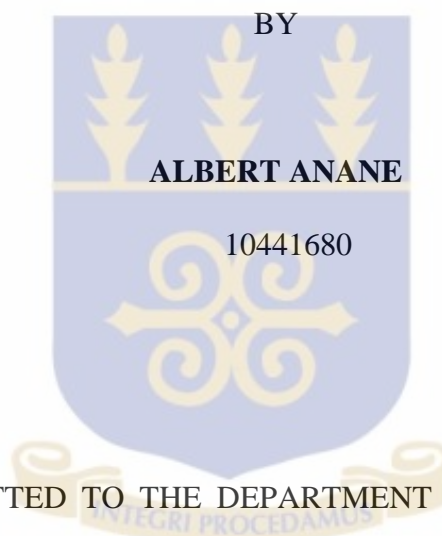


UNIVERSITY OF GHANA

**A STUDY OF THE INFLUENCE OF SPIRITUAL LEADERSHIP, ENGAGED
LEADERSHIP AND EXTRINSIC MOTIVATION ON CONTINUANCE
COMMITMENT IN GHANAIAI BANKS**



A THESIS SUBMITTED TO THE DEPARTMENT OF ORGANISATION AND HUMAN RESOURCE MANAGEMENT, UNIVERSITY OF GHANA BUSINESS SCHOOL, UNIVERSITY OF GHANA, LEGON IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF AN MPhil IN BUSINESS ADMINISTRATION (HUMAN RESOURCE MANAGEMENT OPTION) DEGREE

JUNE 2015

DECLARATION

I, Albert Anane, 10441680, do hereby declare that I am the author of this research paper and with the exception of references cited, which have been duly acknowledged, this paper is the outcome of my own research. I, therefore, accept the accountability for any inaccuracies and shortcomings.

Signature:

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MPhil Human Resource Management, 2014/2015

Date: 1st June, 2015



CERTIFICATION

I hereby certify that this thesis was supervised in accordance with procedures laid down by the University of Ghana.

.....
(Supervisor)

Professor Bill B. Puplampu



Date

DEDICATION

I dedicate this work to my loving wife Mrs. Linda Anane and my children Nana Akosua, Nhyira and Jude as well as my good friend and a brother Rev Samuel Lartyoung whose support and encouragement has enabled me to complete this work.

I also humbly dedicate this work to my supervisor, Professor Bill Buenar Puplampu for his encouragement, critic and supervision. This work could not have been possible without your keen monitoring and direction.



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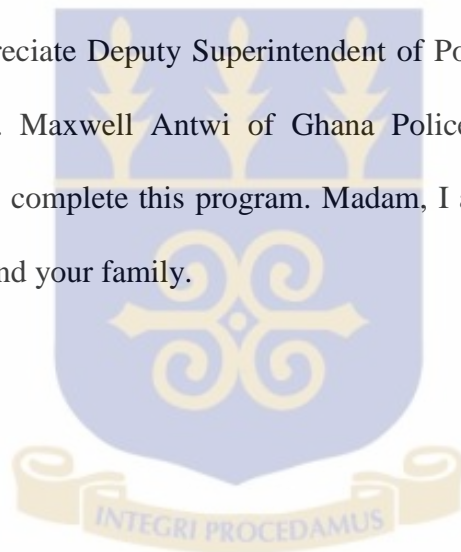


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LIST OF ABBREVIATIONS

CC: Continuance Commitment

EL: Engaged leadership

EM: Extrinsic motivation

GC 100: Ghana Club 100

GDP: Gross domestic product

OC: Organisational Commitment

SL: Spiritual leadership

ERP: Economic Recovery Programme

UNCTAD: United Nations Conference on Trade and Development

ABSTRACT

This study explored how spiritual leadership, engaged leadership and extrinsic motivation influence continuance commitment of employees in the banking industry in Ghana. The objectives of this study were to examine the relationship between spiritual leadership and continuance commitment, the relationship between engaged leadership and continuance commitment and the relationship between extrinsic motivations and continuance commitment in the banking industry in Ghana.

The study adopted a quantitative method using questionnaire as the instrument to gather data from 204 respondents from four selected commercial banks in the Eastern part of Ghana listed on the Ghana Club 100 using the 2013 edition. Simple random purposive and convenience technique was used to select four (4) out of nine (9) banks for the study. Data from the survey was analyzed using multiple regression with the aid of statistical packages for social sciences (SPSS).

The study found out that spiritual leadership (altruistic love and membership), engaged leadership and extrinsic motivation influence continuance commitment. The study also found out that extrinsic motivation mediates the relationship between the leadership styles (engaged/spiritual) and continuance commitment. The findings suggested that though benefits, compensations and organizational support and benefits enhance employee commitment, but to achieve employees' continuance commitment, leaders ought to be considerate, selfless and engaging to their subordinates or staffs.

CHAPTER ONE

INTRODUCTION

1.0 INTRODUCTION

Organisation greatest asset is its committed human resource. However, the Ghana Banking Survey report (2013) and the 2012 report on current trends in Ghana's banking industry both report that on the important aspect of human capital, the Ghanaian banking industry is faced with serious challenge with regards to leadership/management effectiveness, employee retention and motivation despite the major capital injection into the sector. This therefore calls for new organisational and leadership approach in managing the human asset of the banking sector. This affirm why in recent times, attention has been turned to an emergent spiritual leadership (SL) (Fry, 2005 & 2003; Norudin et al, 2013; Vandenberghe, 2011), engaged leadership (EL) (Nkomo&Kriek, 2011; Puplampu, 2010; Tavanti, 2006) and extrinsic motivation or rewards (EM) (Islam & Ismail, 2008; Kuada, 1994; Manolopoulos, 2007; Puplampu, 2007) as the panacea for achieving continuance commitment (CC) among employees at the workplace resulting in greater corporate success.

Contemporary, the goal of enterprises is to achieve sustained competitive advantage over their rivals and maximize financial returns; and this is a binding social and legal responsibility contract with their stakeholders. This is a continuous object of businesses and this objective has become more relevant and challenging as a result of the emergence of globalization and its impact on competition, issues of poaching, growth, survival

strategies for businesses and the dynamics in the global business environment. This makes it imperative and a serious call for businesses and organisations to depend on their unique competences in achieving competitive advantage (Bokpin, 2013).

Second to job satisfaction, organizational commitment continues to be the most studied subject area when it comes to work attitude in the area of organizational behavior, human resource management and organizational psychology (Allen & Meyer, 1990); because its outcome is multifaceted such as intention to leave, turnover, absenteeism, punctuality, organizational citizenship, and performance (Mansor et al., 2013). Pupilampu (2007) opined that committed workforce is the greatest asset of any organization. It is in this direction that human resource practitioners and HR experts continue to consider organizational commitment as an important business construct for business success. The issues of keen competition, key employee retention and turnover intentions are a big headache to managers especially in high-demand industries as the banking industry. Supportive organizational actions influence employee commitment (Rhoades & Eisenberger, 2002); and it requires appropriate leadership engagement approach as interconnected leadership dimensions and tools of self – awareness, vision, advice, mentoring, coaching, communication and support to arouse that sense and feeling for continuance commitment (Pupilampu, 2010). The multidimensional three components of organizational commitment namely affective, continuance, and normative as theorized by Allen and Meyer (1990) continue to be a much studied HR construct because it is perceived to psychologically bond employees to an organization. This study provides

further and deeper investigation into organizational continuance commitment and how it is influenced by spiritual leadership, engaged leadership and extrinsic motivation.

1.1 Background of the Study

According to Bokpin (2013), the economy of Ghana was projected to grow by 8% in 2013 and 8.7% in 2014. The service and the financial sector are key indicators for such vibrant economic growth. According to information from the Ministry of Finance and Economic Planning, the financial and services sector contributed 56.7 percent by way of total assets to the gross domestic product (GDP) at the end of January 2008 and this represented a significant growth from 31.9 percent at the end of December, 2005. In 2010, the service and financial sector accounted for approximately 50% of GDP and employed majority of Ghanaians. On sectorial performance, the services sector as at 2013 was the leading sector, accounting for 51% share of GDP of which the banking sector played a central role with the total assets of the banking sector as at February 2012 growing by 26.6% compared to 25.2% from the same period in 2011.

The Ghanaian banking sector contributed over GHC 809 million in capital as at 2008 to the Ghanaian economy and bank capital representing a proportion of 7% of GDP as at 2007 (Bokpin, 2013). In April 2008, the Monetary Policy Committee of the Bank of Ghana report indicated that total assets of the banking industry grew by 46.2 percent to GH¢7.80 billion at the end of January 2008, compared with 46.9 percent (GH¢664.3 million) recorded in January 2007. The agricultural sector which formerly was the dominant sector now makes up 30.2% of the economy as at 2013. The industrial sector accounts for 18.6% (Doing Business in Ghana report, 2012 as sourced from Ghana News

Agency 5 November 2010). Looking at the overview of the Ghanaian economy for 2013, on sectorial growths and contribution to GDP, the services sector led the growth with a share of 50.0% of GDP of which finance (banks) and insurance grew by 23.0% (Ghana Banking Survey report, 2013).

According to the Bank of Ghana website (<http://www.bog.gov.gh>), there are 27 licensed commercial, development and merchant banks operating in Ghana as at May, 2014 with only seven of the twenty-seven universal banks listed on the Ghana Stock Exchange. There are also 137 licensed rural banks of which 25 of them are located in the Ashanti region as the region with the highest number of rural banks in Ghana. The Banking sector in Ghana is governed by the Bank of Ghana: the government-owned central bank. The bank is the supervisory and regulatory authority in all matters relating to banking and non-banking financial business with the purpose to achieve a sound, efficient banking system in the Ghanaian economy as a whole. One sector that is highly regulated in the Ghanaian economy is the banking industry. Among the regulatory instruments include the Universal Banking License, introduced in 2003, which permitted banks with 70 billion cedis in capital to carry out any form of banking; the Banking Act 2004 (Act 673); the Foreign Exchange Act 2006 (Act 723); the Non-Banking Financial Institutions Act; 2008 (Act 774) and the Anti-money Laundering Act, 2008 (Act 749).

The financial sector still remain profitable, liquid, and solvent (Bank of Ghana report, 2011) notwithstanding the fact that it is undergoing some critical developments in its structure which is vital for enabling critical opportunities for investment and economic

growth in Ghana. According to Hinson, Owusu-Frimpong & Dasah (2009) the banking sector in Ghana is emerging from undue political influence, weak management, inadequate capital, backward information and accounting systems, poor internal controls, inefficiency, lack of competition and a large portfolio of non-performing loans which it has suffered over the years leading to the call for reforms. The reform within the banking industry is contributing positively to the Ghanaian economy. In recent times, the banking sector is experiencing inflows of international banks especially from Nigeria including United Bank for Africa which began operations in Ghana in January 2005, Zenith Bank, Guarantee Trust Bank (GTB), Intercontinental Bank and Amalgamated Bank of Ghana. This phenomenon may be the reason for the competition, poaching, product development and strategy to achieve market penetration among the various banks in the country.

In their study on key motivations for bank patronage in Ghana, Hinson, Owusu-Frimpong & Dasah (2009) attributed this inflow of international banks to the Ghanaian economy to the financial sector reforms which were initiated in 1983 after the launching of the Economic Recovery Programme (ERP) through to the present which aimed at rehabilitating the country's financial system. The recapitalization policy of government has expanded hitherto some small banks. Hinson, Owusu-Frimpong & Dasah opined that the re-capitalization policy provided a much-needed boost to the economy with the near quadrupling of bank capitalization from GH¢445.8 million to about GH¢1.65 billion in the three years between December 2008 and December 2011. Banks' reserves also doubled from GH¢666.9 million to GH¢1.38 billion over the same period (www.bog.gov.gh). In 2012, as a result of mergers and acquisitions adoption, the

financial sector witnessed some changes in the competitive environment. For example, Access Bank Ghana with a market share of 1.20% acquired Intercontinental Bank of Ghana which had a market share of 3.20%. In the same period, Ecobank Ghana with a market share of 9.00% acquired The Trust Bank Limited, which had a market share of 2.80%.

