite similar to the nations in

Eastern Africa. The public sector is quickly changing its passive nature to become

aggressive, using pay packages and benefit programs to encourage increased performance

and rent (Iwuh, 2010). This is a positive sign; however, the element of possessing one of

the world's vast areas of corruption, bribery, and piracy continues to shutter the rule of

law and good governance. European colonial nations, such as Britain, Portugal, Spain,

and Italy, all have had their hand in trying to establish some semblance of government with sustained success.

Cultural constraints often are obvious to observe (race, color, religion, caste); however, this is not always the case (Kaifi & Mujtaba, 2010). In East Africa's Somali region, as an example, clan and tribal matters challenge the public sector and MNCs to understand what is the correct mixture of rules, governance, and policy. Hofstede's (1980) research found that national cultures vary based on power distance or the perception that society distributes power unequally. East Africa's high power distance society assures that their society accepts power from those in formal authority (Yemer, 2009). Nnadozie (2001) found similar results in high power distance, collectivist orientation, moderate risk aversion, and moderate femininity categories. This result leads to the conclusion that there is an expectation that Africans expect a paternalistic component to leadership (Erkutlu, 2008; Jaeger, 1986; Nnadozie, 2001). Africa as a culture depends on interpersonal relations and consensus building. They are essentially collectivist in orientation and not in the sense of Western favoritism or nepotism (Blunt & Jones, 1997; Dia, 1994). This makes it difficult for Western leadership styles to merge conveniently with East African leadership and in the work environment. To better understand this concept, the following is a brief glimpse of the social environment.

Leadership in the Work Environment

As a complement, the field of work environment research is relatively new and is evolving in other cultural studies. Moos's (1974) approach to the work environment sought to define and measure the perception and preferences regarding an ideal environment and the expectation of the work setting. The research attempts to

complement and build upon understanding the daily routine through rules and policies that are communicated; the amount of control the rules and procedures have on employees; the emphasis on variety, change, and new approaches; and the extent to which the physical surroundings contribute to a good work environment. The research in this area as it relates to East Africa is sparse if not non-existent. More work is needed to expand Moos's seminal research.

Moos (1974) attempted to illustrate the practical applications of his scales through research. The subscale evaluates workplaces, provides understanding and perceptions, monitors the impact of changes, and promotes improvements (Moos, 1974; Moos & Schaefer, 1987). The multiplicity of environments may or may not encourage direction or control the behavior of the workers. This could impact, negatively or positively, the overall vision and strategy set by the transformational leader (Burns, 1978).

Moos (1974) and Moos and Insel (2008) developed the Work Environment Scale to measure the social environment of all types of work settings. The subscales are comprised in 10 dimensions and three sets: Relationship, Personal Growth and System Maintenance, and System Change. This present study will utilize Form R, which focuses on autonomy (independence), clarity (expectations in their daily routine), managerial control (use of rules by managers to control the environment), innovation (measures the degree of emphasis on variety, changes, and new approaches), and physical comfort (measures the extent to which the physical surroundings contribute to a pleasant work environment). These five items will help measure perceptions in the current work environment, thus providing a compensatory view into how transformational leadership impacts the work environment across cultures internationally, regionally, and locally.

The secondary effect of understanding transformational leadership in the public sector is to understand the correlation to the work environment in a collectivist and high power distance society, such as East Africa (Blunt, 1978; Blunt & Jones, 1997).

Transformational Leadership and the Four Factors

Gladwin (1958) posited that transformation inspires a change in mission, structure, political, cultural, and technical systems. Burns (1978) imposed that transformational leaders elevate the vision, focus, and desire of teams, and encourage them to seek a higher ground of excellence and consciousness. This approach articulates the need for safety, security, and, ultimately, self-actualization (Bass & Avolio, 1997). The influence of force plays a critical role in satisfying subordinate desires and needs. This process guides subordinates to advance roles and ultimately responsibilities (Bass, 1985). The ultimate goal is that of change in all organizations possessing this thought process. The vision of their leader permeates in the passion of the subordinates (Howell & Avolio, 1993).

Yukl (1989) suggested that transformational leadership is found at the micro-level as influencing individuals and at the macro-level as influencing the organization with a broad span of control. Members become inspired by vision and understand a greater purpose is for the good of the team (Bass, 1985).

Burns (1978) conducted studies prior to Bass (1985) and laid the groundwork for transformational and transaction thoughts. In his earliest studies he surveyed top executives and asked what they believed was most important and how they get others to do more for the overall good. He classified 142 items between transformational and transactional categories. The study was reduced down to 73 items and presented to 176

Army officers. They described their leaders, and three areas were categorized: transformational, transactional, and passive or laissez-faire factors. The research was expanded by Bass (1985). Bass (1985) showed that subordinates found a new desire to move in a direction and exertion to put the goals of the organization before their own. This ultimate shift was considered transformation (Bass, 1985). The differing view on transformational leaders was most likely in the eyes of Burns (1978), whose view of transformation identified with the moral cusp of good and evil. Bass (1985) insisted that it would be difficult to measure this phenomenon, because good does not always mean it is the correct solution. This continuum of theory proceeded to determine what is valued most and is the dominant style, as Burns (1978) suggested, that leaders seldom possess transformational and transactional leadership. Even though transformational leadership has excelled at leading the thoughts of change, transactional thoughts have shown where every action has a price (Howell & Avolio, 1993).

Transformational leadership theory proposes that sound leadership has the ability to create significant change in followers through encouragement and harmony (Burns, 1978). The perceptual framework of leadership is that the organization, as an entire unit, will achieve a greater performance when the organization and its employees are placed first (Yukl, 1989). Herein, the transformational leader enhances the motivation, morale, and performance of followers in an effort to advance to a higher efficacy of the whole. This paradigm shift in the mind of the organization is to be cognizant of each person, and the broader picture changes the expectations and aspirations of employees. Without consequence, it is the personality traits and ability of the leader to change tactical or

operational problems that rely on individual achievement to more effective and efficient strategic vision and goals.

The value of this study will be measured as more information and research is gathered on interaction in the international business and leadership environments. Expectantly, this will be the start of one small effort. Today, little is known about the relationship between transformational leadership and the work environment. This study utilizes a quantitative approach to understanding the dynamic relationships between transformational leadership and the work environment. This research considers facets of cross-cultures, international business, and the influences of people within the study (Alevesson, 2002). Although the primary purpose is not to consider the itemized efforts of contingent leadership, it is understood that certain values and constructs will apply in future research efforts (Cameron & Quinn, 1999). It probably is appropriate to mention that the Competing Values Framework discussed by Cameron and Quinn (1999) does not consider the type of organizational clan relationship referred to herein, in terms of ethnicity in the African clan or tribe relationships. Their reference to clan relates specifically to organizational focus and flexibility and not familial, paternal, or maternal association.

Leadership must exist in as many forms as there are languages. Transformational leadership is a prominent component of international business structure, including Africa's economic centers. The research suggests that transformational leaders have the ability to influence, inspire, and create vision that ultimately motivates a target audience (Burns, 1978). It is this ability that allows followers to place the needs of their community, organization, or clan above their personal desires and foster a cohesive

financial outcome. Hall (1976) describes high-context societies as groups of people who

possess a close connection over a long period of time. He asserts that many people are

influenced by processes that are learned from years of interaction via family relationships

within tribes or clan-based societies. Africa is a superb example of this strong influence.

Contrasted against a low context society (e.g., expatriates) where shorter duration impacts

behavior and beliefs, and ideas may need to be explicit, for the former (those influenced

by interactions within family relationships within tribes or clan-based societies), the end

result will create a cohesive community and produce higher profits.

　　　House et al. (2004) investigated the effects of culture and provided an updated

perspective of cross-cultural research beyond Hofstede's (2006) research in scope, depth,

duration, and sophistication. The Global Leadership and Organizational Behavior

Effectiveness (GLOBE) study provides a critical contributory assessment of the varying

degrees of culture exchanges within the international dimensions (House et al., 2004).

The primary outcome identified six universally shared conceptions of effective and

ineffective leadership. Although there may be some validity to its finding, the present

study focuses more on the individual needs to the need of self-actualization, moving

beyond Maslow's Hierarchy of Needs of safety and security. Transformational leaders

have the ability to transfer their vision to other members (Howell & Avolio, 1993). Their

impact has long-term and far-reaching effects on the organization and, ultimately, on

performance measures. The sampled population assesses whether idealized influence,

inspirational motivation, idealized intellectual simulation, and individualized

consideration in the work environment have a significant relationship.

Idealized influence refers to the way leaders are perceived to yield power and influence on their followers (Bass & Avolio, 1994). Trust and confidence in the work environment are key to the acceptance of the organization and ultimate change. Idealized influence is closely associated with charisma (Arnold et al., 2001; House et al., 2004). Leaders who have a strong charismatic presence and confidence achieve great success during times of crisis and change (Bass, 1998). Therefore, it is posited that there is a significant relationship between idealized influence (attributed/behavioral) and the work environment.

Inspirational motivation expresses shared goals and mutual understanding of what is important. Transformational leaders have a distinctive clarity of the future, offer followers the opportunity to see purpose and meaning in their work, and encourage followers with meeting high standards. They encourage followers to become part of the overall organizational culture and environment (Yukl, 1989). Through these sorts of means, transformational leaders encourage their followers to imagine and contribute to the development of attractive, alternative futures (Bass & Avolio, 1994, 1997); therefore it is posited that there is a significant relationship between inspirational motivation and work environment.

Intellectual stimulation communicates the ideas and values of which the transformational leader is able to encourage others to think about their problems in new ways (Avolio & Bass, 1998). Transformational leaders question assumptions and beliefs and encourage followers to be innovative and creative when they approach challenges in new ways. Therefore, it is posited that there is a significant relationship between idealized intellectual stimulation and work environment.

Individualized consideration simply means understanding and sharing concerns with others while considering them individually. In a collectivist society, such as Africa, this may have a different result when measured. This concept of consideration helps the follower maximize their full potential (Avolio & Bass, 1998). People are treated individually and differently on the basis of their personal skills and experience and their purpose to excel at a greater achievement level; therefore, it is posited that there is a significant relationship between individualized consideration and work environment.

Demographics and Organizational Commitment

Gunlu, Aksarayli, and Percin (2009) provided findings that suggest normative and affective commitment are key attributes in whether employees will remain in a position of employment. Demographics often can be a strong indicator of whether a transformational leadership style will be invoked to address a work environment situation. Lau and Chong (2002) and Lok and Crawford (2004) considered the viewpoints of managers, as they were found to be the key ingredient in effective in management. Without the leadership of management and the effectiveness of the organization in their study of hotels in Turkey, the success rates diminished.

Turkey, like many other cultures, is influenced by societal norms that have been titled *social exchange theory* (Jernigan, Beggs, & Kohut, 2002). Culture clearly has an impact on organizational commitment, as national cultures influence individual behaviors (Hofstede, 1980). Individualism and collectivism in Hofstede's (1980) seminal cultural dimension category relates closely with the individual's need to be part of a group when he or she is alienated. Turkish culture is much like East Africa's collectivist societies and requires attention to the needs of the community (Gunlu et al., 2009). From an individual

motivational level, value theory promotes the theory that a person's value system will drive his or her actions (Pohlman & Gardiner, 2000). Yet, more importantly, national culture in this study of East Africa is somewhat elusive, as regional culture is much different than national culture (Hofstede, 1980; Trompenaar, 1993). What drives the global competitive market is as ever changing as technology, and the speed of competition ultimately drives the quality of life (Mujtaba, 2010; Tajaddini & Mujtaba, 2009). The relationships of workers, managers, and supervisors in organizations impact organizational commitment and the work environment (Meyer & Allen, 1991; Moos, 1974).

Past research has weighed in on demographic factors that continue to show promise in measuring differences in the international business community. This research concentrates on age, gender, education, salary, nationality, country of origin, and organizational affiliation as parameters that may play a lead role in transformational leadership and work environment (Ferreira, 2011; Mobley, 2011). In the international business community, demographics such as age, gender, education, salary, nationality, and country of origin can play a pivotal role in acquiring or closing large business dealings (Hutchinson, 2011). Identifying these factors can be crucial to understanding the cultural environment—social and professional—that ultimately can lead to increased profit or huge losses. East Africa's panorama of diversity extends from kinship, tribal affiliation, tribes, and super tribes; it can be exhausting and requires further examination. However, limiting this research to common areas as age, gender, education, salary, nationality, country of origin, and organizational affiliation is a reasonable beginning of understanding the complexities of demographic differences.

Finally, one must look at organizational commitment from both a psychological and attitudinal linking (Allen & Meyer, 1990). Demographics can positively or negatively bind the individual to the organization. There must be a readiness to act internally to capture the feelings, beliefs, and inclinations necessary to invoke a successful behavioral response (Ajzen, 2001). The three-component model is the dominant model in organizational research; however, it is not without debate. Some believe the model leads to a clearer understanding of turnover (Eagly & Chaiken, 1993). However, this study receives the TCM as a focus of attitude and behavior in an effort to quarantine the focus of attachment, perception of cost, and obligation to stay.

Transformational Leadership and the Work Environment

Research concerning the individual nature of transformational leadership and the organizational concepts in the work environment are much needed in development organizations. The Work Environment Scale has proven that it is extremely valuable in cross-cultural normative samples. Cotton, Dollard, and de Jonge (2002) studied university students in New Zealand and Australia. Goddard, O'Brien, and Goddard (2006) studied teachers, and Day, Minichiello, and Madison (2007) studied nurses to show the importance of understanding the work environment across borders. The importance of studies like these cannot go unnoticed. Each culture is different and demands a different set of leadership styles and skills to maximize effectiveness and efficiency. Transformational leadership styles can vary and must be implemented differently depending on the societies and cultural situations.

In East Africa, Hofstede (1980) studied and rated East Africa with a high Power Distance rating of 64. Likewise, their ranking for Individualism was 27. Power Distance

refers to the degree of inequality that is accepted in a particular culture (Hofstede, 1980).

Kenya is the largest economy in East Africa and is a great example of how diverse a

region can be in its approach to culture. Kenya mirrors Hofstede's (1980) high

evaluation of the region. They have a large acceptance for inequality in employee-to-

employer relations and people-to-government relations, and they believe power should be

distributed unequally (Hofstede, 1980). The impact of these factors can be seen in high

unemployment and a higher acceptance of authority, and managers tend to make the

decisions (Hofstede, 2009). In Kenya, employees have a high need for independence,

which could lead to increasing conflict with the management or boss (Frese, 2009).

This research suggests that transformational leaders must be flexible in

understanding the cultural challenges that await them in East Africa. The WES model

can be a helpful tool in evaluating the work environment and adjustments that must be

made accordingly. The ability to measure the current work place allows for a clear

evaluation of needed change, understanding perceptions of managers and employees, and

monitoring the impact of changes (Moos & Insel, 2008). For example, Strong (2005) was

successful in a case study concerning counselors and their interaction with patients'

supervisors and coworkers using the WES model. Shechtman, Levy, and Leichtentritt

(2005) were successful in understanding teachers' perceptions of their professional

development in the work environment. The subscales provide insight across the

Relationship, Personal Growth, and System Maintenance Change dimensions (Moos &

Insel, 2008). Transformational leadership styles have to be considered as a key indicator

to the work environment. It is here where substantive leadership in the individual will

influence the work environment.

Transformational Leadership and Organizational Commitment

The four salient features of transformational leadership impact organizational commitment, as researched in an article which sampled 118 East Malaysian employees (Ismail et al., 2011). The international marketplace is fast paced with competition expanding simultaneously in real time. Transformational leadership styles are increasingly in demand in this dynamic global market (Bartram & Casimir, 2007). Transformational leaders must demonstrate and perfect the value of vision and forward thinking, more so than other styles of leadership.

Organizational commitment has three factors of consideration: a strong belief in acceptance of goals and values, a willingness to exert considerable effort on behalf of the organization, and a strong desire to remain in the organization (Mathieu & Zajac, 1990). The ability of a leader to properly implement intellectual stimulation, individualized consideration, individualized influence attributed, and individualized influence behavior may lead to increased organizational commitment (Dubinsky, Yammarino, Jolson, & Spangler, 1995). This analysis has been tested in several samples, as 228 employees in three U.S. organizations and 1,376 nurses in U.S. health organizations all resulted in the leader properly using transformational behaviors to influence the organizational commitment of others (Bycio, Hacket, & Allen, 1995; Simon, 1994).

Work Environment and Organizational Commitment

Figure 1 provides an opportunity to discuss a relationship between work environment and organizational commitment. Combining the two thought processes will lead to new research into how organizational commitment is influenced by the organizational modeling of the work environment (Meyer & Allen, 1991; Moos & Insel,

2008). It would be intuitive to suggest that attitudinal commitment and behavioral

commitment are directly related to autonomy, control, clarity, innovation, and physical

comfort; however, research in this area, particularly relating to developmental

organizations, still needs to be explored (Meyer & Allen, 1991; Mowday, Steers, &

Porter, 1979; Price & Mueller, 1986).

The multidimensional three-component model may yield new insights into how

organizational antecedents impact transformational leadership as well. The challenges of

culture weigh even heavier on the framework in Figure 1. It is unknown how each

subscale will impact the other. The psychological conceptualization may address each

area in a variety of ways. There are many extraneous interests, such as pensions and

family concerns, that likely influence the continuance nature of the work environment as

well (Shaw, Delery, & Abdulla, 2003). This collective approach to viewing the work

environment is new; however, the assumption is that there is a relationship at the

individual level and organizational level.

Transformational Leadership, Work Environment, and Organizational

Commitment Model

Figure 1 is a graphical depiction of the interchanging paradigm of the

transformational leadership, work environment, and organizational commitment model.

Individually, each model in isolation is a valid and reliable representation based on sound

empirical research. The resulting analysis of each conveys a higher degree of

understanding of leadership, the work environment, and the commitment to remain with

the organization (Bass, 1998; Bass and Avolio, 1994; Moos, 1974, Moos & Insel, 2008).

The current research suggests that the positive influences of the transformational leader can indeed impact the work environment. Addressing the complexities of a higher arrangement of variables in a largely feministic value center, such as East Africa, makes this task more challenging. The model (see Figure 1) does not exist; however, as a baseline it essentially is a framework to begin the process of understanding how the chosen independent variables moderate between dimensions. As an example, Claes (1999) addressed the values and leadership styles of women, finding that female gender leadership leaned more towards a transformational leadership style than male leadership. Further complicating the impact of gender as a consideration are organizational cultures that impinge upon the complexity of Western-based societies (Jacobs, 1989). This research suggests that demographic variables considered will provide insight into the moderation of model dimensions proposed in the framework. Similarly, transformational leaders prefer to work in a close environment, such as clans, tribes, and kinships (Masood, Dani, Burns, & Backhouse, 2006). This leads to a belief that transformational leadership may show moderation in the WES scales (Moos, 1974). By creating a work environment that is conducive to motivation, the outcome eventually becomes positive and successful and strengthens organizational commitment (Meyer & Allen, 1991; Moos & Insel, 2008).

The Work Environment Scale is specifically designed for a milieu of work environments, particularly hospital wards, school classrooms, and military work environments (Moos, 1974). The framework suggests that one can examine development organizations in kind and should see similar results. This research captures the Personal Growth/Goal Orientation and System Maintenance and System Change dimensions in a

variety of organizations and work milieu. Fisher and Fraser (1983) were able to sample

an international audience of teachers in Australia and Tasmania to validate the relevancy

of WES in differentiating between perceptions of teachers and schools. This should

allow for organizations and nationality to impart how organizational commitment may

differ in the work environment. By addressing the dimensions of the WES and TCM, a

strong correlation of each dimension (normative, affective, and continuance) should

moderate. If an increase in the work environment is present, there should be a correlation

to organizational commitment and transformational leadership dimensions. One should

see an equal or moderate relationship from the subdimensions of each perspective

category (Meyer & Allen, 1991; Moos & Insel, 2008). Because WES measures the social

environment of the work area, it is anticipated that higher scores in the work environment

will lead to a great commitment within the organization.

Therefore, Hypothesis 1 is as follows:

H1:   There will be a significant positive relationship between work

environment and organizational commitment; as work environment

increases, organizational commitment will increase.

De Frias and Schaie (2001) were able to produce empirical results showing

significant differences in perceived work environment based on age, gender, and

occupation type. They found that respondents aged 50–56 had the highest perceived

autonomy, control, and innovation in the workplace. Men who participated in all

occupations had a higher perception of the work environment. Likewise, respondents in

managerial positions had the highest perceived levels of autonomy, control, and

innovation in the workplace. As in the work environment where high levels of

transformational leadership take place, one expects to see an equal level of moderation commensurate with the work environment. Transformational leadership traits and style evokes upon the follower to exceed his or her expectation by providing continuous encouragement on behalf of obtaining a more robust outcome beyond what the individual expects or anticipates.

Therefore, Hypothesis 2 is as follows:

H2:   There will be a significant positive relationship between transformational
       leadership and work environment; as transformational leadership
       increases, work environment will increase.

Undoubtedly, understanding organizational cultures and the types of organizational influences that affect transformational leadership and work environment is important. The international business sphere of organizations demands understanding the internal and external pressures that extend beyond the work environment (Hofstede, 1980; House et al., 2004). Hofstede (1980) insists that value, dominant leadership style, language, and symbols all play a role in determining success in the global consideration. By researching a high contextual community of employees in the East African work environment, one anticipates that demographics provide a complex determinant of behavior that if correct will positively increase the work environment and organizational commitment as each area increases.

Transformational leadership has been shown to impact organizational commitment in low- and high-context societies (Avolio, Zhu, Koh, & Bhatia, 2004). The global community consists of a mixed society of low and high-context communities. Extensive research suggests that contextual work environment results in psychological

empowerment and social distance as mediators and moderators in their work areas, respectively (Barling, Slater, & Kelloway, 2000; Yip, 1989).

Further, transformational leadership was shown to have strong and positive effects on organizational commitment in both Kenyan and U.S. cultures (Walumbwa, Orwa, Wang, & Lawler, 2005). The purpose of their study was to continue to expand on the empirical and meta-analytic studies on transformational leadership in East Africa. Kenya is a regional example; however, a variance is anticipated, as Kenya has a strong British influence that may be a reason why Kenyan and U.S. cultures respond in kind. Further examination of non-British cultures is recommended. Positive results under the guise of transformational leadership have shown to result in fewer turnovers, increased work performance, and a longer-term organizational commitment from employees. Transformational leaders provide more confidence, more motivation, and the personal attention required to achieve success (Walumbwa & Kuchinke, 1999). The Kenyan studies provide a brief glimpse into the cross-cultural challenges found in high-context societies, such as East Africa. This study does not examine the tribal, kinship, and super tribe levels; however, it begins a necessary dialogue to cross-cultural examinations accordingly.

Therefore, Hypothesis 3 is as follows:

H3: There will be a significant positive relationship between transformational leadership and organizational commitment; as transformational leadership increases, organizational commitment will increase.

Avolio et al. (2004) found a strong correlation between transformational leadership and organizational commitment after examining nurses in Singapore. Jung

and Avolio (1999) likewise solidified transformational leadership impact in high-context societies by examining Asian and Caucasian students in a laboratory. The end results reported that Asian students garnered more ideas working with a transformational leader than did the Caucasians. Finally, Geyer and Steyrer (1998) reported transformational leadership had positive effects on employees' level of effort and objective performance in Australian bankers. This researcher anticipates there will continue to be a strong correlation among this sample of employees in development organizations in East Africa.

Therefore, Hypothesis 4 is as follows:

H4:   Transformational leadership significantly correlates to work environment and organizational commitment in development organizations.

The relationship of transformational leadership and organizational commitment is well documented. The correlation between transformational leadership and the work environment (social environment) should likewise show a strong and dominant relationship. Koh, Steers, and Terborg (1995) reported a similar positive association between transformational leadership and attitudes and performance in Singapore. Jung, Butler, and Baik (2000) reported that transformational leadership had positive effects on followers' perceived attitudes and performance in another high-context community of students. Howell and Hall-Merenda (2002) reported transformational leadership produced significantly higher follower performance in close physical distance situations in Canadian bankers. As the work environment is improved upon, it is anticipated that environmental elements of autonomy (independence), clarity (expectations in their daily routine), managerial control (use of rules by managers to control the environment), innovation (measures the degree of emphasis on variety, changes, and new approaches),

and physical comfort (measures the extent to which the physical surroundings contribute to a pleasant work environment) will have a positive correlation with organizational commitment.

Therefore, Hypothesis 5 is as follows:

H5:   Work environment significantly correlates to organizational commitment in development organizations.