Other reasons for the inflow of international banks into the country include the political stability compared to other countries within the West African sub region, consistency in implementing political and economic policies, stability of entire economy and the relatively lower minimum capital requirement of 70 billion cedis (\$ 7.5million). The 2012 report on current trends in Ghana's banking industry reports that the most important factors driving changes in the banking industry in Ghana include information technology (IT) advancement; the deregulation of financial services at the national and regional level and the effects of the globalization process fueled by intense competition for qualified and skilled employees. Following this overview, to sustain and improve the successes chalked in the banking industry, it is essential for the banks to have committed and motivated workforce coupled with high spirited and engaged leadership which seems to be missing in Africa; and this is the reason for this study.

1.2 Statement of the Problem

This study investigates how spiritual leadership, engaged leadership and extrinsic motivation influence continuance commitment of employees in the banking industry in Ghana. A number of studies have been done on organizational commitment and it has

been found to be significantly related to job performance (Meyer et al., 2002), attendance and organizational citizenship behaviors (Meyer et al., 2002), networking behavior (Sturges et al., 2002), turnover intentions and withdrawal cognitions (Cooper-Hakim & Viswesvaran, 2005), employee turnover (Cooper-Hakim & Viswesvaran, 2005) and spiritual leadership (Mansor et al., 2013). However, research on spiritual leadership, engagement and extrinsic motivation has developed independent of each other with little knowledge or understanding of how they might be related to influence continuance commitment. In adding to concepts in organizational and managerial studies, this study responds to the call of Mansor et al. (2013) in another geographical context to examine the question of whether Human resource outcome variables of leadership spirituality at the workplace, leaders engagement (Puplampu, 2009) with employees and the factor of extrinsic motivation (Puplampu, 2005) constructs has any correlation with organizational continuance commitment in the Ghanaian banking industry.

Bokpin (2013) stressed that the banking sector in Ghana has seen major capital injection partly which may be a reflection of the Ghana political stability, attainment of micro and macro-economic stability and the goal of government to make Ghana the “financial hub” of the West Africa Sub-region. However, on the important aspect of Human capital, the Ghanaian banking industry is faced with serious challenge with regards to employee retention and motivation. This is as a result of keen competition, poaching of talented staff and turnover intentions among the various banks in the country and essentially because of the inflows of foreign banks.

Consequently, operational cost is increased in recruiting new talents with enhanced and enticing salaries and benefits in addition to providing them with better training. The object of this is to get employees motivated and committed to their work and the industry. The extent of loss of talented employees usually those with valuable years of rich experience and required skills, negatively impacts banks operations. Management are mostly left with no other choice than to embark on the cycled duty to search, recruit, retrain and develop their capacity to the required standard of the business. A gap is created within businesses especially when a key and talented staff leaves a business and it takes considerable number of years for these new recruits to match the loss of the experienced and skilled workers. In addressing this great challenge, management adopts the strategy of extrinsically motivating employees with more competitive salary schemes like raised pay and enhanced remuneration packages, as well as benefit schemes so lucrative that it would drive commitment to promote better retention, sense of organizational loyalty and higher productivity.

The research on continuance commitment is somewhat less developed (Farndale et al. (2014). Despite extant work done on organizational commitment, the focus and the linkage of continuance commitment – a key component of commitment - to other variables has been narrow, individualistic and too simplistic (Iles, 2000). For example to the knowledge of McCallum, Forret, and Wolff (2014) only one study has examined the relationship between organizational commitment and networking behavior which was done by Sturges et al.(2002). However, the study only examined the association between affective commitment and networking using a longitudinal survey approach to

study 212 early career recruits in the UK. According to Mansor et al, (2013), similar studies on association between organizational commitment and spiritual leadership conducted by researchers around the world have been sparse, inadequately examined and too generalized (Duchon & Plowman, 2005). Dent, Higgins and Wharf, (2005); Moore & Casper (2006) add that the concept is still in its beginning stages of serious research due to the fact that the implementation of such an approach is still at its infancy and the concept empirically rare (Rego, Cunha & Souto, 2007). This generalization is problematic since many of these studies were done in the developed economies but with less concentration on emerging and developing economies.

Not much is known about spiritual leadership and its relation with organizational commitment within Sub-Saharan Africa and more specifically in the banking industry in Ghana. This makes it challenging to simplify most of the research findings to cover other geographical locations. Again, culture for example can influence or impact the results differently; however, some scholars (Lok & Crawford, 2004; Hofstede, 1991) explained that leadership behavior such as engagement is culturally determined and differs from one culture to the next. This study therefore will enhance better generalization in the African sub-region. It will be inspiring to see the results of same researches carried out in Africa as advocated by Hermelo and Vassolo (2010) on their work on institutional development. Such a study will establish an appreciation and support to research carried out in the African region.

Engaged leadership and employee engagement is a relatively new concept (Macey & Schneider, 2008) with a sparse and diverse theoretical and empirically demonstrated nomological net—the relationships among potential antecedents and consequences of engagement as well as the components of engagement have not been rigorously conceptualized, much less studied. Literature reveals that engagement impact on employee attitudes has correlation with organizational outcomes like commitment, turnover, retention and productivity. Schaufeli, Bakker and Salanova (2006) have called for giving further attention to development of the construct and its measurement. This is because empirical research on the construct reveals little consideration for rigorously testing the theory underlying the construct.

Puplampu (2005; 2009; 2010) argues that there is limited research on corporate leadership in Africa which includes Ghana and these studies have limited theory tested and it is yet to receive consistent mainstream empirical attention in leveraging the overall state of health and functionality of organizations and national development aspirations. This revelation then underscores the importance of the call on leaders to engage their members especially in Africa where leadership is seen as the exercise of power, authority and control. Much of the literature reviewed also have a lot of concepts especially regarding spiritual leadership and leadership engagement. This may be probably because the study area of spiritual leadership and leadership engagement are not that old. To address this gap in the future, academic researchers can also build on this work by basing their research on linking established models and frameworks with concepts which have

little clearly defined theories backing them notwithstanding this study linkage with motivation which have lots of theories backing it.

The study explores knowledge about the relationship between these developing construct of spiritual leadership, engaged leadership as well as extrinsic motivation and how they jointly interact to influence organizational continuance commitment which could result in positive changes and practices that could lead to a more efficient banking industry in developing countries and in particular the Ghanaian economy.

1.3 Research Objectives

Specifically, the sought to:

- ▶ Examine the relationship between spiritual leadership (altruistic love and membership) and continuance commitment in Ghanaian banks.
- ▶ Examine the relationship between engaged leadership (vigor, dedication and absorption) and continuance commitment in Ghanaian banks.
- ▶ Examine the relationship between extrinsic motivation (monetary incentive as a hygiene factor) and continuance commitment in Ghanaian banks.

1.4 Research Questions

The following are questions that guided the study:

- ▶ What is the relationship between spiritual leadership (altruistic love and membership) and continuance commitment in Ghanaian banks?

- ▶ What is the relationship between engaged leadership (vigor, dedication and absorption) and continuance commitment in Ghanaian banks?
- ▶ What is the relationship between extrinsic motivation (monetary incentive as a hygiene factor) and continuance commitment in Ghanaian banks?

1.5 Research Hypotheses

In order to thoroughly explore the research questions, the following hypotheses were formulated and tested:

- ▶ H1: Spiritual leadership as measured by altruistic love and membership is significantly related to organizational continuance commitment
- ▶ H2: Engaged leadership as measured by vigor, dedication and absorption is significantly related to organizational continuance commitment
- ▶ H3: Extrinsic motivation as measured by monetary incentive as a hygiene factor is significantly related to organizational continuance commitment

1.6 Scope of the Study

The study adopted and followed Allen and Meyer (1990) theory on commitment to build a relation with spiritual leadership using the model propounded by Fry (1990; 1991; 2003) as was discussed by Mansor et al (2013). In the same vein, the study responded to the call of Puplampu (2009) to research into how leaders who are believed to be engaged and those who are perceived to have developed structures and systems actually went about doing so. The study further considered expectancy-based motivation theory (Vroom, 1964) as well as Herzberg's two-factor theory with much discussion and

analysis on extrinsic motivation to envision how these linked variables could impact on continuance commitment practices and its effectiveness in the organizational context in the banking industry in Ghana.

The scope of this study covered the accessible Ghanaian both local/state owned and foreign/private based-owned commercial banks listed on the Ghana Club 100 (2013 edition). The Ghana Club 100 was launched in Ghana by the Ghana Investment Promotion Centre (GIPC) in 1998 to annually compile the top 100 companies in Ghana to give them due recognition to successful enterprise building and also encourage competition and as well as improvement of company products and services in the country.

1.7 Significance of the study

The study made the following contributions to both academic research and practice: Firstly, the study added to extant literature by carrying out an original work which addressed the relationship and the influence of spiritual leadership, engaged leadership and extrinsic motivation on continuance commitment. This was important as the work was done in a developing country context with focus on the Ghanaian Banking Industry.

Again, the study affords policy makers (i.e. leaders and managers) the opportunity to consider retention strategies that seek to reduce inter poaching of skilled personnel in the industry as advocated by (Mansor et. al, 2013). The knowledge acquired in this research should assist organizations and practitioners in developing countries like Ghana and other

jurisdictions with similar socio-economic characteristics to improve their organizational, employee commitment and leadership competences.

Also, the study addressed the challenge of struggle for supremacy rather than collaboration within organizations, an argument which is also in consonance with Lips-Wiersma et al. (2009). The study addressed leadership issues that impact on practices among banks by affording them the opportunity to adopt leadership and managerial behaviors and practices which was found to extrinsically influence their employees' commitment thereby reducing turnover intention as posited by Vance (2006).

1.8 Chapter disposition

The first chapter is the introduction of the study. This comprises background of the study, statement of problem, research objectives, research questions, hypotheses, significance of the study, and scope of the study and chapter disposition.

Also, the second chapter focuses on the review of literature. It contains literature on the concept of spiritual leadership, engaged leadership, organizational commitment and extrinsic motivation. Also, it examines the relationships that exist between leadership style (i.e. spiritual and engaged) and continuance commitment. Finally, this chapter explains the relationship between extrinsic motivation and continuance commitment, and has a conceptual framework.

Chapter three consists of the methodological approaches for the study. Methodology takes into consideration items such as the research design, study population and sampling size procedure, research instrument, data collection procedure, data processing, mode of analysis and ethical consideration.

The next is chapter four which takes a critical look at the data analyses, presentation and interpretation of data, discussions of findings of the study.

Lastly, chapter five looks at the summary of key findings, conclusions, practical and theoretical implications, recommendations for practice and future research and limitations of the study. Chapter six is followed by references and appendices.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

Committed workforce is the greatest asset of any institution. Organizational commitment largely influences performance both at the organizational and individual level and invariably, the performance will largely be dependent on the continuance commitment of the workforce to both remain and maintain membership with the organization. Organizational commitment in time past and present, continues to be studied domestically and globally as well as privately and publicly to measure behavior intentions and attitudes as well as performance outcomes; it has a strong link with organizational behavior. Three decades ago, Batemen and Strasser (1984, p. 95-96) reasoned that organizational commitment is correlated with employee behavior and performance effectiveness; attitudinal, affective, and cognitive constructs such as job satisfaction; characteristics of the employee's job and role, such as responsibility and as well as personal characteristics of the employee such as age, job tenure.

Extant work has been done on the relationship of organizational commitment with job satisfaction, job involvement or perceived organizational support. In spite of this, it seems little or no work has been done on spiritual leadership, engaged leadership and extrinsic motivation as a joint construct with organizational commitment. There is therefore the need for more research to be conducted in this direction.

Organizational commitment has power to critically and urgently influence the employees' behavior and performance; yet it was described as a somewhat elusive attitude in workplaces and organizations by Natarajan (2011). Natarajan (2011) noted the significance of organizational commitment and emphasized that it enhances and increases productivity, performance, job satisfaction and above all, decreases employee absenteeism. In this regard, organizations with high committed workforce, are certain to cut low the cost of administrative and operations expenditure such as on training and development, the recruitment process and lost productivity (Padala, 2011; Pfeffer, 1998). Aladwan, Bhanugopan and Fish (2013) in analyzing the multidimensional perspective of organizational commitment in Jordan, captured succinctly, the importance of commitment of employees to an organization and posited that organizations now recognize employee commitment as a valuable and strategic advantage in retaining knowledge and expertise and thus supporting a competitive advantage for the organization. In this direction and understanding, there should be a good fit of relationship between the employers and the employees; the leaders and their followers; the managers and their subordinates; the employees and the organization values and the environment. This calls for leadership style and practices that effectively engages others and also taps into the inner person of staffs to arouse a deeper sense of loyalty and membership. In doing so, it behooves on management to adopt implementation of practices and policies that outwardly rewards employees enough and challenges them to be effective, efficient and committed.