Summary

The preceding chapter rigorously examined leadership and organizational theories relating to leadership, work environment, and organizational commitment. The review began with a thorough review of current leadership literature and found that leadership is not a homogenous concept that can be utilized by the individual who or organization that does not have overall concept antecedents, such as demographics, organizational makeup, or cultural values. Leadership is dependent upon many factors and must evolve and adjust, especially in development organizations. East Africa's increasing importance in the economic market is dependent upon sound leadership and organizational commitment. This study argues that development organizations rely heavily on transformational leaders who can influence and instill confidence in followers to achieve greater results than expected. Once leaders understand the importance of their unique environment and the myriad of complexities that may challenge their local market, such as kinship, clan, and tribalism, they can provide the required advice to lead to increased rents and lower transaction cost. Applying the Multifactor Leadership Questionnaire to this study of development organizations in East Africa may reveal a relational outcome that is much different than those in developed nations (Bass & Avolio, 1994).

The introduction of work environment allows the discovery beyond traditional attitudinal and behavioral measures as an assessment of organizational structure (Meyer & Allen, 1991). The work environment allows researchers to assess the work environment from the Relational, Personal Growth, and System Maintenance dimensions (Moos & Insel, 2008). This assessment extends the popularized attitudinal assessment and includes the social climate or personality of the work setting. The social climate in development organizations can likewise be challenged by a unique set of variables outside of traditional institutional concerns. The social climate has a strong influence on people in a work setting. Clinicians and researchers have shown how an individual's behavior, feelings, and personal growth are impacted. An understanding of the work environment can help manage both the positive and negative aspects of the work environment (Moos & Insel, 2008).

Finally, Meyer and Allen's (1991) developed TCM model is very valuable in relating the attitudinal and behavioral reasons for remaining with an organization. This is extremely helpful in a language- and culture-rich area such as East Africa. The thought of culture and kinship impacting organizational commitment ensures that the anticipated level of organizational commitment will be as varied as the region and culture of the respondent. The scales are intended to measure the commitment of employees toward the organization, but, as discovered, organizational commitment may be reliant on attitudinal values more strongly than behavior (Solinger, van Olfeen, & Roe, 2008). This is a critical piece in development organizations, as their bottom line operationally is to aid and assist and may yield a different result in development organizations.

Chapter III

Methodology

This chapter defines the research methodology, samples, variables, validity and reliability, instruments, data analysis, research design, and procedures for examining the relationships between transformational leadership, work environment, and organizational commitment in development organizations, particularly in East Africa. The following sections include (a) the conceptual framework, (b) research methodology, (c) population and sampling method, (d) variables, (e) operational definition, (f) validity and reliability, (g) instrument, (h) method of data analysis, (i) research questions, and (j) working hypotheses.

Africa is the world's second largest and second most populous continent (OECD, 2001). To put this idea into perspective, Africa is three and a half times the size of the United States. With a population of over 1 billion inhabitants and natural resource markets, Africa is at the center of the future of many markets. East Africa is likewise the cradle of human origin. East African people speak a variety of languages and dialects. From the Bantu or Swahili to the Nilo-Saharan languages, the essential element is that the inhabitants are linguistically and ethnically linked. This dichotomy is even more perplexing, as a mixture of Arab Muslims and Southwestern Asians have left their language and culture in East Africa. Combining the complexity of languages, the largest populations who speak Afro-Asiatic languages—Amhara, Tigrinya, Somali, Afar, and Oromo—are located near the coastal areas (OECD, 2001). Africa is reported to have over 2,000 languages and as many dialects, which conveys the diversity consideration

that must be observed when considering an organizational overview and analysis of development organizations working in East Africa.

Conceptual Framework

This study explored transformational leadership that exists in the work environment and organizational commitment. It determined if there was a positive or negative or significant relationship that was similar or different than those researched in the literature of transformational leadership and work environment. In an effort to determine how transformational leadership, work environment, and organizational commitment transpose collectively, the conceptual framework of the study is highlighted in Figure 1, Chapter I. The study discusses how transformational leadership styles carefully integrate with the social climate of the work environment and organizational commitment. The model also conveys the appearance of antecedents that imply variables of consideration, which, when factored in with the international business market results, vary depending on the stressors and importance of each category.

Research Methodology

This study used a cross-sectional research design that allowed the researcher to integrate individual and organizational concepts to examine the organizational commitment of development organizations. This study was forwarded electronically in a survey format that required no more than 20 minutes to answer (see Appendix B). This research used the Multifactor Leadership Questionnaire, the Work Environment Scale, and the Multifactor Organizational Commitment scale (Bass & Avolio, 1994; Meyer & Allen, 1991; Moos & Insel, 2008). The end result addressed the posed hypotheses.

This study investigated the relationship between transformational leadership and work environment. The premise of the study was to research the impact of transformational leadership and the work environment in development organizations and determine what was the ultimate relationship in an untested research area of organizational commitment. As the research questions abound, particularly in the subject of cultural constraints, Africa continues to pose major considerations from the public sector framers (Blunt & Jones, 1986; Nguni, 2005). This is new territory in research, specifically in an area that is rich in language, culture, religion, and social traditions.

This study sampled individuals servicing development organizations, which included international organizations, government institutions, private sector support organizations, finance institutions, training and research centers, civil society organizations, development consulting firms, and grant makers. This study utilized the Bass and Avolio (1997) MLQ-5X (short form) and Moos's (1974) Work Environment Scale (WES) subscales and combined comparative measures for non-profit sector respondents in the United States. Using confirmatory analysis and a simple path model to correlate significant relationships, the study provided the empirical results necessary to deduce whether or not transformational leadership significantly impacts the work environment and organizational commitment in development organizations.

Investigating the relationships between transformational leadership and work environment provided valuable quantitative data to examine Bass and Avolio's (1997) assumptions concerning transformational leadership across country, tribal, and clan-based societies in Africa. The same questionnaire was submitted to American counterparts to record a baseline sample to compare the results. The study utilized the Rater Form of the

MLQ-5X, whereby the followers rated their leader in their work environment (Moos & Insel, 2008). Bass and Avolio's (1994) framework of values provided the model necessary to quantify idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These assumptions in relation to work environment have not been sufficiently investigated in the body of literature.

Population and Sampling Method

The subject of this study focused on the professional members of development organizations in East Africa's public sector. The employees work in the areas of (a) international organizations, (b) government institutions, (c) private sector support organizations (including fair trade), (d) finance institutions, (e) training and research centers, (f) civil society organizations, (g) development consulting firms, (h) information providers, or (i) grant makers. The researcher used the Directory of Development Organizations (2010) as a guide to collect the interest of 189 participants using electronic survey software. This was necessary due to the limitations of distance, logistics, and time. The sample size of 195 is recommended based on a population of over 2,600 to ensure the degree of accuracy expressed as a proportion is .05 (Krejcie & Morgan, 1970). The research achieved its goal of high validity by reaching the sample size goal of 300 development organization employees (see Appendix C)

The questionnaire was submitted in English to addressees located in the Directory of Development Organizations (2010). Given the vast dialects and languages spoken across the region and state-defined borders, the researcher decided against multiple translations between host nation dialects and French. English is spoken by greater numbers of people than French, Italian, or Arabic. By focusing on English as a common

language, the research continued existing research of transformational leadership on cultural studies of expatriates by controlling variability, such as age, gender, and organizational affiliation in the international industry (Erkutlu, 2008; Muenjohn, 2009). English was utilized as the skip logic test to ensure the participants could understand and contextualize the myriad of questions in the survey. The targeted population in the study relied heavily on the Directory of Development Organizations (2010). The names and organizations of the respondents remained anonymous to ensure confidentiality and to remain in concert with the informed consent requirements. The researcher hoped to take advantage of the dynamic nature of those who work in East Africa. Due to the many languages, dialects, cultures, and ethnicities, the results provide greater insight into the relationship of transformational leadership, the work environment, and organizational commitment.

Variables

The independent variable in this study is transformational leadership, which encompasses idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The dependent variables are work environment and organizational commitment. Work Environment Scale dimensions are Personal Growth/Goal Orientation and System Maintenance. The variables measured were autonomy, clarity, managerial control, innovation, and physical comfort (Moos & Insel, 2008). Organizational commitment is defined as affective, continuance, and normative commitment (Meyer & Allen, 1991).

 Survey Instruments

The framework model applied in this study relied on three instruments to obtain

data from respondents: Bass and Avolio's (1997) Multifactor Leadership Questionnaire

(MLQ-5X), the Work Environment Scale (WES) developed by Moos (1974), and the

TCM Employee Commitment Survey developed by Meyer and Allen (1991). The TCM

model measures the affective commitment, continuance commitment, and normative

commitment.

Multifactor Leadership Questionnaire (MLQ-5X). The MLQ-5X (Form 5X) is

the latest version, which measures the full range of leadership styles and behaviors and

was utilized for this version only in the Rater Form. The Rater Form is used to evaluate

the persons higher or lower in the organization and the peer. The Leader Form is also

available; however, for this research it was used. The MLQ-5X contains 45 items, yet

this study only refers to the transformational leadership scales of (a) idealized influence

(attributed), (b) idealized influence (behavior), (c) inspirational motivation, (d)

intellectual stimulation, and (e) individualized consideration. The scale also measures

transactional leadership and laissez-fair leadership: Only the transformational leadership

dimensions were used in the study. The MLQ-5X uses a 5-point Likert-style scale

ranging from 1–5. The respondent choices are 1= Not at all, 2 = Once in a while, 3 =

Sometimes, 4 = Fairly often, and 5 = Frequently if not always. Transformational

leadership was calculated as the total score of idealized influence (attributed), idealized

influence (behavior), inspirational motivation, intellectual stimulation, and individualized

consideration using the MLQ-5X. Transformational leadership was coded as a

continuous variable, and a higher score indicates a more desirable environment for

transformational leadership to take place.

Table 1

Transformational Leadership

Subscale	Items
Idealized Influence (Attributed)	10, 18, 21, 25
Idealized Influence (Behavior)	6, 14, 23, 34
Inspirational Motivation	9, 13, 26, 36
Intellectual Stimulation	2, 8, 30, 32
Individualized Consideration	15, 19, 29, 31

Work Environment Scale (WES). The WES Form R booklet measures the

statements about the work place. The WES scales can apply to all work environments.

There are a total of 90 true and false statements. The matching scores compare

perceptions in two dimensions: (a) Personal Growth/Goal Orientation dimension and (b)

System Maintenance and System Change dimension. The relationship dimension was not

measured.

The WES has been utilized in multiple markets, organizations, and institutions

and provides a measured narrative of the social climate of the sampled environment.

Identified subscales are presented as follows. Subscale reliabilities (Cronbach's alpha)

are in parentheses at the end of each description.

1. *Relationship*

     Not Measured

2. *Personal Growth*

Autonomy (A). Autonomy is defined as the extent to which employees were encouraged to be self-sufficient and to make their own decisions (α = .73).

3. *System Maintenance and Change*

Clarity (C). Clarity is defined as the extent to which employees know what to expect in their daily routines and how explicitly rules and policies are communicated (α = .79).

Control (Ctl). Control is defined as the extent to which management uses rules and pressures to keep employees under control (α = .76).

Innovation (Inn). Innovation is defined as the degree of emphasis on variety, change, and new approaches (α = .86).

Physical Comfort (Cmf). Physical Comfort is defined as the extent to which the physical surrounding contributed to a pleasant work environment (α = .81).

The demographic variables were cross-tabulated with the responses from the study to provide further insights of work environment perception to enhance the study and explain the relationship between perception of the social environment and the support of change. Work environment was calculated as the total score of the Personal Growth and System Maintenance dimensions of the WES. Work environment was coded as a continuous variable, and a higher score indicates a more desirable work environment.

TCM Employee Commitment Survey. The TCM model measures the affective commitment, continuance commitment, and normative commitment (see Table 2). The instrument measures the degree of attitude and behavior towards commitment to the employing organization. Based on the TCM measures, the scales measure the desire-based, cost-based, and obligation-based commitment. The survey's well-validated

subscales are (a) affective commitment scale (ACS), (b) normative commitment scale (NCS), and (c) continuance commitment scale (CCS). The TCM uses a 7-point Likert-style scale ranging from 1–7. The respondents' choices are 1 = Strongly disagree, 2 = Disagree, 3 = Slightly disagree, 4 = Undecided, 5 = Slightly agree, 6 = Agree, and 7 = Strongly agree. The current study utilized 18 questions that were revised for clarification. Meyer and Allen have given the permission to utilize the TCM for this study (see Appendix A). Organizational commitment was calculated as the total score of the affective, continuance, and normative commitment dimensions of the Employee Commitment Survey. Employee commitment was coded as a continuous variable. A higher score indicates a more desirable work environment.