2.1 DEFINITION OF TERMS

2.1.1 Organizational Commitment

Various definitions have been given by various scholars about organizational commitment. To Bateman and Strasser (1984), organizational commitment is multidimensional in nature, involving an employee's loyalty to the organization, willingness to exert effort on behalf of the organization, degree of goal and value congruency with the organization, and desire to maintain membership. This definition is not so much different from that of Hunt and Morgan (1994) who define organizational commitment as an employee's strong belief in and acceptance of an organization's goal and values, effort on behalf of the organization to reach these goals and strong desire to maintain membership in the organization. Swailes (2002) on the other hand, refers to organizational commitment as the employee's emotional attachment to, identification with, and involvement in the organization and assessing the congruence between an individual's own values and beliefs and those of the organization in question. In reviewing literature, it is obvious that, most scholars consider commitment in organizational or business settings as a bond between the employee and the employer. The employee is referred to the individual worker as a member of an organization and the organization referred to as the corporate body. This bond is contractual in nature and has three components: a strong belief in and acceptance of the organization's goals, a willingness to exert considerable effort on behalf of the organization, and a definite desire to maintain membership with the organization. Expanding the discourse on organizational commitment, a number of theoretical and conceptual discussions have been done.

2.1.2 Leadership

Leadership, be it transformational, charismatic, servant, spiritual or engaged, is considered essentially as open-ended in nature, enabling organizations not only to cope with change, but also to be proactive in shaping their future and guided by ethical principles. According to Zaccaro et al., (2004) leadership is a complex phenomenon, a combination of multiple individual attributes which together promote effective leadership. It is therefore important that leaders possess soft leadership attributes and competencies not only cognitive in nature but that which is within and less seen that serves as an enforcement instrument for both individual and organizational performance. In their study on the relevance of leadership and organizational culture in public sector organizations in Ghana, Dartey-Baah, Amponsah-Tawiah and Sekyere-Abankwa (2011) echoed Sternberg's (1985) definition on leadership as a process by which a person influences others (usually followers) to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. This requires leaders to be effective. Effective leadership therefore involves creative, inventive and innovational processes of differences. At the same time, it involve producing purpose-driven unities, bounded by the limits imposed by criteria of accountability (Kuepers, 2011). It must be emphasized that leadership is more relational in nature; it is a two-way event. It is a leader – follower relationship and each side contributes in a unique way to make the organization unique. The leadership relationship must be interactive, dynamic and reciprocal.

Leadership still remains fundamental and foremost to corporate efficiency and effectiveness; yet corporate leadership is an under-researched concept in African countries like Ghana (Puplampu, 2009). The researcher continued that few leadership studies done on corporate organizations like the banking institutions in Africa and for that matter Ghana, lack consistency and connection with the broader theoretical and conceptual discourse. This according to Puplampu and do not surface grounded conceptualizations. In the view of Willcocks (2012), there is little agreement on the exact nature of leadership and the effectiveness of particular approach. This is because according to Willcocks, the leadership literature is diverse and lacking consensus. Leadership is the centre and the driving force upon which an organization moves. The rise or fall of any organization largely depends on its leaders. Kollee, Giessner & Knippenberg (2013) argued that the successes and failures of organizations and teams are largely dependent on leaders. In his work, Ugwuegbu (2001) situates the underdevelopment of organizations in many African countries under problems of leadership.

Much research has been conducted into leadership theories. Those that have attracted the attention of many researchers for a number of years are transformational leadership theory especially in the area of inquiry in the organizational science, transactional leadership, authentic leadership, servant leadership, charismatic leadership, soft leadership (Rao, 2013) and lately, spiritual leadership (Fry, 2003; Vandenberghe, 2011; Mansor et al., 2013) as well as engagement leadership (Puplampu, 2010). These theories were categorized into four main themes by Bolden and Kirk (2009): Essentialist theories

such as trait and behavioral approaches, which suggest that there is an objectively verifiable set of capacities and functions of leadership; Relational theories such as leader-member exchange which deal with the exchanges between leaders and followers; Critical theories such as those that questions the very existence of the concept and; Constructionist theories which consider leadership as a social construction. There are many studies which also discuss leadership (see Fry, 1990, 1993, 2000; Yukl, 1994; Pупlampu, 2010; Usman& Danish, 2010; Vandenberghe, 2011; Mansor et al., 2013 etc.). This study reviews literature on two emerging leadership constructs: spiritual and engaged leadership in relation to organizational commitment.

2.2 Theoretical and Contextual Argument

2.2.1 Organizational Commitment

Organizational commitment is a widely discussed subject with theories backing it. In discussing the impact of perceived corporate culture on organizational commitment, Ortega, Sastre & Castillo (2013) made reference to the exchange theory as a theory which explains a certain “norm of reciprocity” – explaining that employees who feel well treated by managers and their organizations experience a sense of reciprocal obligation. In this vein, such feelings compel them to remain obligated in their loyalty to the business. The researchers also echoed Porter et al.’s. (1974) assumptions on commitment as characterized by three factors: accepted assumptions made up of a strong belief and acceptance of the values and goals of the organization; a willingness to undertake substantial efforts on behalf of the organization; and a strong desire to remain in the organization.

Two popular opinions about organizational commitment are revealed in literature. The first one is behavioral situation which explains the identification and involvement of an employee with his/her organization. The second is action-oriented with investments which explain employees' strong desire to remain a member of the organization (Allen & Meyer, 1990). One conceptual model which has widely been received, discussed by researchers and invariably become the cornerstone of organizational commitment discourse was propounded by Allen and Meyer (1990 & 1991). The researcher modeled three components of organizational commitment: affective, continuance and normative.

2.2.1.1 Affective and Normative Commitment

Briefly, affective variable is normally and greatly associated with employees with in-depth desire and emotional and psychological attachment to stay with the organization. It makes employees identify and engage with the organization. A strong and effective motivational strategy at various levels of the organization is a requirement tool for employees' satisfaction and commitment to jobs. Normative variable on the other hand is normally and greatly associated with employees with obligation to stay with the organization for the purpose of continued employment. Normative commitment is associated with a sense of duty by the employee to continue work. Evidently, research suggests that strong affective and normative commitment is positively related (Çelik, 2012; Cohen, 1996).

2.2.1.2 Continuance Commitment

Organizational continuance commitment describes the strong maintenance of individual membership in an organization, exerting strong effort in ensuring the organizational welfare as well as having a strong confidence and acceptance of organizational values and objectives. Generally, organizational commitment can be defined as the emotional responses which an employee has towards his organization. While commitment can fundamentally be explained as an individual's power of involving and identifying oneself with an organization, continuance commitment is about peoples' readiness to contribute to organizational objectives.

Continuance commitment variable is normally and greatly associated with employees feeling the need to remain or leave the organization due to certain important considerations associated with some level of investment made which includes retirement and relationships with others. Reichers (1985) refer to these investments as "nontransferable" investments. It is nontransferable in the sense that it is inherent and individualized effort inclined. Reichers continued that these investments also include other factors such as years spent working for the organization, accrued benefits to the employee or things that are unique to the organization which the individual enjoys or appreciates. The concept of continuance commitment apart from the fact that it is based on social exchange theory is also a 'psychological contract' relationship within an organization and may be either a neither unwritten nor unspoken promise. Employees are likely to remain with organizations when there is certainty and opportunity for individual growth and development, and these results in greater commitment. Factors that make it

difficult for employee to leave an organization are usually linked to continuance commitment. The factors that make it difficult for employees to leave an organization can be linked to external constraints and economic factors based on the perceived costs and alternative opportunities of leaving the organization such as employment opportunities. Investments and alternatives are two antecedents of continuance commitment. Investments look at issues like time, money or effort while alternatives look at the employee's ability to have options within or without the organization.

Sectorial studies have revealed that employees with higher continuance commitment are government employees (Meyer & Allen, 1997) because such public employees are perceived to have strong ethics and job security (Perry, 1997). This finding cannot be far from the truth with the upsurge of present world socio-economic difficult times where unemployment and underemployment challenges continue to confront society and governments. It is a matter of "common sense" to remain with an employer who provides relatively secure job environment. Çelik (2012) and Cohen (1996) adds that employees with strong emotional attachment to their work and career exhibit strong continuance and normative commitments. Allen & Meyer (1993) posits that functions of individual characteristics such as age, experience, tenure, seniority and education or qualification with variable factors such as climate, job satisfaction and organizational characteristics are considered organizational commitment. Evidence suggests that there is a positive relationship between an employee's age and time with the organization and their level of commitment (Allen & Meyer, 1993) which is associated with expected and perceived

outcomes. There is need for further examination to ascertain how continuance commitment as a component of commitment influences outcomes.

2.2.1.2.1 Continuance Commitment Outcomes

Commitment outcomes such as organizational citizenship, employee retention, attendance, and job performance have been well discussed in literature as suggested by Gellatly (1995). In discussing individual and group determinants of employee absenteeism and testing of a causal model for example, Gellatly (1995) found continuance commitment to be related with how often employees absent themselves from work. In a similar study, Somers (1995) found out for example that nurses who had lower levels of commitment had higher levels of absences. There is also a correlation between turnover intention, performance and commitment. Meyer et al. (1993) found that employees with high commitment level also had high performance rate and are better performers. In discussing continuance organizational commitment, it is important to raise the importance of management and leadership style as key issue to be mindful of by managers and leaders of organizations. A happy employee is a committed employee and higher performer. In their study, Meyer and Allen (1997) found that employees who have a good working relationship with their supervisors and mates have higher commitment level. Again, Nierhoff et al. (1990, p. 344) also concluded that organizations management culture and style strongly correlate the degree of employee commitment. It cannot be underestimated that employees who feel uncared for are likely to exhibit strong commitment to their organizations. Employee involvement, delegation of responsibilities and roles brings out the creativity and innovative powers of employees which in a nut

shell, positively affect outcomes at the workplace. It is therefore crucial that managers take into account the intangible part - spirituality – of their employees and themselves as leaders in the formulation and implementation of policies and practices if greater commitment is to be achieved.

2.2.2 Spiritual Leadership

In the contemporary business environment, a multifaceted approaches and abstract concepts are been applied to retain employees and at the same time ensure employee are committed to the aspirations of an organization and work. In view of this, intangible concepts such as emotionality, emotional intelligence, emotional capital, intellectuality, intellectual assets, intellectual properties, religiosity, religious capital, spirituality, spiritual intelligence, spiritual resources and spiritual leadership are now been incorporated into business management and relationships at the work place. Spirituality made manifest is the essence of leadership. The critical measure of leadership excellence is argued by Sankar (2003) to depend on a leader's character based on integrity, trust and human dignity influencing a leader's vision, ethics and behaviors rather than charisma. The elements of integrity, trust, human dignity, vision and ethics all find their root in spirituality. The study looks at altruistic love as the foremost dimension of spiritual leadership and argues that it will be positively related to continuance commitment.

The debate on the definition of spirituality as a concept is still raging. There is no clear and an accepted conceptual definition of the concept. Various authors have attempted to define the concept based on their philosophies and experiences. According to Fry (2003)

spiritual leadership is basically leadership according to God's calling which require following God's will by obeying divine or higher laws (values). Dehler & Welsh (1994) for example define spirituality as: ... a subconscious feeling that energizes individual action in relation to a specific task [...] an animating life force, an energy that inspires one toward certain ends or purposes that go beyond self (p. 19). Giacalone & Jurkiewicz (2003) also define the concept as 'a framework of organizational values evidenced in the culture that promotes employees' experience of transcendence through the work process, facilitating their sense of being connected in a way that provides feelings of wholeness, compassion and joy'. This definition integrates the essential elements of the sense of calling and membership as depicted in spiritual leadership model by Fry (2003). Bregman & Thierman (1995) considers spirituality as living meaningfully with an ultimate being. Mitroff & Denton (1999) defined spirituality as the feeling of being connected to oneself, to others and to the environment whiles Benefiel (2005) describe spirituality as an individual's relationship with a higher being.