Table 2

Items of Each Subscale of Organizational Commitment

Subscale	Items
Affective Commitment	1 (ACS01), 2 (ACS02), 3r (ACS03), 4r (ACS04), 5 (ACS05), 6r (ACS06)
Continuance Commitment	7 (CCS01), 8 (CCS02), 9 (CCS03), 10 (CCS04), 11 (CCS05), 12 (CCS06)
Normative Commitment	13r (NCS01), 14 (NCS02), 15 (NCS03), 16 (NCS04), 17 (NCS05), 18 (NCS06)

Validity and Reliability

Multifactor Leadership Questionnaire (MLQ-5X). Mind Garden Incorporation granted permission to utilize their scales for the MLQ-5X. The MLQ scales factors ranged from .74 to .94 (Bass & Avolio, 1997). All of the scales reliability was high ($\alpha >$ .77). Liu (2005) found the reliabilities within each data set generally indicated the instrument was reliably measuring each variable with some minor deviations (Avolio & Bass, 2002). The positive correlations of the scales are consistent with previous studies by Bass and Avolio (Liu, 2005). Liu also utilized Cronbach's alpha (α) internal consistency reliability for MLQ-5X. The average Cronbach's alpha values for transformational leadership styles are .9132. Nunnally (1978) recommends a Cronbach's alpha of .70.

Work Environment Scale (WES). Mind Garden Incorporation granted permission to utilize their scales for the WES scales. According to Moos and Insel (2008), the WES behaviors were inter-correlated over a sample of 1,045 employees in the general and health care work groups. The five chosen subscales for this study—autonomy, clarity, managerial control, innovation, and physical comfort—account for less than 10% subscale variance. Moos and Insel (2008) reported test-retest reliabilities of scores were calculated twice for a 1-month interval. The test-retest reliabilities varied from a low of .69 for clarity to a high of .83 for innovation. The report also included that stability decreases over longer time intervals of up to 10 years. System maintenance dimensions (managerial control and physical comfort) are the most stable. Overall findings show both moderate and long-term stability and a reasonable amount of change in work environments (Moos & Insel, 2008).

TCM Employee Commitment Survey. The TCM survey permission was obtained directly from Dr. Natalie Allen. According to Meyer and Allen (1991), the reliability for affective commitment scale (ACS) is .87, the reliability for continuance commitment scale (CCS) is .75, and the reliability for normative commitment scale (NCS) is .79. Liu (2005) further discovered that the construct validity of TCM tested by Meyer and Allen (1997) further examined the body of evidence relevant to the construct validation of the ACS, CCS, and NCS. They further reported the median reliabilities as .85, .79, and. 73 for ACS, CCS, and NCS, respectively (Meyer & Allen, 1997; Liu, 2005).

Method of Data Analysis

The research utilized correlation analysis as the primary means of analysis. Initially it was believed that structural equation modeling was ideal; however, it was considered premature to forecast. The basic research software was an advanced SPSS product, which was ideal for correlation and descriptive assessment. This researcher recommends that future studies consider utilizing categorical response variables (e.g., logistic or probit forms) and multi-level modeling to increase a more robust assessment from online survey responses. Table 3 outlines statistical methods utilized in previous research. The consistency matrix outlines similar literature relationships that provide further historical review (see Appendix D). The benefit of reviewing these efforts lends additional relevance for continuing the current research concerning the three-model research mentioned previously.

Table 3

Previous Statistical Methods

Author	Study	Statistical methods
Catalano (2002)	The relationship between transformational and transactional leadership and job satisfaction in an aerospace environment	Descriptive Statistics and Correlation Analysis
Robinson (1996)	The relationship between the social environment of an urban school district and its support of innovation and change	Descriptive Statistics and Correlation Analysis
Frautschy (2006)	Antecedents and consequences of value expression in the work place	Structural Equation Modeling Descriptive Statistics and Correlation Analysis
Yildiz (2008)	Determinants of the well-being of police officers in the Turkish National Police	Structural Equation Modeling Descriptive Statistics and Correlation Analysis
Winn (2008)	Organizational quality in higher education: An examination of the Baldrige framework in university work environment.	Structural Equation Modeling Descriptive Statistics and Correlation Analysis

First, descriptive statistics, including frequencies, means, standard deviations, and percentages, describe different respondent characteristics. Second, a simple individual regression analysis was utilized to analyze the relationship between dependent variables (i.e., work environment and organizational commitment) and dimensions of the independent variable (i.e., transformational leadership). Correlation analysis answers the question as to what extent two interval or ratio scale variables are related. The Pearson

product-moment correlation coefficient was used to measure the association of two quantitative variables characterized by a linear relationship.

Research Questions

The major purpose of the study is to determine how transformational leadership affects the work environment and organizational commitment in development organizations in East Africa. Therefore, the research questions of this study are as follows:

1. Is there a significant positive relationship between work environment and organizational commitment?

2. Is there a significant positive relationship between transformational leadership and work environment?

3. Is there a significant positive relationship between transformational leadership and organizational commitment?

4. What impact does demographics have on transformational leadership and work environment?

5. Is transformational leadership significantly related to the work environment and organizational commitment in development organizations?

6. Is the work environment significantly related to organizational commitment in development organizations?

Working Hypotheses

According to the research questions, this research study will explore the following hypotheses in development organizations:

H1:   There will be a significant positive relationship between work environment and organizational commitment; as work environment increases, organizational commitment will increase.

H2:   There will be a significant positive relationship between transformational leadership and work environment; as transformational leadership increases, work environment will increase.

H3:   There will be a significant positive relationship between transformational leadership and organizational commitment; as transformational leadership increases, organizational commitment will increase.

H4:   Transformational leadership significantly correlates to work environment and organizational commitment in development organizations.

H5:   Work environment significantly correlates to organizational commitment in development organizations.

Table 4

Hypotheses Testing of Variables

Hypothesis	Variables	Operationalization of Variables	Test	
H1	Demographics	Scales from MLQ-5X, TCM, and WES	Regression	Correlation Coefficients
	Autonomy			
	Clarity	T/F Scales from TCM and WES		
	Managerial Control			
	Innovation			
	Physical Comfort			
H2	Intellectual stimulation	T/F Scales from WES	Regression	Correlation Coefficients
	Individualized consideration			
	Individualized influenced attributed			
	Individualized influence behavior			
	Inspirational motivation			
H3	Intellectual stimulation	CCS from TCM	Regression	Correlation Coefficients
	Individualized consideration	ACS from TCM		
	Individualized influenced attributed	NCS from TCM		
	Individualized influence behavior			
	Inspirational motivation			

(continued)

Hypothesis	Variables	Operationalization of Variables	Test	
H4	Intellectual stimulation	Scales from TCM and MLQ-5X	Regression	Correlation Coefficients
	Individualized consideration	T/F Scales from WES		
	Individualized influenced attributed			
	Individualized influence behavior			
	Inspirational motivation			
H5	Autonomy	Scales from TCM	Regression	
	Clarity			
	Managerial Control			
	Innovation			
	Physical Comfort			

Values and Key Limits

Participants of the study are from development organizations in East Africa. The

data collected from this study may provide keen insight into the leadership industry and

cultural understanding of clan- and tribal-based societies engaging in global and

international business, particularly in the private and public sectors. Several studies have

examined the effects of transformational leadership and organizational commitment, but

very few have combined research to examine work environment and social environment

simultaneously in East Africa or other high-context societies in the sub-Saharan region.

Therefore, this study can be reviewed as a contribution to existing literature on

transformational leadership, organizational commitment, and work environment.

This dissertation study includes the following limitations: (a) participants might not have understood the objectives and importance of the research, and they might not have replied with accurate and contextual answers; (b) the size of participating development organizations selected in the study might have influenced the accuracy of findings of the research; (c) the samples of the study might not adequately represent the population of all East African countries due to the large population and diversity of language and dialects in the region; (d) respondents might have come from different social, ethnic, and cultural backgrounds, as English is the language of choice but might not have been the primary or first language; (e) a greater understanding is needed to understand how Western-based scales compare to leadership and the work environment in high-context societies (tribal, clan, and pastoral-influenced cultures); and (f) all the disadvantages of the survey technique are recognized.

Summary

The purpose of the study was to research the theory of transformational leadership and work environment to determine the relationship between the individual and the organization. The instruments used for obtaining the data included three scales of measurement: the Multifactor Leadership Questionnaire (MLQ-5X), the Work Environment Scale (WES), and the Three-Component Model (TCM). An additional demographic scale was included to capture antecedents germane to each component scale.

All participants were emailed a survey utilizing Survey Monkey software. The names and organizations remained anonymous and were utilized only for this research. The research sought respondents above the managerial position or duty title and who had

more than 5 years of work experience. However, more data was collected to ensure

future research opportunities would have a grounded foundation of support. All

participant contact information was acquired freely by using the Directory of

Development Organizations (2010), which lists over 63,000 development organizations.

Their organization promotes interaction and active partnerships among key development

organizations, including NGOs, civil society organizations, foundations, and research

centers. By utilizing the World Wide Web, the research compiled a significant level of

data through the use of a robust electronic instrument. The statistical results were

measured using Mahalanobis distance, Pearson's coefficient, descriptive statistics, simple

regression analysis, and correlation analysis. The following chapter summarizes the

results and demonstrated data analysis of respondents (Mahalanobis, 1936).

Chapter IV

Analysis and Presentation of Findings

The major purpose of the study was to determine the effects of transformational leadership and work environment. According to Chapter III, survey instruments included 60 questions of a Multifactor Leadership Questionnaire (MLQ-5X), 90 questions of the Work Environment Survey (WES), 30 questions of the Three-Component Model (TCM), and a demographic survey (see Appendix A).

Survey data was collected by advanced SPSS software statistical package to process the use of Mahalanobis distance and the Pearson coefficient, descriptive statistics, simple regression analysis and correlation analysis to test the five hypotheses. The following chapter presents the results of the statistical analysis of the dissertation study. It included (a) a return rate of survey, (b) a description of the demographics of the sample, and (d) the testing and analysis of the hypotheses (Mahalanobis, 1936).

The researcher utilized Mahalanobis distance to base correlations and analysis between variables of different patterns. It was important to understand the similarities of the three scales measured. By taking into account the correlations of each data set, it was appropriate to understand the multivariate effect size. Because Mahalanobis distance is a superb tool for cluster analysis and classification techniques, it was best to estimate the covariance matrix of each class and then classify the test point belonging to that class for which the Mahalanobis distance is minimal. By detecting the outliers, the study was able to leverage and determine which measurement had its greatest influence on the coefficients of the regression equation. By doing so, the researcher was able to determine multivariate outliers (Mahalanobis, 1927).

The research also used Pearson's product-moment correlation coefficient to understand the dependency between two quantities. The study's attempt to understand cross-cultural pollination between African and non-African subjects provided a difficult challenge to make assumptions of correlation and causality. The end result was to categorize respondents into larger groupings to keep the assessments manageable. The awareness of cultures and subcultures remained at the forefront of thought as indirect and unknown, and high correlations would invariably overlap tautological ideologies where no causal process exists. Consequently, future research is the ideal opportunity to address a greater degree of correlation and sufficient conditions to establish a causal relationship (in either direction).

Pearson's correlation coefficient investigates the relationship between two quantitative, continuous variables; for example, age and blood pressure. Pearson's correlation coefficient (r) is a measure of the strength of the association between the two variables. The researcher used a t-test to establish if the correlation coefficient is significantly different from zero, and, hence, there was evidence of an association between the two variables (Kenney & Keeping, 1962). White (2003) and Bensman (2004) supported the use of Pearson's r as it is embedded in multivariate statistics and allows for negative values.

Prior to analysis, transformational leadership, work environment, organizational commitment, time with organization, time with department, age, education, gender, salary, and organization type were examined through SPSS for accuracy of data entry, missing values, and outliers.

Personal Growth Dimension

Due to a typographical error on Question 54, autonomy (independence) was not factored into the calculation. The end result was that Question 54 was not asked in the online version of the survey, and therefore data analysis proceeded without this question included in the autonomy variable or Personal Growth total of the work environment score. Total work environment score was calculated as the total of all work environment dimensions.

Respondents

Of the 189 respondents who participated voluntarily, less than half fully completed the survey, with a response rate at 47%. All incomplete responses with missing data were deselected listwise on an analysis-by-analysis basis. There were 188 cases available for analysis. There were 22 cases from the transformational leadership variable identified through Mahalanobis distance as multivariate outliers with $p < .001$.

Testing and Analyzing the Hypotheses

Correlation analysis results are presented in Appendix E. The test results of the hypotheses are described as follows:

H1:   There will be a significant positive relationship between work environment (WES) and organizational commitment (TCM); as work environment increases, organizational commitment will increase.

The study findings indicated there was no significant relationship between work environment and organizational commitment. This conclusion submits that the work environment does not add or subtract from the level of employee commitment to the organization. The result of H1 is presented in Table 5.