Spirituality as concept or term hold a nonreligious meaning but there is that temptation to link it to religion. Religion is about holding or accepting a certain strong belief system or being in some nonphysical force. Spirituality rather is about sense of belonging and connection to workplace community where there is feeling of partnership, socialization and interconnectedness among members of the community. Experiencing inner life, meaningful work, and community are identified in literature also as three components of spirituality. Milliman et al. (2003), further explains that employees wants to experience self-fulfillment, enjoy their work and the environment they work in as well as feel

essence of community is that it involves a deeper sense of connection members of the community which includes support, freedom of expression and genuine caring. The existing literature on workplace spirituality according to Giacalone et al. (2005) has been mainly influenced by developments in the fields of religious studies and psychology. Spirituality is both an inherent and in born characteristic of all human beings which cuts across race, language, tribe or skin. It is nondenominational and sacred to all humans because it is the godlike factor in every person.

Spirituality is embedded in relationship with divinity. The concept of spirituality is more about people's beliefs and values and involves questioning one's own life and existence. Additionally, a more involving and encompassing definition of spirituality was given by Marques (2005). The researcher defined spirituality as an experience of interconnectedness and trust among those involved in a work process, engendered by individual goodwill; leading to the collective creation of a motivational organizational culture, epitomized by reciprocity and solidarity; and resulting in enhanced overall performance, which is ultimately translated in lasting organizational excellence. This definition is more involving because it encompassed important attributes such as trust among team members at the work place, individual goodwill, organizational culture and commonality which end results to achieve improved organizational performance and excellence.

The theory of spiritual leadership looks at love, care, concern and appreciation as a means of promoting wholeness, community harmony and well-being of members (Fry, 2003).

The end result is loyalty and commitment of members to both the leaders and the organization. Literature has shown that leaders with altruistic love as a dimension of spirituality greatly influence followers and leads to low workers' continuance commitment (Ahiazu & Asawo, 2009). In work environments where workers feel loved and cared for they see their work as a calling and mission other than as a job and responsibility. Employees will bring their entire self (physical, mental, emotional and spiritual) to the organization.

Spiritual leadership is seen as a system of social interaction between leaders and followers (Yukl, 2009) and leadership is drifting from the notion that the phenomenon is driven solely from rational, cognitive processes but to leaders' ability in managing people and the work environment spiritually. In the opinion of Mansor et al. (2013), spiritual leadership is about ensuring that the workplace is truly community centered and made up of people with shared traditions, values, and beliefs. Spiritual leadership is an emerging concept on leadership focusing on finding true meaning at the workplace; it has become the focus of research in management in recent times. In reviewing the work of Fry (2003; 2005), it is revealing to identify that the object of spiritual leadership is to meet the fundamental needs of leaders as well as their followers for their spiritual survival or well-being by means of calling, membership, creation of vision and value congruence across the following levels: individual, empowered team, and organization with the fundamental objective to foster higher levels of psychological well-being, positive human health as well as organizational commitment and productivity. The pursuit for true meaning at the workplace has given rise to the concept of spiritual leadership leading to

organizational commitment. The essence of spiritual leadership is echoing the relevance of employers discovering meaning in their work and demonstrating a genuine concern for the total person, not just the employee.

The theory of spiritual leadership focuses greatly on individual persons by encouraging people-organizational partnership, transformation, diversity, collaboration, and inspiration and less on power and organizational position, conformity and controlling. It is placing premium on the work environment where there is an association of friendship, socialization, sense of membership, meaningful work and fulfillment fitting into peoples' lives. Believers in workplace spirituality such as Mansor et al. (2013) argues that individual employees join organizations not only with the unique skills and competencies they possess but they come along also with their individual spirits to the workplace. It is therefore suggested that the individual needs to feed their spiritual desires and hunger to experience a sense of transcendence and community at the workplace. To produce a more motivated, committed and productive workforce, management needs to incorporate in organizational designs, programs and activities that motivate and inspire people through a transcendent vision and a culture of spiritual values. Spiritual leadership looks at the aspects of both an organization and individual employee which are intangible but so critical and essential for improved performance. It is the vital, energizing force or principle in the individual. It has consequential effects on employee's identity, values, memories, and senses as today's employee searches for meaning which encompasses both community and transcendence.

The dimensionality of causal theory of spiritual leadership based on vision, altruistic love, hope/faith, calling/meaning and membership was developed by Fry (2003) with the view to assess individually in correlation with organizational commitment. Fry & Coen (2009, p. 266) in advancing the model situated the theory within the internal (intrinsic) motivation model. According to Fry and Matherly (2006), spiritual leadership theory is a causal leadership theory for organizational transformation designed to create an intrinsically motivated, learning organization. These scholars opined that the theory of spiritual leadership was developed within an intrinsic motivation model that incorporates vision, hope/faith, and altruistic love, theories of workplace spirituality, and spiritual survival/wellbeing; yet its impact is extrinsic in nature. Based on this, the researchers defined spiritual leadership as the values, attitudes, and behaviors that are necessary to extrinsically and intrinsically motivate one's self and others so they have a sense of spiritual survival or well-being through calling and membership. Spiritual leadership involves three important variables: recognition of employees' inner life, meaningfulness of work, and membership (community).

However, in the study by Sendjaya (2007), spiritual leadership was conceptualized and categorized into four primary dimensions, made up of religiousness, interconnectedness, sense of mission, and wholeness. In another study, in discussing spirituality at the workplace, Pfeffer (2010) also argues that there are four fundamental dimensions to the concept which also promote transcendence. The four dimensions of spirituality enumerated by the researcher are interesting work that permits individuals to learn, develop, and have a sense of competence and mastery; meaningful work that provides

some feeling of purpose; a sense of connection and positive social relations with coworkers; and the ability to live an integrated life, so that work roles and other roles are not inherently in conflict. The nature of current leadership approaches focuses on personal values and meaning, a way of understanding self and the world and is a means of personal and group integration. It is in this vein that spiritual leadership has a place in our work lives. Spiritual leadership focuses on creation of shared meaning; it may encourage persuasion and discourage coercion or force.

Building on traditional theories, Sanders et al. (2003) explains dimensionalities of spirituality in leadership using the proposed three dimensions of spirituality model. These dimensions are made up of consciousness, moral character and faith. In discussing spiritual dimension in leadership, Fernando, Beale and Geroy (2009) add to the view of Sanders et al. (2003) to incorporate transactional, transformational and transcendental leadership style models as traditional theories connected through three continua namely locus of control, spirituality and effectiveness. Consciousness covers locus of control of which as the latter explains shows that individuals differ in terms of their beliefs about how people control the outcomes in their lives whether internal or external. Hoffi-Hofstetter and Mannheim (1999) argue that internal locus of control is positively related to corporate citizenship and the self-esteem of managers whiles Graffeo & Silvestri (2006) also argues that internal locus of control is positively related to better physical and psychological health, high academic performance and achievement.

Externally, literature suggests that locus control is related to managers' feelings of powerlessness and workplace bullying, withdrawal from corporate citizenship activities in times of crisis and poor health outcomes. Spirituality continuum also covers morality and character. Bass (1995) opined that leaders require mature moral development (p. 474); leadership spirituality demands strong morality and ethical conduct. Leaders' internal and external moral values and spirituality must deepen and be progressive. Fernando, Beale and Geroy (2009) stressed: "As leaders' internal moral values and spirituality deepen, they progress from transactional to transformational leadership". Faith covers leaders' effectiveness. The combination of higher locus of control and higher spirituality then makes leaders effective more especially as they progress in their activities and responsibilities. Fernando, Beale and Geroy (2009) assert that effectiveness is the dependent variable of locus of control and spirituality.

Contextually, considering the present turbulent socio-economic environment where organizations are compelled to employ all manner of strategies to remain relevant and competitive, leadership that focuses on leaders themselves as well as the development of followers (employees) is very critical and essential. In this regard, transformational leadership has been a foremost recent model discussed in literature when it comes to leadership (Nguni, Slegers & Denessen, 2007; Xiao-Hua & Howell, 2012). This is due to the claim that it has greater direct effects on the employee attitude, motivation and commitment leading to significant employee effort, in-role performance and desired organizational change. Despite the welcomed positive effects of transformational leadership on corporate leaders and organizations, it is appropriate to discuss leadership

in the context of culture and location specifics. For example it is a general knowledge that the African man or woman is an “un-repenting religious being”. In this direction, corporate leaders and managers would have to be “spiritually inclined” to make themselves and their followers committed and better performers. Despite this, literature on the level of influence of spirituality in the workplace in Africa corporate bodies has been seemingly absent and this study addresses this gap.

Workplace spirituality and spiritual leadership is gaining grounds and receiving much attention within both leadership and management study and practice for over two or more decades. This has come about because evidence suggest that workplace spirituality benefits both the employee and organizations as it leads to personal outcomes such as increased positive human health and psychological wellbeing, improved employee commitment on individual employee level on one hand and increased productivity, reduced absenteeism and turnover for organizations on the other hand (Giacalone & Jurkiewicz, 2003).

Again, workplace spirituality and spiritual leadership is gaining grounds and receiving much attention in literature in that the concept contains values and traits which are very essential for leadership and corporate success. Spiritual leaders possess values that are also spiritual in nature. This is because the concept of spirituality is more about people’s beliefs and values and finding one’s own life meaning and existence. Reave (2005) identified nine key elements of spiritual values also referred to leaders personal qualities which leads to leadership success. The values are namely integrity, honesty, humility,

treating others with respect, fair treatment, expressing caring and concern, listening responsively, appreciating others and personal reflective practices. The researcher found all the variables to strong correlation and quantifiable positive relationship with both organizational and individual performances and success.

Leadership spiritual values begin with the leader's integrity, which is reflective of ethical behavior. Hendricks and Hendricks (2003) after many years of research came to the conclusion that when leaders operate from integrity, their personal and professional well-being are tremendously accelerated as cited in Reave (2005) with latter emphasizing that character and behavior require integration else the authenticity of the leader is lost. Integrity promotes consistency between leadership image and identity which then and leads to trust as well as reliability of employees in their leaders. A lapse in a leader's integrity can easily spread like wide fire to destroy the leader and his/her organization. This assertion is in consonance with the study of Morgan (1993) when the researcher surveyed 385 managers and 1965 raters and found that perceptions of ethical behaviors are correlated with perceptions of leadership. Leadership failure has been found to have relationship with lack of leadership integrity among organizations. A study by Harden Fritz (2002) which studied troublesome bosses found that half of the respondents asserted that their bosses engaged in taking credit that should have gone to others, lying about task accomplishments and violate rules and regulations at the work place which are all considered as unethical conducts.

Following integrity is honesty with oneself and others. It is about being consistent and truthful in all leadership endeavors. Honesty as spiritual values is critical especially during restructuring process such as downsizing. Bates (2002) made reference to Center for Creative Leadership where the center for example surveyed 77 managers to measure honest leadership in crisis period and found that communicating the truth about the reasons for organizational change and sensitively listening to employee responses have positive relationship with honesty.

The leader's level of humility is connected to his/her success and effectiveness. The test of a leader's humility is the ability to receive and welcome negative feedback, or negative criticism. Power and absolute power may easily corrupt; humility as a spiritual value is important quality for leaders in that it may address the temptation of personal vanity and pride which can cause the fall of leaders. Humble leaders may not be charismatic, colorful or flamboyant in nature but effective and likable by followers. Humble leaders are usually quick to promote and announce the achievement of others instead of theirs even when they found themselves in the same organization. This assertion was confirmed by a study of extraordinary performance achievements in good-to-great companies conducted by Collins (2001). The researcher found two fascinating elements namely the triumph of humility and fierce resolve as the distinguishing factor of the leaders in good-to-great companies. Ironically, the study also found egoism and pride as the cause of decline or continued mediocrity of the companies. Humility and respect for others are two virtues that cannot be decoupled. Respect for others involves a high sense of listening sensitively to the needs and responses of followers. It is a value that makes the

leader to focus attention on the welfare of others with a sense of treating them fairly, compassion, justice and honor. Reave (2005) captured it succinctly that “leadership that respects the values of followers creates empowerment rather than dependency, sustainability rather than short-term success”.