H2: There will be a significant positive relationship between transformational leadership (MLQ) and work environment (WES); as transformational leadership increases, work environment will increase.

The results of the study indicated that there was no significant positive relationship between transformational leadership and work environment. The result of H2 is presented in Table 5.

H3: There will be a significant positive relationship between transformational leadership (MLQ) and organizational commitment (TCM); as transformational leadership increases, organizational commitment will increase.

A Pearson correlation was conducted to determine the relationship between transformational leadership and organizational commitment. Correlation results indicate a significant positive relationship between transformational leadership and organizational commitment: $r(74) = .442$; $p < .001$; $r^2 = .19$. This is commensurate with previous studies which compared transformational leadership and organizational commitment (Liu, 2005; Lok, 2004; Shaw et al., 2003). The result of H3 is presented in Table 5.

H4: Transformational leadership (MLQ) significantly correlates to work environment (WES) and organizational commitment (TCM) in development organizations.

The results of the study indicated that there was no significant positive correlation relationship between transformational leadership, work environment, and organizational commitment. The result of H4 is presented in Table 5.

H5:   Work environment (WES) significantly correlates to organizational

commitment (TCM) in development organizations.

The results of the study indicated that there was no significant positive correlation

between work environment and organizational commitment. The result of H5 is

presented in Table 5.

Table 5

Pearson Correlation Between Transformation Leadership, Work Environment, and Organizational Commitment

Instrument	Transformational Leadership	Work Environment	Organizational Commitment
Transformational Leadership	1	.262	.442*
Work Environment	.262	1	.073
Organizational Commitment	.442*	.073	1

* p < .01 level, two-tailed.

Tables 6–8 provide the mean and standard deviations of MLQ, WES, and TCM.

Table 6

Mean and Standard Deviation for Transformational Leadership Dimensions (N = 85)

Dimension	M	SD
MLQ—overall	52.84	20.17
MLQ—idealized attributes	11.09	4.42
MLQ—idealized behavior	10.81	4.33
MLQ—motivation	11.42	4.31
MLQ—stimulation	9.98	4.27
MLQ—consideration	9.53	4.28

Work Environment Scale

Table 7

Mean and Standard Deviation for Work Environment Subscales (N = 74)

Subscale	*M*	*SD*
WES—overall	63.47	4.74
WES—autonomy	10.42	1.63
WES—clarity	13.39	1.61
WES—control	13.47	2.14
WES—innovation	13.23	1.24
WES—physical comfort	12.96	1.36

TCM Employee Commitment

Table 8

Mean and Standard Deviation for TCM Employee Commitment Dimensions (N = 115)

Dimension	*M*	*SD*
TCM—overall	83.11	18.45
TCM—affective	31.31	8.96
TCM—continuance	24.39	9.03
TCM—normative	27.41	9.24

Description of the Demographic Sample

The demographic questionnaire used in the study includes gender, age, education, time in an organization, and time in a department. The summary of the demographic section follows.

Differences in demographics. The additional research effort provides greater understanding of gender-based research in the work environment. The results are contained in Tables 9–18.

Gender. There were 48 (42.5%) male participants and 65 (57.5%) female

participants who responded to the survey. The breakdown of gender reflects a balanced

male-to-female ratio. Simultaneous t-tests found that there were no differences between

gender and transformational leadership (MLQ), work environment (WES), or

organizational commitment (TCM). Table 9 provides the distribution of participants by

gender.

Table 9

Frequency and Percent by Gender in Sample (N = 188)

Gender	n	$\%$
Male	48	42.5
Female	65	57.5

Age. The median age was 43.16 years with a standard deviation of 11.27. This

age is commensurate with the age of mid- to senior-level managers typical of industry. A

Pearson correlation was conducted to determine the relationship between age and

organizational commitment. Correlation results indicate a significant positive

relationship between age and organizational commitment: $r(113) = .257$; p $= .006$; $r^2 =$

.06. Tables 10 and 11 provide the distribution of participants by age.

Table 10

Mean and Standard Deviation for Age (N = 113)

Measure	M	SD
Age	43.16	11.27

Table 11

Pearson Correlation Between Age and Organizational Commitment (N = 113)

Instrument	Age	Organizational Commitment
Organizational Commitment	.257[*]	1
Age	1	.257[*]

* p < .01 level, two-tailed.

Education. The median education was 19.11 years of study with a standard

deviation of 5.14 years. This educational number of years is commensurate with the

education training in mid-to senior-level managers typical of industry. The study found

there was no significant correlation between education levels and MLQ, WES, or TCM

variables. Table 12 provides the distribution of participants by education.

Table 12

Mean and Standard Deviation for Education (N = 112)

Measure	*M*	*SD*
Education	19.11	5.14

Time with organization and department. The percent of time with the

organization and department was a key factor in the study. The largest percentage of

time was 1–5 years (36.5%) followed closely by 6–10 years (21.6%). The time in a

department is likewise important, as most respondents were with their department 1–5

years (43.2%) and 6–10 (25.7%) years, respectively. Table 13 provides the distribution

of participants by time with organization and department. There was no significant

correlation between time with organization and MLQ, WES, or TCM.

Table 13

Frequency and Percent by Time with Organization and Department in Sample (N = 188)

Measure	n	%
Time in organization		
Less than 1 year	6	8.1
1–5 years	27	36.5
6–10 years	16	21.6
11–15 years	12	16.2
16 or more years	13	17.6
Time in department		
Less than 1 year	6	8.1
1–5 years	32	43.2
6–10 years	19	25.7
11–15 years	12	16.2
16 or more years	5	6.8

Salary. The salary of respondents was based on the US dollar. The largest grouping was from $51,001–$75,999 (23.2%) followed by $25,000–$50,999 (19.6%). This was indicative of expectation at the mid-career salary levels. Table 14 provides the distribution of participants by salary.

Table 14

Frequency and Percent by Salary in Sample (N = 112)

Salary (USD)	n	%
$0–$10,000	16	14.3
$11,000–$24,999	15	13.4
$25,000–$50,999	22	19.6
$51,001–$75,999	26	23.2
$76,001–$99,999	9	8.0

Salary (USD)	*n*	*%*
$100,00–$150,000	18	16.1
$150,001+	6	5.4

Organization type. University (30.1%) and international organizations (24.8%) were the most prominent types of development organizations in the study. This includes organizations that conducted research, various fields of study, and nongovernmental organizations. Table 15 provides the distribution of participants by organization type.

Table 15

Frequency and Percent by Organization Type in Sample (N = 113)

Organization type	*n*	*%*
International Organization	28	24.8
Government	6	5.3
Private Sector	12	10.6
Development Agency	15	13.3
Civil Society	16	14.2
University	34	30.1
Microfinance Institution	2	1.8

Country work in breakdown. Ugandans participated at a higher rate than their counterparts (12.1%). One person did not answer any demographic information. One answered, "I don't understand the question," and was subsequently removed. This left 107 respondents for this variable. Likewise, there was no significant difference between country currently work in and transformational leadership. Tables 16 and 17 provide the distribution of participants by country in which they currently work.

Table 16

Percent by Country Currently Work in Sample (N = 107)

Country	*n*	*%*
I do not reside in East Africa	64	59.8
Uganda	13	12.1
Kenya	9	8.4
Tanzania	6	5.6
Ethiopia	6	5.6
Egypt	2	1.9
Seychelles	2	1.9
Sudan	2	1.9
Malawi	1	.9
Rwanda	1	.9
Madagascar	1	.9

Responses were recoded to indicate either currently working in Africa or not in

Africa in order to examine differences between countries in which they currently work.

Table 17

Percent by Country Currently Work in Sample (N = 107)

Country	*n*	*%*
Africa	43	40.2
non-Africa	64	59.8

Country of origin breakdown. Americans responded at 50.9%, possibly due to

there being fewer limitations in language, technology, and context of university research

studies. Africans participated at a higher rate than their British counterparts (19.1% vs.

18.2%). One person did not answer any demographic information, leaving 110

respondents. All responses were recoded to indicate either African nationality or non-

African nationality in order to examine differences between country of origin. The study

likewise found no significant difference between country of origin and TCM employee

commitment. An independent groups *t*-test indicated that work environment is

significantly greater for individuals with a country of origin from a non-African country

($M = 64.13$, $SD = 4.70$) than from an African country ($M = 60.93$, $SD = 4.89$), $t(67) =$

2.25, $p = .028$ (see Table 20). The strength of the difference between country of origin

and work environment was small: $r^2 = .07$ (see Table E5).

Tables 18 and 19 provide the distribution of participants by country of origin.

Table 18

Percent by Country of Origin in Sample (N = 110)

Country	*n*	*%*
American	56	50.9
African	21	19.1
British	20	18.2
Canadian	4	3.6
German	2	1.8
Italian	2	1.8
Indian	2	1.8
European	2	1.8
French	1	.9

Responses were recoded to indicate either African nationality or non-African

nationality in order to examine differences between country of origin.

Table 19

Percent by Country of Origin in Sample (N = 110)

Country	*n*	*%*
African	21	19.1
non-African	89	80.9

Table 20

Independent Samples t-test Between Country of Origin and Work Environment

Variable	*t*	*df*	Sig. (2-tailed)
Country of origin	2.25	67	.028

Conclusion

In the study, the following survey instruments were included: (a) Multifactor Leadership Questionnaire (MLQ-5X), (b) Work Environment Scale (WES), and (c) TCM Employee Commitment Survey. There were 189 surveys returned. The return rate of the study was 36.4%. Survey data was collected by SPSS and used descriptive statistics and a correlation analyses to test five hypotheses.

Using Pearson's coefficient as a correlative tool revealed results commensurate with other research studies on transformational leadership and organizational commitment (Liu, 2005, Lok, 2004). Correlation results indicated there was no significant relationship between work environment, transformational leadership, and organizational commitment.

The research further showed that there was no significant correlation between country of origin and country in which the subjects work across the spectrum. A complete analysis can be found in Appendix E.

The next chapter, Chapter V, summarizes the results of the dissertation study. In addition, it provides recommendations for future researchers as well as provides future suggestions to leaders, managers, supervisors, and organizations desiring to conduct business in East Africa.

Chapter V

Summary and Conclusions

The final chapter of the dissertation study includes (a) the objective of the study, which describes the purpose of the research; (b) connections to related literature; which outlines previous studies related to the research; (c) research methodology; which reviews the methodologies that were used in the study; (d) connection to model, which presents the testing results of the hypotheses and discusses the results of the findings; (e) implication of practice, which indicates various considerations and theoretical applications; and (f) future research, which expands ideas and suggestions for future studies.

Objective of the Study

The study analyzed the relationship of transformational leadership's idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration in development organizations located in East Africa (Bass & Avolio, 1994). In addition, the study analyzed the components of the work environment, which encompass autonomy (independence), clarity (expectations in their daily routine), managerial control (use of rules by managers to control the environment), innovation (measures the degree of emphasis on variety, changes, and new approaches), and physical comfort (measures the extent to which the physical surroundings contribute to a pleasant work environment) in an attempt to find the relationship between the individual and the organization (Moos, 1974). To address this intuitive challenge, the study examined insights of development organizations that conduct business or have associations with East Africa (Directory of Development Organizations, 2010).

Connections to Related Literature

The study investigated and described the relationship between transformational leadership, work environment, and organizational commitment. The research concentrated on employees of international organizations, governments, private sector development agencies, civil society, universities, grant makers, banks, microfinance institutions, and development consulting firms. The study assessed the relationship of transformational leadership (idealized influence, inspirational motivation, intellectual simulation, and individualized consideration) and the work environment (Bass & Avolio, 1994).

As cultural concerns become a greater part of business performance consideration, increased attention will consider the work environment of employees (Hofstede, 1980). The desire for longitudinal repetition of data, observable complexities, contextual relevance, linearity, and the understanding of basic linkages between firms and the outside world warrants further research. Although international business, foreign direct investment, and multinational enterprises have operated efficiently for centuries, the past 20 years of advanced technology and just-in-time calculation methods have shown promise in attempting to solve complex problems—those that were considered daunting 40 years previous (Wilkins, 1970).

The research shows that time with an organization and time with a department can be a complement to transformational leadership and organizational commitment. Workplace assessments are most valuable when change or needed change is required. The goal is to minimize risk and sustain a competitive advantage (promotion, merger, restructuring, technology) to increase profit margins in the long run. Risks may include

high turnover, poor work quality, and absenteeism. Pullar (1997) provided a superb overview of a cultural assessment between native and non-native Alaskans. His study found that the work milieu was characterized by moderate employee commitment, supportive supervisors, good planning, and efficiency (Moos & Schaefer, 1987; Pullar, 1997).