In recent times, leadership and spirituality has been intertwined and become inseparable. In reviewing literature on spirituality, Ayranci & Semercioz (2011) identified three different approaches to connections between leadership and spirituality. The first approach addresses injection of spirituality into leadership which came out with servant leadership as a type of leadership. Servant leadership adopts spiritual values to serve other people. It promotes altruism and trust in others, organization and the community as whole. The servant type of leaders was referred by Covey (1991) as the principle-centered leader. These types of leaders are motivated by serving others and at the same time obeying rules and principles. These leaders are characterized by bring out the talents, gifts and creativity in others as well as being positive by maintaining inner (spiritual) balance in their lives which is referred to emotional intelligence. The second approach addresses spirituality and leadership as distinct concepts. Leadership effectiveness is influenced by spirituality (Peters & Waterman, 1982); spirituality affects the leader him/herself as well as his/her organization and the workforce. The call for their separation is also facilitated by easy research and analysis of the two individual concepts differently. The third approach addresses the formation of spiritual leadership and the evaluation of the connections between the two concepts. Hicks (2003) posit that spiritual leadership as a leadership type uses spirituality as a means to increase efficiency and

profitability in a business as well as leading others towards integrated organizational mission and vision. Ayranci & Semercioz (2011) study on spirituality revealed that there is a statistically significant relationship between spiritual leadership and factors of spirituality (immateriality and spiritual awareness) even though the relationships are very weak. In this regard, the study found the second approach more favorable due to the separation of the two concepts as distinct. Spiritual leadership has dimensions. The study look at two of these dimensions namely altruistic love and membership found in literature to relate well to continuance commitment.

2.2.2.1 Altruistic love and Membership

Milliman et al. (2003) in attempt to address the specific elements of altruistic love as it relates to organizational commitment with dependence primarily on correlational designs identified minimal empirical studies that exist in the study of spiritual leadership a gap that needs to be filled through research. Altruistic love comes from the concept of altruism which is explained by Mansor et al. (2013) as the principle or practice of concern for the welfare of others; behaviors done for the benefit of others voluntarily without payment of rewards in return. Crosbie and Oliner (1999) as cited by Mansor et al. defined altruistic love as sacrificing or giving of very important interests including individual life as way of expressing love.

Altruistic love as a dimension of spiritual leadership which showed the strongest correlation in this study of Mansor et al. (2013) supported the study conducted by Ahiazu and Asawo (2009). The study indicated that leaders' selflessness and self-

sacrificial traits enhanced employee commitment to work and the organization. Usman and Danish (2010) studied leadership spirituality in banking professionals and its impact on organizational commitment by using a convenience sampling technique to record the responses of the 121 bank branch managers, area managers and regional managers of various banks. The study found a strong and positive correlation between aspects of spirituality and organizational commitment. The study posed five hypotheses namely intrapersonal aspect of spirituality of bank managers is positively and significantly correlated with organizational commitment; the interpersonal aspect of spirituality of bank managers is positively and significantly correlated with organizational commitment; super personal aspect of spirituality of bank managers is positively and significantly correlated with organizational commitment; ideopraxis aspect of spirituality of bank managers is positively and significantly correlated with organizational commitment and finally spirituality has a significant and positive impact on organizational commitment. The study found that all the hypotheses were positively and significantly correlated to have significant impact on organizational commitment. The study also found that greater number of the respondents have strong inner connection with their organizations with high commitment level. As a result of this the respondents were noted to be productive and remained loyal to their organizations.

Fry (2005) also found there is a positive relationship between wisdom and altruism as factors or dimensions of spiritual leadership and the issues of spirituality. Both the wisdom and altruism of the leader have positive and significant relationships with spirituality and religiosity. The study found altruism has the strongest relationship to the

extent that the more top managers of industries in Turkey were more willing to transfer their own benefits to others, the more committed that person is to religiosity, immateriality and spiritual awareness. Also, Ahiazu & Asawo (2010) studied workplace spirituality and altruistic love as dimension of spiritual leadership in African and surveyed 235 middle and senior level organizational manager employees' commitment in the manufacturing industry in the Nigerian a country located in West Africa. The study found that a culture of altruistic love from the leaders leads to high workers' affective and normative commitment, as well as low workers' continuance commitment in the Nigerian manufacturing industry. The study posits that there is strong significant and positive correlation between altruistic love and affective commitment, normative commitment and continuance commitment.

Membership on the other hand, looks at the work environment where employees are understood and appreciated both culturally and socially. This suggests an understanding between the management and employees matters. Membership promotes affiliation, socialization and belongings. The African and the Ghanaian community is collectivist in nature and any practice or policy that alienates this basic social and cultural antecedent will likely fail. In the Ghanaian environment, people want to belong to a community and get connected. Discussing spirituality, Pfeffer (2003) for example identified four dimensions of people's expectations in the workplace. According to the author, employees look for interesting and meaningful work that permits them the opportunity to learn, develop, and have a sense of competence and mastery; that provides some feeling of purpose; a sense of connection and positive social relations with their co-workers and

lastly, the ability to live an integrated life, thus roles and work role should be harmonized individual aspirations as a human being.

In other conclusions, Mansor et al. (2013) found that each of the dimensions of spiritual leadership which were identified by Fry (2003) namely vision, altruistic love, calling/meaning, membership have a significant relationship with organizational commitment. The study also shows that the element of altruistic love followed by membership and vision appears to have the strongest correlations compared to the other elements of spiritual leadership. Ashforth and Pratt (2010) in their study has also come up with three dimensions of spirituality at work and named them as transcendence of self, holism and harmony, and growth. Transcendence of self involves linking people to divine existence. The integration of the various aspects of individual self is what is referred to as holism Harmony looks at the integration and synergizing employee behaviors. Self-development and self-actualization and the realization of employee's aspirations and potential are referred to as growth. Ashforth and Pratt (2010) points out that transcendence leads to connection, and holism and harmony to coherence and growth leads to completeness. Spirituality at the workplace is about the promotion of feeling of satisfaction through transcendence that empowers inner sense of wholeness.

Recent scholars have affirmed an increasing awareness that spirituality at the workplace plays a critical role in organization and leadership (Vandenberghe, 2011; Usman & Danish, 2010 & Mansor et al., 2013); and thus are calling for a new area for scholarly research in this field, freeing the assumption that only the traditional and mechanistic

leadership approach inspires human behavior, employee satisfaction and commitment at the work place. The key roles that spirituality plays in leadership processes and organizational outcomes such as commitment and job satisfaction for both leaders and their followers have surged the interest of researchers and practitioners (Fry, et al., 2005 & Zachary, 2013). For example, Zachary (2013) in his work, examined the spiritual leadership: investigating the effects of altruistic love on organizational commitment, Fry's (2003) examination of leadership as a mechanism for facilitating workplace spirituality and Vandenberghe's (2011) study on workplace spirituality and organizational commitment: an integrative model. Some scholars have found this construct as an important area to improve employee welfare and organizational performance (Jurkiewicz & Giacalone, 2004). Some scholars like Mitroff & Denton (1999) suggested that building and developing spiritual values leads to higher performance and greater commitment and could result to organizations becoming more profitable. Rego et al. (2008), Fry and Cohen (2009) also argued that the negative consequences of extended work hours, cultures and other aspects of bad management can be overcome by organizations in the workplace through spirituality by providing employees with a sense of purpose and meaningfulness and perspectives of self-actualization.

Spiritual leadership has become more crucial, and more importantly as a result of globalization and current rising interest in changing work conditions and complexity of modern employees and work conditions. Believers in Spiritual leadership stress that it enhances greater creativity, greater appreciation and commitment to work, greater work satisfaction and greater source of competitive advantage. Again, the recent restructuring

of the banking industry in Ghana has led to downsizing, reorganization, frequent job changes and designs, stressful work conditions, as well as the promoted diversified workforce in the various banks. The resultant effects are demand to enjoy satisfying work and working conditions as well as employee and employers stakeholder partnership which calls for spiritual leadership approach at the workplace. Polley, Vora & SubbaNarasimha (2005) for example, emphasized the necessity of spiritual leadership as being ethical. In the work of Fairholm (1996), almost 85 per cent of the survey respondents found a significant connection between their leader's disposition to spirituality and his or her impact on their work.

Extant literature have provided evidence to the effect that spiritual leadership is associated with higher work unit performance (Duchon & Plowman, 2005) which is based on improved work attitudes. Evidently, spiritual leadership is strongly and positively associated with such attitudes as organizational commitment, extrinsic work satisfaction, and job involvement (Vandenberghe, 2008). Some studies on spiritual leadership suggest that organizations may become more profitable by building on employees' need for spirituality and developing their spiritual values. This assertion is supported by Mitroff and Denton (1999) study of senior executives, where it was opined that spiritual organizations were able to get the best of their employees by allowing them to bring their wholeness including their creative and intellectual potential to work. Scholars like Rego et al. (2008); Fry and Cohen (2009) also affirm the role of spirituality in that providing employees with a sense of purpose, meaningfulness and perspectives, which helps organizations to overcome the negative consequences of extended work

hour's cultures and other aspects of bad management of self-actualization and can also elicit work productivity (Garcia-Zamor, 2003).

While it is pleasing to note the positive effects of spiritual leadership on individual and organizational performance, some scholars also offer some cautions. Bell and Taylor (2004) argue that spiritual management development tends to place responsibility for changing organizations on individuals' engaging with their inner selves. In the same vein, Vandenberghe (2011) discussing workplace spirituality and organizational commitment, emphasized that spiritual leadership practices may compel employees to observe among themselves the meaning that would inspire their action which will likely isolate them from the structures of the organization . This challenge may lead to the struggle for supremacy rather than collaboration within organizations. This argument is also in consonance with Lips-Wiersma et al. (2009) study which affirmed that spirituality effects varied along two dimensions, i.e. the degree of control exercised by the organization over individuals' behavior and the extent to which employees are instrumental to the achievement of the organization's goals, with resultant manipulative effects when control is low and instrumentality is high. In the work of Giacalone and Jurkiewicz (2003b) the researchers also identify four major weaknesses that must be addressed if this newly emerging paradigm regarding spirituality at the workplace is to be accepted in the scientific management community: First, the lack of an accepted conceptual definition of the concept; Second, inadequate measurement tools; third, limited theoretical development; and fourth, legal concerns. To address these weaknesses, Giacalone and Jurkiewicz (2003) and Fry (2005) came out with three critical solution factors: conceptual

analysis; conceptual distinctions and measurement foci; and clarification of the relationship between criterion variables.

It is an undisputable fact that quite a number of discussions have been done on spirituality and organizational commitment yet there is still a gap. The reason being that the focus and similar work linking commitment and spiritual leadership is too generalized, sparsely and inadequately examined (Duchon & Plowman, (2005); Mansor et al. (2013). Additionally, the concept of spiritual leadership is still in its foundational stage of serious research and implementation in approach (Dent, Higgins & Wharf, 2005; Moore & Casper, 2006) and the concept empirically rare (Rego, Cuhna & Souto, 2007). Hunt (1999) adds that workplace spirituality and spiritual leadership research is in the initial concept and elaboration stage of development. Giacalone and Jurkiewicz (2003b) opined the lack of an accepted conceptual definition of the concept, inadequate measurement tools, and limited theoretical development as gaps to the study of spiritual leadership. It is therefore needful to carry out more research to add to existing literature and improve organizational practice in an attempt to link altruistic love as dimension of spiritual leadership to the specific subject area of continuance commitment. On the bases of this reviewed literature, the following hypothesis is proposed: Altruistic love and membership as dimensions of spiritual leadership will be significantly related to continuance commitment.

2.2.3 Engaged Leadership

Engagement is a hot topic in contemporary leadership and management studies (Tavanti, 2006). In recent times organizations are paying much attention to the importance of engagement both at corporate and individual level which entails involvement, commitment and enthusiasm. The importance of engagement is crucial. For example, in survey conducted by the USA Society for Human Resource Management on workplace productivity in 2005 found that nearly 58 percent Americans sampled pointed to poor leadership/management as the biggest obstacle to productivity. Some work have been done on employee and organizational engagement (Schaufeli et al., 2002; Saks 2006; Kahn, 1990) but leadership engagement is yet to receive the much needed attention more especially in Africa (Puplampu, 2010).

Review of studies on leadership engagement reveals many issues yet to be fully addressed despite the advances in understanding how best to conceptualize, measure and manage engagement. First and foremost, the definition and meaning of engagement has been problematic and lacking consensus and often tends to overlap with organizational outcome constructs such as job satisfaction, organizational commitment and organizational citizenship behavior in cases where it is defined in practitioner literature (Saks 2006). Albrecht (2012) therefore invited researchers to conduct more studies to ascertain the influence that organizational and team-level variables such as organizational culture, organizational climate and team climate exert on employee engagement. Although literature on engaged leadership is available, it is western dominated and

contains limited research and tested theory on corporate leadership in Africa such as Ghana (Puplambu, 2005; 2009; 2010); and empirical evidence associating it to organizational outcomes such as continuance commitment has been unsatisfactory.

In the same vein, other researcher like Puplambu (2009) call for a paradigm shift towards incorporating location specific nuances into management and leadership development frameworks and proposes that the way forward then, involves the execution of more country-specific empirical research which, by extension, should provide social science with a rich base for comparative analyses. This study therefore responds to his call to investigate another geographical context how engaged leadership correlate continuance commitment in corporate Ghanaian banks. In similar settings, Puplambu (2010) identified another gap that corporate leadership concept in African countries like Ghana is under-researched. He therefore calls for more grounded leadership research in Africa which is contextualized and indigenized as to how engaged leaders actually carry on activities.

Researchers and practitioners have both asserted that the research and the practice of leadership engagement are moving in opposing direction as a result of culture influence and diversity. For example in the African traditional setting, leadership and authority are inseparable. In African culture, leadership and authority is associated with wisdom, old age, seniority, status and formal position (Gyekye, 2003; Puplambu, 2010) which confirms Nicholson's (2000, p.98) definition of leadership as positions of highest authority within a social group. Although this position is culturally determined, such

leadership position is suspect because of emergence of globalization, present workforce diversity and strong quest by employees for participation and involvement.

Notwithstanding the challenge with the definition of the subject, some scholars have come out with some definitions. Schaufeli et al. (2001) defined engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. In an ethnographic study of the psychological conditions of personal engagement and disengagement at work, Kahn (1990) refer to engagement as the harnessing of organization members' selves to their work roles by employing and express themselves physically, cognitively and emotionally during role performances. On disengagement, Kahn (1990) referred to it as uncoupling of selves from work roles by people withdrawing and defending themselves physically, cognitively, or emotionally during role performances. Engagement entails the involvement and attachment of the head, the heart and the hand to tasks or performance of business roles. Engagement is brainstorming among organizational members on how to carry out the objectives and aspirations of both the business and staff in order to achieve organizational goal. According to May et al. (2004), engagement represents the person's harnessing, employment and deployment of their self, cognition, emotion and behaviors in the performance of their roles. Leadership engagement is a tool that empowers others to be the best in their assigned roles by recognizing strengths and amending weaknesses to be more innovative and entrepreneurial.

2.2.3.1 The Concept of Engaged Leadership

Leadership requires engagement. Leadership engagement construct is about amount of energy and dedication individual persons in authority or position attaches to the people they lead as well as their responsibilities and tasks (work). The concept emphasizes the strong connectivity between leaders and followers. Kahn (1990) defined the construct as the simultaneous employment and expression of a leaders or individual's preferred self during tasks that promote connections to work and to others, personal presence and active, full performances. The connectivity addresses how leaders can be physically, emotionally or cognitively engaged to their work and followers. The physical aspect of engagement looks at the energy or vigor to perform a task; the emotional aspect looks at the heart or dedication to a task while the cognitive aspect focus on the mind by absorbing individual self into a task. Engaged leadership is characterized by encouraging and enabling the development of an organization and its people based on integrity, openness, transparency and respect for others. Leadership engagement involves promotion of the total well-being of people, integrating and articulating vision, proactivity and empowering followers to achieve the strategic goals. Schaufeli et al. (2002) explained that vigor involves high levels of energy and mental resilience while working; dedication is about being strongly involved in one's work and experiencing a sense of significance, enthusiasm, and challenge while absorption is about being fully concentrated and engrossed in one's work.

Leadership engagement demand effectiveness. Effective leadership engagement is about the leader motivating and inspiring others for change; this should be both transactional

and transformational in nature. Two important elements of leadership engagement are self-awareness and vision. The element of self-awareness and vision drive leaders' energy (vigor), dedication and absorption (emersion) to tasks (work). Leaders can only be effective when they have better knowledge of who are they, their environment and type of people supporting him/her to accomplish their organizational goals. Leaders must also have a clear knowledge of where they have come from (historical antecedents), where they are going (goals and mission) and how to get there (strategies). Leadership involves the ability to craft vision that is compelling and can be translated into action using communication as engagement tool to sustain it. An engaged leader have the charisma to develop and articulate compelling vision that inspires and motivates followers to higher levels of commitment and performance (Bryman (1992). Creating a vision is both a key elements of spiritual and engaged leaders, and both dimensions are transformational and transactional inclined.

Theoretically, literature revealed so far on engagement, have their foundation mainly built on the transformational and transactional theories to make case for leadership engagement (Willcocks, 2012). Willcocks (2012) opined that transformational leadership and charisma are approaches concerned with the dynamics of the leader/follower relationship and is therefore of relevance to engagement. Literature revealed so far revealed self-awareness, charisma, entrepreneurial, sense of justice, trust, vision, vigor, dedication, absorption and communication as various dimensions of engaged leadership. Literature posits that transformational approach focuses on change process both at the organizational and individual level. An engaged leader must have element of charisma as

an attribute and be able to inspire, stimulate, and motivate themselves and others with strong vision.

In an ethnographic study by Kahn (1990), the researcher modeled that psychological conditions namely psychological meaningfulness, psychological safety and psychological availability link to the functionality of people's degree of engagement. This model explains that people including leaders will be psychologically available and engaged to work when they found that the environment is characterized by more psychological meaningfulness and psychological safety. The extent to which persons get the feeling and meaning from the work they engaged themselves in and receive return on investments made as they perform their work is refer to as psychological meaningfulness. Meaningfulness is associated with the feel of being respected, worthwhile, useful and valuable.

According to Kahn (1990), psychological safety is about the ability to employ and express individual's true self without fear of suffering self-image, status, or career negative outcome. The author further explains that people may experience a higher level of psychological safety when social systems are predictable, consistent and non-threatening to them and their environment. The belief system that people have the physical, emotional, and psychological resources needed to invest in his/herself in discharge role responsibility is refer to as psychological availability. Engagement is likely to be high when there is availability of physical, emotional, and psychological resources require in the performance of roles. This assertion is in consonance with the findings of

Kahn (1990) that individuals were more available to place themselves fully into their roles when they were able to cope with work and non-work demands.

The psychological conditions model of Kahn (1990) was further investigated by May et al. (2004). May et al. (2004) in their study found there were significant relationships between psychological conditions (meaningfulness, safety, availability) and engagement. It was also found that job enrichment and role fit predicted positively to meaningfulness. Rewarding co-worker and supportive supervisor relations were predicted positively to safety and resources (physical, emotional, and psychological) available was a positively predicted with psychological availability. The revealed that all the three psychological conditions predicted positively with engagement but meaningfulness predicted strongest than safety and availability.

Contextually, in discussing leadership engagement and corporate leadership, Puplampu (2010) argues that leaders who can be engaged must interrogate their sense of self, engage in self-renewal and deploy behaviors which are cognizant of their responsibilities. Thus, leaders must pay attention to stakeholders' relationship and have the mastery to understand the national/political aspects of corporate life and their superiors (bosses) of whom they owe a fiduciary responsibility. Concern is therefore raised for leaders to be responsive and discretionary in their conduct and exercise of their power which mainly is lacking in Africa. Another aspect of leadership engagement is interconnectivity. Building on the definition of Bakker and Demerouti (2008) that work "engagement" as characterized by "vigor, dedication and absorption", Puplampu (2009) extended the

discourse that engagement represents an active “interconnection” and leaders who lack this understanding may definitely fail or plan to fail; this is because they may lack the capacity to manage major challenge such as political interferences and decaying corporate organizations. Self-awareness is crucial in that it make leaders become conscious as they get connected to their environment both internally and externally.

Leadership has been described as distant or nearby. Shamir (1995) evidently suggest that CEOs as example of distant leaders while line managers and supervisor are classified as nearby leaders. Characteristically, distant leaders are perceived to be charismatic and inspirational. Nearby leaders on the other hand has been perceived to be sociable, open, considerate with a sense of humor. In any form of leadership distinction, engagement in leadership can follow two approaches: informal and participative. These approaches require persuasion and influence through example by providing direction, sense of justice, stimulate trust and hope; caring and showing interest or believing in subordinates to achieve set goals. Engagement has been characterized by energy, involvement and efficacy (Maslach & Leiter, 1997). Leaders who are engaged are energetic and effectively connected to their work activities and followers. Engaged leaders are more persistent with pervasive affective cognitive state that is not focused on any particular object, event, individual, or behavior. Engaged leadership revolves around the adoption of transformational leadership style which seeks to promote positive behavior and commitment to responsibility as well as the organization by both the leader and followers. According to Ghafoor, Qureshi, Khan & Hijazi (2011) the culture and human resource practices that motivate employees to participate in organizational development

are encouraged by transformational leadership style. These practices help employees' tasks engagement and process of decision making.

Job demands-resources model (or JD-R model) is another model that has been used to explain the concept of engagement. According to Crawford et al. (2010) the model explains the organization of job attributes and working conditions into two principal classifications. The JD-R model divide work environment into demands and resources. Job demands include the physical, psychological, social, or organizational features of a job that require sustained physical and/or psychological effort from an employee that can result in physiological and/or psychological costs. Work overload, job insecurity, role ambiguity and role conflict are examples of job demands. Job resources are the physical, psychological, social, or organizational features of a job that are functional in that they help achieve work goals, reduce job demands and stimulate personal growth, learning and development. Examples of job resources are made up of the organization (pay, career opportunities, job security), relationships (supervisor and coworker support, team climate), organization of work (role clarity, participation in decision making), and task itself (skill variety, task identify, task significance, autonomy, performance feedback). Bakke & Demerouti (2007) posits that the fundamental idea behind JD-R model is that job resources itself is motivational in character and lead to higher levels of engagement, positive attitudes, behavior and individual well-being. Extrinsicly job resources are instrumental for achieving work goals and are positively related to work engagement and negatively related to burnout. Engagement as related to work for example has been reported to have positive relation with organizational commitment. Using Job Demand-

Resources Model, Hakanen et al. (2006) sampled 2,038 teachers to study work-related well-being of the respondents to their environment. The study found that engagement level of the respondents positively correlated with their organizational commitment while engagement mediated well job resources and organizational commitment.

The question is asked, what is the nature of engaged leadership? Accessibility, approachability, and person-ability are core attributes of engaged leaders. Engaged leaders are foremost communicators who know how to converse with subordinates; they are inspirers and are able to infect others with their enthusiasm. Communication is the lifeblood of businesses and increasingly becoming a vital tool for workplace engagement. Guinn (2013) stresses this assertion and adds that recent survey conducted indicate that both salary and hourly employees rated communication and compensation at par as being just as important. This is because present day employees desire to have up-to-date information about the business including pending changes within the organization, profit maximization or loss as well as regular dialogue with the top and senior management. This is fueled by employees' quest for management to truly understand their work nature, show interest in their well-being as human beings and to offer some degree of recognition and appreciation.