Leadership principles suggest multiple ways to manifest a successful outcome. These ideas and concepts share a partnership with concepts that benefit the intended goal. Leadership is an active process ultimately influencing others to accomplish a unified goal (Northouse, 1997). Leadership has no one definition to fit all circumstances; therefore, flexibility is inherent in its contextual meaning.

Downton (1973), coining the term transformational leadership, proved more than a breakthrough. His research was a catalyst identifying ways to manage and lead people through a new process. The research herein suggests that cultures, independence, autonomy, contextual values, and distance can be important indicators in determining if transformational leadership will work in certain environments. Stogdill (1981) supports the idea that the personal characteristics of the leader play a significant role in goal achievement. The robust consistency of the leadership literature continues to challenge researchers to expand their thoughts concerning new ways to think about leadership.

There always is room to enhance discussion, communications, research, and study of the leadership catalog. Social clans, tribal-based cultures, and traditional family values remain in their infancy in leadership studies. Samatar (1994) and Kapteijns (1994) suggest that high context studies and gender-based research expand the knowledge base of what constitutes leadership from a cultural perspective. Even though European-based

leadership scales are the norm, more research is needed to complete the life cycle of understanding leadership (Bass & Avolio, 1997). This research has "scratched the surface" in an effort to expand on the subject of transformational leadership in the work environment.

Research Methodology

The major purpose of this study was to determine how transformational leadership affects the work environment and organizational commitment in development organizations. Therefore, the research concentrated on the following questions:

1. Is there a significant positive relationship between work environment and organizational commitment?

2. Is there a significant positive relationship between transformational leadership and work environment?

3. Is there a significant positive relationship between transformational leadership and organizational commitment?

4. What impact does demographics have on transformational leadership and work environment?

5. Is transformational leadership significantly related to the work environment and organizational commitment in development organizations?

6. Is the work environment significantly related to organizational commitment in development organizations?

To address the research questions, this dissertation study explored five research hypotheses that were presented and analyzed by statistical techniques. The framework model applied in this study relied on three instruments to obtain data from respondents:

Bass and Avolio's (1997) Multifactor Leadership Questionnaire (MLQ-5X), the Work Environment Scale (WES) developed by Moos (1974), and the TCM Employee Commitment Survey developed by Meyer and Allen (1991). The TCM model measures the affective commitment, continuance commitment, and normative commitment (see Table 2).

Connection to Model

The subject of this study focused on the professional members of development organizations in East Africa's public sector. The employees work in the areas of (a) international organizations, (b) government institutions, (c) private sector support organizations (including fair trade), (d) finance institutions, (e) training and research centers, (f) civil society organizations, (g) development consulting firms, (h) information providers, or (i) grant makers. The researcher used the Directory of Development Organizations (2010) as a guide to collect the interest of 189 participants using electronic survey software. The researcher sent 15,121 emails to 63 countries using the LISTSERV 16.0 service from Nova Southeastern University (see Appendix F). This was necessary due to the limitations of distance, logistics, and time. The sample size of 195 was recommended based on a population of over 2,600 development employees to ensure the degree of accuracy expressed as a proportion was .05 (Krejcie & Morgan, 1970). The research achieved its goal of high validity by reaching the sample size goal of 195 development organization employees. A response rate of 36.4% was achieved, which was acceptable for the study.

The questionnaire relied extensively of the broader capacity of English speakers registered or employed with members of the Directory of Development Organizations

(2010). The commonality of one language significantly reduced the risk of the

complexity of dialects and cultural topics impacting the context of the study. With the

assistance of many volunteers, the study continued the existing research of

transformational leadership by managing the variability of demographics, such as age,

gender, and organizational affiliation in the international industry (Erkutlu, 2008;

Muenjohn, 2009). English was a modifier in that it allowed a consistent and

contextualized view of the survey. The research utilized the dynamic community of East

Africa as a great source of many languages, dialects, cultures, and ethnicities, which

provided a vigorous insight into the relationship of transformational leadership, the work

environment, and organizational commitment.

Practical Implications

According to the findings of the research hypotheses, the conclusions indicate that

there are multiple areas to consider for leaders and managers who are engaged in the

global market place.

Transformational leaders advocate a high degree of expectation of achievement

and self-awareness to achieve success. By examining employees in a diverse spectrum of

agencies, such as development organizations, the study conveys the need for leaders and

managers to recognize their impact and influence in this sector. Regardless of

demographic connection or association, the research suggests that good transformational

leadership implementation results increases organizational commitment. The resulting

impacts are increased rent, positive return on investments and a more participative

workforce. The study convincingly suggests that the origin and nationality were similar

across the spectrum. Leaders projecting a positive vision, long range goal setting,

strategic and enterprise level solutions ultimately ensure a greater degree of commitment (Bass & Avolio, 1994; Meyer & Allen, 1991). Likewise, the study further supports similar reports which suggest that transformational leaders were more successful in environments which had similar dynamics in high context societies (Liu, 2005). The resulting connotation recommends encouraging leaders and managers to utilize transformational attributes to achieve continued success.

East Africa is rich with many challenges beyond the obvious contextual limitations of developing infrastructure, increased medical concerns and basic uncertain governance in many areas. Nevertheless, transformational leadership values continue to be well received and encouraged. Intuitively, East Africa, shares the same context of continuous improvement. By utilizing transformational leadership and work environment tools and attributes organizational commitment will improve. Meyer and Allen (1990) supports the research that a significant correlation between transformational leadership and organizational commitment exist. The desire (affective commitment), need (continuance commitment) and obligation (normative commitment) to maintain employment in development organizations is assured as long as leaders and managers are aware of attitudinal and behavioral considerations. Successful organizations can save on cost by increasing employee retention and performance. Organizational commitment is viewed as a more positive predictor of turnover than job satisfaction (Koch & Steers, 1976; Porter, Steers, Mowday, & Boulian, 1974). Mowday, Porter, and Dubin (1974) reported that committed employees perform better than less committed ones. Steers (1977) reported that commitment may be an indicator of effectiveness of an organization.

Finally, variables such as age, education, and need for achievement are indeed antecedents of organizational commitment (Bhagat & Chassie, 1981).

The nature of transformational leadership and organizational commitment was examined in depth in Kenya and the United States, concluding that strong and positive effect on cultures exist and that leaders and managers should be attentive to the dynamics of high and low context cultures (Walumbwa, Wang, & Lawler, 2005). Leaders and managers should be aware that Africa and other developing nations and states continue to be challenged by poor performance, high turnover rates, and low productivity due to negative work attitudes. Technology is seen as one of the liberating evolutions that can advance sagging economies and boost employee morale, performance, and productivity in the long run. Leaders should be aware that organizational commitment is positively impacted by cultural factors (Okpara, 2007).

In addition, leaders and managers are concerned with the work environment, job enhancement, and work pressure (autonomy, task orientation, clarity, innovation, and physical comfort). Supervisor support, team interaction, job-related factors, and demographics impact the commitment to remain with an organization. Leaders, managers, and subordinates must possess information, support, and resources to have the opportunity to learn and develop as empowering influences in employee work attitudes, productivity, and organizational effectiveness (Moos, 1987). Moos and Insel's (2008) research suggests that leaders and managers foster environments that enhance perceptions of empowerment that will result in positive effects on individuals and organizations.

Sufficient results in the medical field, particularly for overworked nurses, exist that support the requirement to sustain job satisfaction and longevity in the work

environment. The research herein showed no significant positive relationship between transformational leadership and the work environment. Nevertheless consideration should be given to existing studies that highlight the need for leaders to acknowledge characteristics and attributes to ensure lower burnout and turnover in the work environment. High context societies possess the same degree of need for path goal and social maintenance attributes as low context societies. Moos and Schaefer (1987) highlighted that leaders and managers were pivotal in the perception of less work pressure and the perception of peer cohesion, supervisor support, and autonomy of employees who remained versus those who left (Moos & Insel, 2008). By compensating for obvious frustrations in the work environment, supportive leaders and managers buffer effects of less desirable environments. By improving the work environment, leaders and managers in the global environment can improve quality, enhance the self-esteem of employees, and increase job satisfaction, ultimately resulting in increased revenue and cost savings. This ideal environment promotes retention of valuable resources and intellectual capacities, and it reduces the cost of training and hiring new workforce (Moos, 1974; Moos & Insel, 2008).

Future Research

Based on the summary of the study, conclusions of the findings, limitations of the study, and implication of practice, there are several recommendations for future research. First, more robust research is needed to understand why the work environment does not significantly impact transformational leadership or organizational commitment. It appears that work environments in high context societies may rely on a broader scope of leadership traits and methodologies. The work environment dimensions of Personal

Growth/Goal Orientation and System Maintenance should be examined independently of transformational leadership and organizational commitment. A more exploratory examination is required to ensure that autonomy (independence), clarity (expectations in their daily routine), managerial control (use of rules by managers to control the environment), innovation (measures the degree of emphasis on variety, changes, and new approaches), and physical comfort (measures the extent to which the physical surroundings contribute to a pleasant work environment) are truly understood. Likewise, the full dimension of the Work Environment Scale should be explored to ensure completeness (Moos & Insel, 2008).

Second, an error was made during the administration of questioning for examining the work environment in total. The autonomy variable could not be examined, as a transposing error caused the research to forgo examining the variable independently. The Personal Growth dimensions of the Work Environment Scale must be approached in the future to provide a sufficient account of its impact on transformational leadership and organizational commitment.

Third, there are many considerations the study did not cover: economic, technological, political, cultural, communicable, and/or social considerations. This is a major shortfall of this study. Even though the intent from the beginning was not to consider these areas, it is advisable that future research utilize previous studies to examine how the work environment, transformational leadership, and organizational commitment impact these areas (Hofstede, 1980; House et al., 2004). The importance of understanding the underlying issues that may impact developing nations is vitally important.

Fourth, leadership is one of the largest areas of research in international business. Transformational leadership is one of many areas to consider in addition to autocratic, bureaucratic, charismatic, democratic or participative, laissez-faire, people-oriented or relations-oriented, servant, task-oriented, or transactional leadership. The Multifactor Leadership Scale addresses transformational leadership; however, the robustness of the field requires more examination over a large culturally-rich area of concentration. Future research would be wise to consider comparing other forms of leadership having a significant influence on organizational commitment or the work environment. The idea that Africa can have simply one leadership style that permeates over 980 million inhabitants is unrealistic. Africa is indeed a microcosm of humanity in geography, topography, epistemology, and pedagogy. Therefore, other styles of leadership must be considered in the context of how they are utilized at the individual, organizational, and industrial levels.

Fifth, the *t*-test revealed that work environment is significantly greater for individuals with a country of origin from a non-African country. Likewise, the strength of the difference between country of origin and work environment was very small. This may be a result of the influence of low contextual leadership being more prominent as more progressive economies respond to independents and charismatic practitioners in their culture (Hall, 1976; Hofstede, 1980; House et al., 2004).

Sixth, future study of transformational leadership and organizational commitment in high context societies should be pursued further. The current study focused more on work environment and the impact thereof. The idea was to begin the conversation and examination of an area that requires more research. Due to the expansive nature and

diverse cultural complexities of clans, tribes, and subclans, the internal context involved in completing such research requires continued research in various dimensions (Hall, 1976; Hofstede, 1980; House et al., 2004).

Seventh, the researcher used the online survey tools for the study. The solicitation of the survey was provided through Nova Southeastern University's LISTSERV 16.0 service for a period of 22 days. Of the 15,121 surveys sent out, 195 respondents replied at a rate of 36.4% who completed the survey in total. After 22 days, September 7, 2012, through September 25, 2012, the researcher decided sufficient responses were received and the analysis could be completed. The total number of surveys that could be used was 189 survey responses.

The rate of return was found to be satisfactory and yielded sufficient data to be examined. Mailing out surveys in the future may be more effective but not practical (Krejcie & Morgan, 1970). Likewise, a Ugandan respondent encouraged a qualitative approach, as most Africans do not have the technology resources or contextual understanding of the Internet. His offer to conduct the interviews in person was admirable; however, it was not utilized in this survey. Therefore, future research may want to consider either using the conventional mail system to increase responses from host nation respondents. However, the research does caution that this may be more time consuming and not as practical as an online survey.