Engaged leadership advocates for corporate activities. Such leadership expects and demands for accountability to corporate goals and specifies corporate strategy in a manifold way. Again, engaged leadership establishes and shows much interest in teams

and therefore go the extra mile to empower those teams to make decisions which would impact positively their sectorial performance. Leadership engagement involves individuals and organizational rethinking the way in which power and responsibility are shared within teams and organizations across organizational frontiers. Engaged leaders facilitate and empower others, emphasizing less on control but ensuring appreciation and respect of members by developing their capabilities. Leadership and engagement is the case for engaging staff and other stakeholders in building relationships across systems of the organization. It is noticeable that organizational leaders who are engaged become a motivating factor for their workers to deliver a better customer and client experience, fewer errors and higher individual employee morale and improve outcomes. This is in consonance with Kouzes and Posner (2002) assertion that leaders enhance meaning for others through the process of engaging the heart of followers.

Literature on engaged leadership and employee commitment relationship is highly supported with positive outcomes. Literature indicates that engaged performers are better performers, happier performers, and more motivated performers (Tavanti, 2006). The researcher in discussing engaged Vincentian leadership: the values and competencies that inspire leaders to serve in the footsteps of St. Vincent de Paul confirmed that engaged leaders are more productive, produce higher quality, and show lower rates of turnover intention; and display more pride in the work and mission of their organizations and share that pride with others. This finding corroborate the findings of Ghafoor, Qureshi, Khan and Hijazi (2011) that engaged (transformational) leadership is positively associated with commitment of employees with work and organization notwithstanding the length of distance between them and their supervisors and leaders.

In present competitive globalized environment, leaders would make great impact as long as they have the competence to engage their members.

Engaged leaders possess the essential skills to build employee trust, mentor and develop teams, include them in decision making and align individual aspirations to the overall organization goal. Achieving higher continuance commitment would be dependent on leaders and managers capability in engaging with their employees as the surest way to raising productivity. Maximizing productivity surely becomes a mark of organizational success and this is not only dependent on leaders' capabilities or their vision for the organization but the extent to which these leaders are engaged with the people they lead. Macey et al. (2008) opined that the driving force for a business to achieve competitive advantage and success and at the same time enhancing positively people attitudes, behavior and performance as well as productivity, retention, good financial returns and overall organizational performance is largely dependent on the level of engagement at the workplace. Engagement gap which has to do with low level of harnessing efforts and involvement at the workplace is reported to be an important factor to the loss of productivity in American economy. For example Bates (2004) reported that engagement gap lead to a huge loss of \$300 billion a year among US businesses.

Employees' excitement is aroused as leaders and managers engage their people in the activities within the work environment. The constant engagement contact of leaders with employees in exchanging information and listening to them helps motivate employees and goes to create a positive work environment and atmosphere. Leadership engagement

posits within organizations an enterprising strategy in achieving objectives, clarity of roles and success criteria, commitment to high standards of service and quality outcomes, and having well-designed procedures and systems to use resources effectively. Primarily, leadership engagement concerns itself with ensuring and meeting the needs of subordinates, trusting staff with the discretion to make decisions, listening and respecting the opinions of others as well as coaching, mentoring and inspiring employees to contribute fully to the business and actively promoting its achievements.

Engaged leadership practice bridges the gaps usually exist between leaders or managers and followers. It treats employees as the most vital asset of the enterprise and makes the employees have a sense of belonging and ownership in the organization thereby improving organizational attitude quality of work. In this regard, leadership creativity is essential at the workplace. The creative power of leadership is necessary to promote engagement thereby influencing employee attitudes to work and affect their sense of wellbeing which includes their sense of fulfillment, levels of self-esteem, self-confidence, job-related stress and job-related emotional exhaustion, as well as their team spirit and effectiveness. Self-concept engagement in work has been found to be positively associated with transformational leaders. Strickland et al. (2010) in addressing the motivational effects of leaders and the association among engagement, charismatic leadership and turnover, the researcher sampled 59 undergraduate college students using engagement as the mediation role between charisma and turnover and found positive correlation between charisma and engagement but at the same time found a negative relationship between engagement and turnover intentions while engagement mediated

well with charisma and turnover intentions. Schaufeli & Bakker (2004) also found that there is a negative relationship between engagement and turnover intentions. This means that the more engaged a person is, the less likely they would have the intent of leaving the organization or their job. Hakanen, Bakker & Schaufeli (2006) also found that work engagement has positive relation with increased job performance and organizational commitment.

What distinguishes engaged leaders from other leaders is their ability to develop and form strong relationships with members of the business in order to shape the nature of their service and lay the foundations for the continuing co-operation necessary for overall business success.

Leadership engagement discourse discussion would be appropriately done with the focus on organizational strategy in mind with effective strategic leadership and management approach as the underlying factor. To engaged strategically, attention has been turned to appreciating how top management and executives of corporations transform their enterprises to modern competitive environments. Potentially, leaders have the greatest impact on the performance of both employees and organizations when they are properly engaged. This strategic engagement encompasses the focus on use of vision and values to influence the strategic direction of organizations and the commitment of people within the organization as argued by Yukl (2009). In this regard, organizations should be value-driven and to achieve this, there should be alignment of the values of employees with organizational values. Values-based and values-driven organizations according to Pfeffer

(2010) are better able to engage the hearts and the minds of their people to acknowledge and build enterprises that can achieve agendas that have an overarching purpose of mission.

In discussing 'leading organizational change in the 'new' South Africa' for example, Nkomo & Kriek (2011) among other things raised two key factors which are equally and critically essential when it also comes to engaged leadership: Embraced change and provision of hope. Engaged leaders focus on and welcome change by creating new dispensation to explore new opportunities, to maintain stakeholder relationships and partnerships. Like change leaders, engaged leadership attention focus on empowering their employees to be innovative and creative (Nkomo & Kriek, 2011). Again, engagement both in organizational and personal level can be successful as long as employees have within them the assurance that future has good fortunes for them and the organization. To this effect, it is important to stress that leaders should become hopeful organizational leaders and use their authority and influence to re-frame issues and to provide a supportive and empathetic environment in which to create hope.

The study on engaged leadership seeks to analyze leadership in terms of personal and organizational leadership practices which focus on mission and vision, service and empowerment, tasks and commitment, and interpersonal relations. Engaged leaders demonstrate to align and balance effectively the task-orientation, relations-orientations, mission-orientation, and service-orientation (Tavanti, 2006); with the view to create team capacity as team members are enabled to play their part in deciding the vision of the team

and how it should work as well as the team's operational policies. These create in members of the organization, a sense of owning their work and feeling of belonging to a business they value, thereby encouraging cooperation, innovation, joint problem-solving and friendliness at the business workplace. It is therefore appropriate to hypothesize the following for this study: Self-awareness and vision as dimensions of engaged leadership will be positively related to continuance commitment.

2.2.4 Extrinsic Motivation

It has been suggested and argued by Boxall & Macky (2009) that creating human capital in organizations and facilitating high performance at the workplaces in order to create competitive advantage is the main task of the human resource management (HRM) function. Provision of a framework through which organizations can better influence their employees' drive to work and increase their enthusiasm is said to be the rationale behind theories of work motivation within organizations (Furnham et al., 2009). The essence of work motivation among other things is to regulate and energize employees and work-related behaviors and to determine its form, direction, intensity and duration (Pinder, 1998). Motivation as a theory and concept have been discussed alongside job satisfaction (Manolopoulos, 2007; Puplampu, 2007; Furnham et al., 1999) which Spector (1997) have described as the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs or work.

Motivation is about the reason for an action performance based on attractive consequence such as reward and anticipated satisfaction. Motivation comes from a root Latin word

“movere” meaning to move. Motivation is what moves people to act either positively or negatively. As cited in the work of Islam & Ismail (2008), Mitchell (1982) noted that motivation represents those psychological processes that cause the arousal, direction, and persistence of voluntary activities that are goal oriented. Also Bartol and Martin (1998) defined motivation as a force that energizes behavior, gives direction to behavior, and underlies the tendency to persist. This study echoes Pinder (1998) definition of motivation as working definition: a set of energetic forces that originate both within as well as beyond an individual’s being, to initiate work-related behavior and to determine its form, direction, intensity and duration. These definitions suggest that people can only be motivated when there is stimulation mechanism in place with clear objectives to achieve with willingness on the part of the individual to commit themselves enough to the attainment of the set goals.

Vast work has been done on motivation in general, especially in the social sciences but much of the literature is theoretical and less on the public sector employee external motivation (Manolopoulos, 2007). There is limited investigation into extrinsic motivation with leadership engagement and spirituality with organizational variable outcome such as commitment. Kulviwat (2008), in his study on Korean workers’ motivation tools: commitment and incentive-based motivation and their relative impact on behavioral work outcome affirmed that there is an increasing academic and practical attention to workers’ commitment and instrumental motivation in the work culture. Despite this, the researcher raised the argument that there is still a gap in efforts to merge the two variables and assess their different impact on major work outcomes because there is little empirical

discussion on them and those discussed have sparse documented literature on them. It is in this light that more investigations to studies on commitment and motivation linkage with other organizational requirements such as leadership engagement and spirituality as a joint construct is welcomed especially in different geographical and collectivistic cultural settings like Ghana.

There are theories of motivation which underpins the development of organization and managerial practices. These theories have been group and classified into three major theoretical areas by Bartol and Martin (1998). The classifications are made up of needs theory, cognitive theory, and reinforcement theory. Example of the needs theory is Maslow's motivation theory of hierarchical of needs; example of cognitive theory is Vroom's expectancy theory; and example of reinforcement theory is law of effect concept. Expectancy-based motivation theory (Vroom 1964) is accepted widely and practiced by both scientists and practitioners as a better model to describe staff motivation. It is not surprising that the expectancy-based theory has been conceptualized in a number of geographical environments. Examples of areas the theory has been used to discuss employee motivation include Ghana (Puplampu, 2007), Korea (Chang, 2003; Kulviwat, 2008), Kuwait, (Palliam, 2012), Germany (Benkhoff, 1996), Russia (Huddleston et al. 2002) and Greece (Manolopoulos, 2007). The theory is divided into three functional areas: expectancy, instrumentality, and valence. The expectancy aspect of the theory is perceived to have a relationship between the effort and the outcome, instrumentality to outcome and reward while valence link to reward desirability.

One other important theory on motivation is the Herzberg two-factor theory. The factor has two dimensions namely motivators and hygiene factors. Motivators refer to intrinsic factors and hygiene refers to extrinsic factors. The intrinsic motivation deals with factors such as achievement, recognition for achievement, the work itself, responsibility, growth and advancement and extrinsic motivation deals with factors such as salary and rewards, appreciation, interpersonal relationships, supervision, improved working conditions, status and job security. The internal motivation is psychologically innate and links to individual employee self-fulfillment without being associated with any economic gains. Herzberg and his team (1959) investigated fourteen factors and their impact on job satisfaction and dissatisfaction using interviews and data collection. At the end of their investigations, a sense of achievement, recognition, the work itself, the opportunity to take responsibility and prospects for advancement were found to be sources of satisfaction. Respondents indicated their dissatisfaction associated with company policy and administration, technical and interpersonal supervision, financial reward and working conditions. After many years since the Herzberg's theory was propounded in 1959, the theory has continue to receive much attention and discussion as much as it has also been criticized. Sachau (2007) makes some comparison and indicated a strong correlation between the theory and emerging research on positive psychology and therefore suggests that HRM practitioners should use the theory as a Meta theory of employee growth and development.

Similarly, performance expectancy, social influence and facilitating conditions have been identified as extrinsic motivators. For example, in discussing employee motivation: a

Malaysian Perspective, Islam and Ismail (2008) cited three main assumptions of equity theory earlier enumerated by Carrell & Dittrich (1978). The three assumptions were that people develop beliefs about what constitutes a fair and equitable return for their contributions of their jobs; people tend to compare what they perceive to be the exchange they have with their employers; and lastly when people believe that their own treatment is not equitable relative to the exchange they perceive others to be making, they will be taking actions that they deem appropriate. People are motivated when they feel treated equally and equitably. In this sense another theory which needs mentioning is equity theory. This theory explains that employees are not only mindful of the rewards they receive for their respective efforts but at the same time rewards and benefits their mates enjoy. People enter organizations with some level of experience, qualifications and competences and as such employees are expected to be treated on merit with equal pay for equal work done.