Eighth, Africa will continue to become a vital solution to resource and market development for the world. With its robust availability of natural resources and workforce, the global market will continue to rely on its resources to feed and provide materials through exploitation and development. The current study examined only a

small window of reality. This researcher found no significant difference in the country of origin and the work environment, transformational leadership, and organizational commitment. This area should be explored by future researchers to help identify the casual factors to this unsuspecting nuance (Bass, 1997; Meyer & Allen, 1991; Moos & Insel, 2008). Work environment, transformational leadership, and organizational commitment protocols may need to be modified to understand key facilitators that encourage employees to become more efficient, effective, and economic in the global market.

Finally, the future of international business and the global market place will require flexible and continuous innovation by its predecessors to fully understand the changing dynamics of individuals and organizations. The global market is in a state of flexibility and adaptation. It will take advanced forecasting to truly moderate and adapt to maximize profits in the international marketplace. Understanding how transformational leadership, the work environment, and employee commitment to stay plays a critical role in how to increase revenues and expand resources will be a constant challenge. Transformational leadership can be an asset in addressing these challenges. It is hoped that the study will inform and complement ongoing studies as the search for answers continues in the field of leadership, work environment, and commitment, particularly in development organizations.

Appendix A

Permissions

-----Original Message-----
From: John Meyer
To: dweylan
Sent: Fri, Apr 29, 2011 9:41 am
Subject: Re: Permission to use Organizational Commitment Scale

Dear Timothy,

My apologies for the delay in responding - I have been out of the country and am just catching up with email (and voicemail). I have attached a copy of the users guide for our commitment measures. It includes the measures and instructions on how to use them. You are welcome to use them in your research - there is no charge as long as they are being used for academic research purposes only. I hope all goes well with the research.

Best regards,
John Meyer

Details for Order #03282 | Flintbox   Page 1 of 1

My Flintbox   Public Home   My Projects   My Groups   Licenses

Details for Order #03282
Order placed

Order Details

Order	Order #03282
Order Date	Apr 19, 2011 12:51 PM
Offering Price	$ 33.00
Offering Handling Fee	$ 0.00
Project	TCM Employee Commitment Survey - Academic Package
Offered By	WORLDiscoveries®
Contact Information	contact ecomm@worldiscoveries.ca with any questions

Cart

	Quantity	Price	Sub Total
Student License for Use of the Survey in a Single Student Research Project	1	33.00	33.00
Agreed Licenses: TCM EMPLOYEE COMMITMENT SURVEY LICENSE AGREEMENT – FOR STUDENT USE (Revision: 1) Apr 19, 2011 12:48 PM			
Total			33.00 CAD

Components

Component	Download
Student License for Use of the Survey in a Single Student Research Project	Download

Address Information

Billing Address

Shipping Address

Payment Details

Payment Type	Credit Card -
First Name on Card	Timothy
Last Name on Card	Wilson
Card Number	
Card Expiration Date	
Payment Status	Paid

Delivery Information

No Delivery Information

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https://flintbox.com/purchaseorder/detail/3282/?wellspring_message=Order+placed   4/19/2011

m**i**nd garden

www.mindgarden.com

To whom it may concern,

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Instrument: *Work Environment Scale*

Author: *Rudolf H. Moos and Paul N. Insel*

Copyright: *Copyright © 1974, 2008 by Rudolf H. Moos*

for his/her thesis research.

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Sincerely,

Vicki Jaimez
Mind Garden, Inc.
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To whom it may concern,

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Instrument: *Multifactor Leadership Questionnaire*

Authors: **Bruce Avolio and Bernard Bass**

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Sincerely,

Robert Most
Mind Garden, Inc.
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Appendix B

Transformational Leadership and Work Environment Survey

1. Introduction to Survey

My name is Timothy D. Wilson. I am a doctoral student at NOVA Southeastern University located in Fort Lauderdale Florida, United States of America. I am completing my dissertation. I am requesting your professional and organizational assistance in completing this survey. Please forward to professionals within your organization that serve as subordinates, managers, leaders, directors or senior executives.

The attached survey was developed to collect data from respondents located in East Africa who participate in development organizations such as governments, private sector, development agencies, civil society, universities, grant makers, banks and development consulting firms. The results of the survey will measure the relationship of transformational leadership and work environment. The end result will help to answer questions concerning the differences and the impact of transformational leadership in individuals and organizations. The survey will take approximately 25 minutes to complete.

Participation is completely voluntary and participants have the option of discontinuing the survey at any time. The survey is being developed in partial fulfillment of the requirements for the degree of Doctorate of Business Administration. All request for results should be to the author.

This survey is limited to online usage and will be removed at the conclusion of data collection.

Thank you kindly for your assistance and participation in this study.

Sincerely,

Timothy D. Wilson
Doctoral Candidate of Business Administration
Nova Southeastern University
Email: timowils@nova.edu

* 1. I am participating in this study voluntarily and may choose NOT to participate or to end participation at any time.

By answering Yes below I agree to participate in this study and confirm that I have read the aforementioned details of and agree to continue the survey.

◯ Yes

◯ No

2. Multifactor Leadership Questionaire - Rater Form (5x-Short)

This questionnaire is to describe the leadership style of your supervisor. Please answer all items on this answer sheet. All answers will remain anonymous.

There are a total of forty-five descriptive statements listed. This should take 5 minutes. Please judge how frequently each statement fits the person your are describing.

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* 2. My supervisor (boss, manager, department head or person or persons to whom you report directly).........

	Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always
1. Provides me with assistance in exchange for my efforts	◯	◯	◯	◯	◯
2. Re-examines critical assumptions to question whether they are appropriate	◯	◯	◯	◯	◯
3. Fails to interfere until problems become serious	◯	◯	◯	◯	◯
4. Focuses attention on irregularities, mistakes, exceptions, and deviations from standards	◯	◯	◯	◯	◯
5. Avoids getting involved when important issues arise	◯	◯	◯	◯	◯
6. Talks about their most important values and beliefs	◯	◯	◯	◯	◯
7. Is absent when needed	◯	◯	◯	◯	◯
8. Seeks differing perspectives when solving problems	◯	◯	◯	◯	◯
9. Talks optimistically about the future	◯	◯	◯	◯	◯
10. Instills pride in me for being associated with him/her	◯	◯	◯	◯	◯
11. Discusses in specific terms who is responsible for achieving performance targets	◯	◯	◯	◯	◯
12. Waits for things to go wrong before taking action	◯	◯	◯	◯	◯
13. Talks enthusiastically about what needs to be accomplished	◯	◯	◯	◯	◯

14. Specifies the importance of having a strong sense of purpose	◯	◯	◯	◯	◯
15. Spends time teaching and coaching	◯	◯	◯	◯	◯
16. Makes clear what one can expect to receive when performance goals are achieved	◯	◯	◯	◯	◯
17. Shows that he/she is a firm believer in "If it ain't broke, don't fix it"	◯	◯	◯	◯	◯
18. Goes beyond self-interest for the good of the group	◯	◯	◯	◯	◯
19. Treats me as an individual rather than just as a member of a group	◯	◯	◯	◯	◯
20. Demonstrates that problems must become chronic before taking action	◯	◯	◯	◯	◯

* 3. My supervisor (boss, manager, department head or person or persons to whom you report directly)………

	Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always
21. Acts in ways that builds my respect	○	○	○	○	○
22. Concentrates his /her full attention on dealing with mistakes, complaints, and failures	○	○	○	○	○
23. Considers the moral and ethical consequences of decisions	○	○	○	○	○
24. Keeps track of all mistakes	○	○	○	○	○
25. Displays a sense of power and confidence	○	○	○	○	○
26. Articulates a compelling vision of the future	○	○	○	○	○
27. Directs my attention toward failures to meet standards	○	○	○	○	○
28. Avoids making decisions	○	○	○	○	○
29. Considers me as having different needs, abilities, and aspirations from others	○	○	○	○	○
30. Gets me to look at problems from many different angles	○	○	○	○	○
31. Helps me to develop my strengths	○	○	○	○	○
32. Suggests new ways of looking at how to complete assignments	○	○	○	○	○
33. Delays responding to urgent questions	○	○	○	○	○
34. emphasizes the importance of having a collective sense of the mission	○	○	○	○	○
35. Expresses satisfaction when I meet expectations	○	○	○	○	○
36. Expresses confidence that goals will be achieved	○	○	○	○	○
37. Is effective in meeting my job-related needs	○	○	○	○	○
38. Uses methods of leadership that are satisfying	○	○	○	○	○
	○	○	○	○	○

39. Gets me to do more than I expected to do	◯	◯	◯	◯	◯
40. Is effective in representing me to higher authority	◯	◯	◯	◯	◯
41. Works with me in a satisfactory way	◯	◯	◯	◯	◯
42. Heightens my desire to succeed	◯	◯	◯	◯	◯
43. Is effective in meeting organizational requirements	◯	◯	◯	◯	◯
44. Increases my willingness to try harder	◯	◯	◯	◯	◯
45. Leads a group that is effective	◯	◯	◯	◯	◯

* 7. Please answer True or False to the following statements.

	True	False
21. A lot of people seem to be just putting in time	◯	◯
22. People take a personal interest in each other	◯	◯
23. Supervisors tend to discourage criticisms from employees	◯	◯
24. Employees are encouraged to make their own decisions	◯	◯
25. Things rarely get "put off till tomorrow"	◯	◯
26. People cannot afford to relax	◯	◯
27. Rules and regulations are somewhat vague and ambiguous	◯	◯
28. People are expected to follow set rules in doing their work	◯	◯
29. This place would be one of the first to try out a new idea	◯	◯
30. Work space is awfully crowded	◯	◯
31. People seem to take pride in the organization	◯	◯
32. Employees rarely do things together after work	◯	◯
33. Supervisors usually give full credit to ideas contributed by employees	◯	◯
34. People can use their own initiative to do things	◯	◯
35. This is a highly efficient, work-oriented place	◯	◯
36. Nobody works too hard	◯	◯
37. The responsibilities of supervisors are clearly defined	◯	◯
38. Supervisors keep a rather close watch on employees	◯	◯
39. Variety and change are not particularly important	◯	◯
40. The place has a stylish and modern appearance	◯	◯

* 8. Please answer True or False to the following statements.

	True	False
41. People put quite a lot of effort into what they do	◯	◯
42. People are generally frank about how they feel	◯	◯
43. Supervisors often criticize employees over minor things	◯	◯
44. Supervisors encourage employees to rely on themselves when a problem arises	◯	◯
45. Getting a lot of work done is important to people	◯	◯
46. There is no time pressure	◯	◯
47. The details of assigned jobs are generally explained to employees	◯	◯
48. Rules and regulations are pretty well enforced	◯	◯
49. The same methods have been used for quite a long time	◯	◯
50. The place could stand some new interior decorations	◯	◯
51. Few people ever volunteer	◯	◯
52. Employees often eat lunch together	◯	◯
53. Employees generally feel free to ask for a raise	◯	◯
54. There's an emphasis on "work before play"	◯	◯
55. It is very hard to keep up with your work load	◯	◯
56. Employees are often confused about exactly what they are supposed to do	◯	◯
57. Supervisors are always checking on employees and supervise them very closely	◯	◯
58. New approaches to things are rarely tried	◯	◯
59. The colors and decorations make the place warm and cheerful to work in	◯	◯

* 9. Please answer True or False to the following statements.

	True	False
61. It is quite a lively place	◯	◯
62. Employees who differ greatly from the others in the organization don't get on well	◯	◯
63. Supervisors expect far too much from employees	◯	◯
64. Employees are encourage to learn things even if they are not directly related to the job	◯	◯
65. Employees work very hard	◯	◯
66. You can take it easy and still get your work done	◯	◯
67. Fringe benefits are fully explained to employees	◯	◯
68. Supervisors do not often give in to employee pressure	◯	◯
69. Things tend to stay just about the same	◯	◯
70. It is rather drafty at times	◯	◯
71. It's hard to get people to do any extra work	◯	◯
72. Employees often talk to each other about their personal problems	◯	◯
73. Employees discuss their personal problems with supervisors	◯	◯
74. Employees function fairly independently of supervisors	◯	◯
75. People seem to be quite inefficient	◯	◯
76. There are always deadlines to be met	◯	◯
77. Rules and policies are constantly changing	◯	◯
78. Employees are expected to conform rather strictly to the rules and customs	◯	◯
79. There is a fresh, novel atmosphere about the place	◯	◯
80. The furniture is usually	◯	◯

well-arranged

81. The work is usually very interesting	○	○
82. Often people make trouble by talking behind other's backs	○	○
83. Supervisors really stand up for their people	○	○
84. Supervisors meet with employees regularly to discuss their future work goals	○	○
85. There's a tendency for people to come to work late	○	○
86. People often have to work overtime to get their work done	○	○
87. Supervisors encourage employees to be neat and orderly	○	○
88. If an employee comes in late, he or she can make it up by staying late	○	○
89. Things always seem to be changing	○	○
90. The rooms are well ventilated	○	○

4. Three Component Model of Organizational Commitment (10 mintues)

This section of 18 questions is to assess the general feelings of the employee towards this organization. Please select an answer for each question that comes closest to reflecting your opinion about your current organization.

* 10. Please select one answer below

	Strongly Disagree	Disagree	Slightly Disagree	Undecided	Slightly Agree	Agree	Strongly Agree
1. I would be very happy to spend the rest of my career with this organization.	◯	◯	◯	◯	◯	◯	◯
2. I really feel as if this organization's problems are my own.	◯	◯	◯	◯	◯	◯	◯
3. I do not feel a strong sense of "belonging" to my organization.	◯	◯	◯	◯	◯	◯	◯
4. I do not feel "emotionally attached" to this organization.	◯	◯	◯	◯	◯	◯	◯
5. I do not feel like "part of the family" at my organization.	◯	◯	◯	◯	◯	◯	◯
6. This organization has a great deal of personal meaning for me.	◯	◯	◯	◯	◯	◯	◯

* 11. Please select one answer below

	Strongly Disagree	Disagree	Slightly Disagree	Undecided	Slightly Agree	Agree	Strongly Agree
1. Right now, staying with my organization is a matter of necessity as much as desire.	◯	◯	◯	◯	◯	◯	◯
2. It would be very hard for me to leave my organization right now, even if I wanted to.	◯	◯	◯	◯	◯	◯	◯
3. Too much of my life would be disrupted if I decided I wanted to leave my organization now.	◯	◯	◯	◯	◯	◯	◯
4. I feel that I have too few options to consider leaving this organization.	◯	◯	◯	◯	◯	◯	◯
5. If I had not already put so much of myself into this organization, I might consider working somewhere else.	◯	◯	◯	◯	◯	◯	◯
6. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	◯	◯	◯	◯	◯	◯	◯

* 12. Please select one answer below

	Strongly Disagree	Disagree	Slightly Disagree	Undecided	Slightly Agree	Agree	Strongly Agee
1. I do not feel any obligation to remain with my current employer. (R)	◯	◯	◯	◯	◯	◯	◯
2. Even if it were to my advantage, I do not feel it would be right to leave my organization now.	◯	◯	◯	◯	◯	◯	◯
3. I would feel guilty if I left my organization now.	◯	◯	◯	◯	◯	◯	◯
4. This organization deserves my loyalty.	◯	◯	◯	◯	◯	◯	◯
5. I would not leave my organization right now because I have a sense of obligation to the people in it.	◯	◯	◯	◯	◯	◯	◯
6. I owe a great deal to my organization.	◯	◯	◯	◯	◯	◯	◯

5. Voluntary Demographic Survey (5 minutes)

This portion will provide information concerning demographics.

* 13. What is your age?

* 14. What is your gender?

◯ Male　　　　　　　　　　　◯ Female

* 15. How many years of education have you completed?

* 16. What is your annual salary or household income level in USD?

Other (please specify)

* 17. Which East African country do you work in currently?

* 18. Which is your nationality or country of origin?

* 19. What type of organization are you currently working?

Other (please specify)

6. Summary and Critique

Thank you kindly for participating in this short questionnaire. Your anonymous inputs will be very helpful in gathering data to improve the understanding of leadership in the organization. If you are interested in participating in further studies on leadership please complete the following questions. Results of the survey will be make available to organizations or individuals who submit their request to the author.

All questions and inquiries should be directed to the author at timowils@nova.edu.

* 20. Please rate the survey

	Strongly Disagree	Disagree	Agree	Strongly Agree
The survey was timely	◯	◯	◯	◯
The survey was easy to complete	◯	◯	◯	◯
The survey meet expectations	◯	◯	◯	◯
I would participate in future research on leadership	◯	◯	◯	◯
My organization would like to participate in more research	◯	◯	◯	◯

Appendix C

Determining Sample Size from a Given Population

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note. N is population size. S is sample size. Adapted from "Determining Sample Size for Research Activities," by R. V. Krejcie & D. W. Morgan, 1970, *Education and Psychological Measurement, 30*, p. 608.

Appendix D

The Consistency Matrix

Hypothesis	Literature Review	Data Collection	Tool Analysis
H1: There will be a significant positive relationship between work environment and organizational commitment; as work environment increases, organizational commitment will increase.	Allen and Meyer (1990); Fisher and Fraser (1983); Meyer and Allen (1991); Moos (1974); Moos and Insel (2008)	Empirical Survey of WES and TCM Questionnaire (Quantitative)	Questionnaire allows descriptive data to test differences and significance of relationships between work environment and organizational commitment
H2: There will be a significant positive relationship between transformational leadership and work environment; as transformational leadership increases, work environment will increase.	Allen and Meyer (1990); Avolio et al. (2004); Bass and Avolio (1994); De Frias and Schaie (2001)	MLQ-5X and WES Questionnaires (Quantitative)	Questionnaire allows descriptive data to test differences and significance of relationships between transformational leadership and work environment
H3: There will be a significant positive relationship between transformational leadership and organizational commitment; as transformational leadership increases, organizational commitment will increase.	Allen and Meyer (1990); Avolio et al. (2004); Barling et al. (2000); Bass and Avolio (1994)	MLQ-5X, and TCM Questionnaires (Quantitative)	Questionnaire allows descriptive data to test differences and significance of relationships between transformational leadership and organizational commitment
H4: Transformational leadership significantly correlates to work environment and organizational commitment in developing organizations.	Allen and Meyer (1990); Bass and Avolio (1994); Avolio et al. (2004); Geyer and Steyrer (1998); Jung and Avolio (1999)	MLQ-5X, WES and TCM Questionnaires (Quantitative)	Questionnaire allows testing of descriptive data as it relates to transformational leadership, work environment and organizational commitment
H5: Work environment significantly correlates to organizational commitment in developing organizations.	Allen and Meyer (1990); Koh et al. (1995); Jung et al. (2000); Howell and Hall-Merenda (2002); Moos and Insel (2008)	WES and TCM Questionnaires (Quantitative)	Questionnaire allows testing of descriptive data as it relates to work environment and organizational commitment

Appendix E

Country Specific Information

No significant difference between country work in and transformational leadership.

Table E1

Mean and Standard Deviation for Transformational Leadership by Country Currently Work in (N = 70)

Country	n	M	SD
Africa	28	54.14	19.09
non-Africa	42	49.02	21.61

No significant difference between country currently work in and work environment.

Table E2

Mean and Standard Deviation for Work Environment by Country Currently Work in (N = 67)

Country	n	M	SD
Africa	28	63.64	4.62
non-Africa	39	63.87	4.06

No significant difference between country currently work in and TCM employee

commitment.

Table E3

Mean and Standard Deviation for TCM Employee Commitment by Country Currently Work in (N = 107)

Country	n	M	SD
Africa	43	85.19	18.53
non-Africa	64	81.58	18.33

No significant difference between country of origin and transformational leadership.

Table E4

Mean and Standard Deviation for Transformational Leadership by Country of Origin (N = 73)

Country	n	M	SD
African	14	52.71	23.21
non-African	59	50.32	19.75

No significant difference between country of origin and work environment.

Table E5

Mean and Standard Deviation for Work Environment by Country of Origin (N = 69)

Country	n	M	SD
African	14	60.93	4.89
non-African	55	64.13	4.70

No significant difference between country of origin and TCM employee commitment.

Table E6

Mean and Standard Deviation for TCM Employee Commitment by Country of Origin (N = 110)

Country	n	M	SD
African	21	81.48	22.63
non-African	89	82.65	17.28

Appendix F

LISTSERV 16.0 Count by Country Breakdown

Country	Subscribers
Armenia	1
Ascension Island	1
Australia	6
Austria	5
Bahrain	1
Belgium	18
Burundi	19
Canada	490
China	3
Comoros	30
Democratic Republic of the Congo	1
Denmark	19
Djibouti	38
EU	46
Ecuador	1
Egypt	3
Eritrea	123
Ethiopia	540
Finland	5
France	464
Germany	31
Guatemala	1
Iceland	1
India	3
Ireland	8
Israel	1
Italy	23
Japan	22

Country	Subscribers
Kenya	565
Madagascar	267
Mauritius	183
Mozambique	1
Netherlands	21
Nigeria	1
Niue	1
Norway	14
Oman	1
Pakistan	2
Republic of Korea	2
Romania	1
Russia	1
Rwanda	65
Saint Helena	2
Samoa	3
Seychelles	64
South Africa	4
Spain	5
Sudan	13
Sweden	27
Switzerland	29
Sao Tome e Principe	2
Taiwan	2
Turkey	2
Uganda	546
United Arab Emirates	1
United Kingdom	801

Country	Subscribers
United Republic of Tanzania	274
United States	10,199
Zambia	2
Zimbabwe	2
Unknown	114

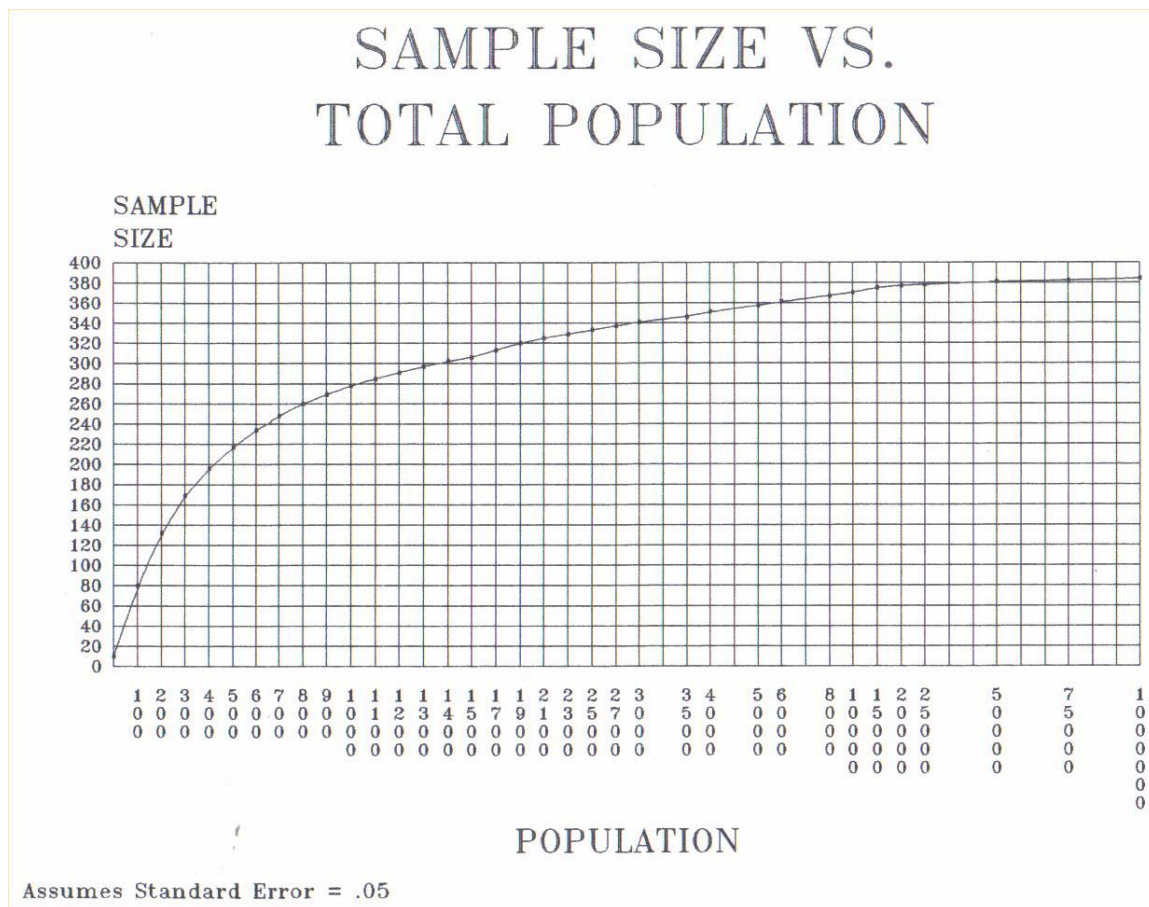Total number of users subscribed to the list: 15,121
Total number of countries represented: 63
Total number of local host users on the list: 56

Appendix G

Sample Size versus Total Population

Figure G. Sample size versus total population. Adapted from "Determining Sample Size for Research Activities," by R. V. Krejcie & D. W. Morgan, 1970, *Education and Psychological Measurement, 30*, p. 609.

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