The Herzberg two-factor theory discusses motivation and distinguishes it as either extrinsic (external or outwardly generated forces) or intrinsic (internal or inherently generated forces). Some evidence in literature concludes that extrinsic motivation is more important than intrinsic motivation. For example, in the work of Simons and Enz (1995) regarding factors of job satisfaction, the researchers found extrinsic factors more important compared to intrinsic factors to motivate employees. This study is supported by the work of Smith et al. (1996) who also found that extrinsic factors are more important than intrinsic factors when it comes to the determination of lodging employees' job satisfaction. Extrinsic motivation links to employees satisfying their needs mostly

through economic means such as acquisition of monetary compensation or rewards and benefits. Extrinsic motivation is externally behavioral with differing driving forces that enhance performance with separable outcome but may not directly be associated with satisfaction of basic psychological needs of the employee. It is crucial to the employee turnover intentions in that it is more visible and has the power to attract skill personnel which is vital for organizational commitment and performance. Scientist such as Smith et al. (1996) and Simons and Enz (1995) affirm that higher incentive rates induced greater efforts, however, social psychologists like Deci & Ryan (1985) also argued that extrinsic incentives for employees for example monetary compensation often crowd out intrinsic motivation making it counterproductive by diminishing quality-weighted effort and net profits of businesses.

Another theory which has also gain grounds in literature is self-determination theory or SDT which was propounded by Deci & Ryan (1985). The theory seeks to distinguish between different types of motivation – intrinsic or extrinsic - based on the different reasons or goals that give rise to a course of action. This review dwells on one side of the orientation which is extrinsic motivation. Extrinsic motivation has the propensity to leads to a separable outcome. SDT explains that extrinsic motivation types are varied of which some can represent impoverished forms of motivation, active or argentic states. SDT explains extrinsic motivation based on the concept of instrumental value and intentional behavior. People may be motivated extrinsically as a result of avoiding sanctions or penalty, fulfilling some interest that meets his/her personal agenda, endorsement or compliance with an external control. To motivate people to value and self-regulate their

own activities without external control, SDT calls for fostering what the theory called internalization and integration of values and behavioral regulations (Deci & Ryan, 1985). Internalization is the process of taking in a value or regulation, and integration is the process by which individuals more fully transform the regulation into their own so that it will emanate from their sense of self. How individual's motivation for behavior can range from a motivation or unwillingness, to passive compliance, to active personal commitment describes the concept of internalization. Greater persistence, more positive self-perceptions and better quality of engagement is the outcome of increasing internalization which is also associated with sense of personal commitment. Predisposition to engagement, conscientiousness, desire to be helpful to others, as well as goal and achievement orientation are behavioral competencies which enhances employee motivation to engage in their work. Employees who possess positive attributes do fully engaged themselves in their work; significantly reduce safety accidents and incidents. Motivated employees are trainable as they are desirous to learn more to grow in their knowledge and responsibilities.

Extrinsic motivation was found in the work of Ryan & Deci (2000) to have been categorized into three regulations namely external regulation, introjected regulation and integrated regulation. External regulation refers to such behaviors that are performed to satisfy an external demand or obtain an externally imposed reward contingency. Introjected regulation as a type of extrinsic motivation describes internal regulation that is controlling in that people may perform certain acts due to pressure to avoid guilt or anxiety or to attain ego-enhancements or pride. According to Ryan & Deci (2000),

introjection represents regulation by contingent self-esteem. Integrated regulation is the most autonomous form of extrinsic motivation. It occurs when there is identification of regulations fully assimilated to individual self through self-examination, congruence of new regulations with one's other values and needs.

Empirically, evidence abound in literature that commitment to organization is enforced by extrinsic motivation (Moynihan & Pandey, 2007), enhances job well-being (Fernet et al., 2010) and strongly correlates job performance, (Springer, 2011). Extrinsic motivation strongly correlates continuance commitment of the employee (Manolopoulos, 2007). In his findings, Manolopoulos (2007) found and documented that employees of the extended public sector in Greece for example are motivated and productivity improved by the provision of fair wages and increased job security. To find out factors that cause employee motivation among University employees in USA, Mani (2002) embarked on exploration study and found good pay and recognition as the most effective motivators with benefits, working environment and co-workers relationship as less motivators. Promised rewards, praise and deadlines are considered as elements of extrinsic motivation (Amabile, 1993) and correlate positively with extrinsic motivation; and influence employees to obey the order of supervisors.

Rewards, threats and deadlines (Ryan & Deci, 2000), competitive pressure and financial benefits impact productivity; yet the relationship between extrinsic and intrinsic motivation with other variables needs further exploration. Intrinsic motivation is expressively inherent human growth tendency and has ability to satisfy employees' basic

psychological needs for autonomy, competence, and relatedness (Kasser & Ryan, 1996; Niemiec, Ryan & Deci, 2008). Creativity, self-regulation, and flexibility as qualities of self-determination has relationship with employee's attitudes and affect the quality of work in the workplace and this is mainly driven by the question of motivation as a principal tool that influence people to remain committed to the course of the organization . Yoo, Han & Huang (2012) posits that extrinsic motivation is doing something that leads to a valued outcome such as improved job performance, pay, and promotions.

Venkatesh and colleagues (2002) and Venkatesh (1999) found that there is a positive correlation between extrinsic motivations and the behavioral intention of knowledge workers. Promised rewards, praise, and deadlines are considered as extrinsic motivation variables which are work related. The factors that drive extrinsic motivation such as a desire for rewards or recognition or to obey the order of supervisors and unit heads affect individual behavior at the work place. Rewards and communication of interpersonal influence also has positive relationship with individual behaviors in that it determines the people learning capacity process. In this regards, Deci, Connell & Ryan (1989) suggested that there is the need for organizations to provide a platform for employees to decide their behaviors that affect their attainment of extrinsic rewards such as job satisfaction, pay and benefits.

Motivation influence both conduct and learning. This is because people have different levels of motivation and different orientations of motivation. Motivation and commitment is interconnected. Motives turns to drive human course of actions and according to Kant, Wood and Schneewind (2002), motive must be of a certain kind. Presumably, in defining

the ‘certain kind’ of motive, motivation scientists put motivation into two categories: extrinsic and intrinsic motivation. These two categories have different cause effects and lead to different actions and promote performance or influence employees to adopt a course of action. There is consensus among both scientists and HR practitioners that intrinsic motivation reflects the natural human propensity to learn and assimilate while extrinsic reflects external control or influence self-regulation (Bandura, 2002) and this study discusses the latter.

People work for compensation. This answers the question why people work. What motivates people to work can be traced according to dispensations. For example in the 1930s, employee motivations were used to assess and enhanced employee morale (Schneider, Ashworth, Higgs & Carr, 1996, p. 695) as well as useful for comparing the effectiveness of supervision and as diagnostics for supervisory training. Many surveys have been conducted to ascertain and ranked factors that motivates employees. Hersey and Blanchard (1969) reported that one of the first surveys was conducted in 1946 by the Labour Relations Institute of New York. In the work, industrial employees ranked ten “job reward” factors according to their personal preference. The study found appreciation of work done as the top priority with discipline as least priority. In 1980 and 1986, the same factors used in the 1946 survey were ranked by employees and in both studies, interesting work was ranked as most important factor with discipline and personal problems as least important. Again, in 1992, the study found good wages as the most important factor with personal problems as least important (Kovach, 1987).

2.2.4.1 Monetary Incentive as Hygiene Motivation Factor

Money is the best motivator. In discussing the influence of intrinsic and extrinsic motivation on individuals' knowledge sharing behavior for example, Hung and colleagues (2011) stressed that the surest way for an organization to reward its employee for suitable behavior is providing them with financial incentives (money). In a survey of construction organizations in UK, Carrillo et al. (2004) as cited in Hung et al. (2011) found that most reward schemes in organizations in the country were based on financial enhancement. This finding is not different from reward schemes in many corporate organizations in Ghana and the call of employee associations like Ghana Trade Union for better salary and benefits as evidenced by many worker agitations (strikes and demonstrations) in the country as occurred in the year 2014. Much literature on motivation such as Islam and Ismail (2008), Manolopoulos (2007), Puplampu (2007), Kulviwat (2008) and Deci and Ryan (1985) still finds good wages or competitive salaries as incentives that is generally considered by all employees no matter the gender, occupation, age, education or income level and status as the valued motivator. The theory of needs explain the levels of man needs and from the evidence available, pay or money is found to be the important reward because it turn to satisfy several of the needs in the hierarchical theory of needs. It empowers people with purchasing power so they can acquire things that satisfy their physiological, esteem and fulfillment needs. Money indeed serves as security.

Frederick W. Taylor, one of the early management theorists, propounded the Scientific Management. Theory and argued that financial incentives as compensation motivate and

enhance job performance. Factors that motivate people are diverse and personal. Living a motivated life is both individual and communal goals in nature. Three factors according to Kubo and Saka (2002) as cited in Islam and Ismail (2008) serve as motivators to the knowledge workers working in the Japanese financial sector. These factors are made up of monetary incentive ranked at the apex followed by human resource development and job autonomy (security). Wiley (1997) opined that the solution to motivation problem at work is more complex and challenging; because solutions cannot easily be proffered without the involvement of the employee since he/she is the best source of information.

What motivates one employee may differ from the other employee. Christensen et al. (2012) reckon that salaries, benefits, rewards, punishment and job security are factors of extrinsic motivation and contribute to employees' job satisfaction and keep workers from being unhappy. Discussing "employee motivation: a Malaysian perspective", Islam and Ismail (2008) made reference to the work of Wiley (1997) on analysis of a survey on employees' motivation earlier conducted by the Labor Relations Institute of New York which invited respondents to rank factors in terms of their perceived effectiveness to motivate industrial employees. Amazingly, the result of this survey revealed very interesting outcomes with high wages being the respondents' utmost factor that motivates them - meaning income or money is considered as an effective motivator - followed by good working conditions, promotion, job security, interesting work and full appreciation of work done which are all elements of extrinsic motivation.

In contrasting motivational levels within the private sector and private-public sectors, it is found in literature that the private sector corporations turns to link employees' satisfaction with the provision of financial (salary and high-powered incentives) rewards (Manolopoulos, 2007) but still argues that the major reward for employees could be the work itself. The literature indicates that there is a similarity between private sector and private-public sectors especially when it comes to the fulfillment of employee achievement and self-actualization needs (Posner and Schmidt, 1996 cited in Manolopoulos, 2007) as well as the need for job security. Aside this, literature confirm that public sector has much interest to serve society compared to the private sector while the latter's managers cared less about monetary rewards which is extrinsic in nature compared to private sector managers. Perhaps, this assertion that public sector managers cared less about monetary rewards is questionable and needs more investigations because as indicated in literature (Kubo & Saka, 2002; Puplampu, 2007; Islam & Ismail, 2008; Wiley, 1997), money is the greatest motivator of all employees.

On a Meta and generational studies, there is distinction regarding factors that influence employee motivation at the work places. In Hong Kong, Leung and Clegg (2001) found two opposing motivational factors that drive employee commitment to work. The study found out that senior executives mainly concerned themselves with maintaining their previous accomplishment and competence in their occupational role; conversely, the younger executives seek to attain additional responsibility and authority in work assignment, because they have higher level of career motivation compared to the senior executives in public organizations. In the work of Hamoriet et al. (2012), the researchers

found out that as part of their motivation for continuing to work for their employers, a number of younger managers and professionals expect continuous learning opportunities both formal and informal. Their work was in consonance with a recent study reported in Harvard Business Review (2000) which stated that a high percentage of top young managers are in a non-stop job search and make early exit because they are dissatisfied with development, training, mentoring, and coaching mechanisms in business organizations. Seniwoliba & Nchorbono (2013) for example, sampled 150 respondents and the employees within the youthful bracket representing 64.2% placed premium on job security, appreciation for work done, work content, organization policy, and training and development.

Extrinsic motivation can be related to ambition. In discussing motivation in relations to aspirations among post – college graduates life for example, Niemiec, Ryan and Deci (2008) examined the consequences life goals. The researchers found that young adults at year one and two post-college placed premium on extrinsic aspirations such as money, fame, and image and intrinsic aspirations such as personal growth, close relationships, community involvement, and physical health. Kasser and Ryan (1993) indicated that in America, people who strongly valued financial success relative to personal growth, close relationships, and community involvement reported poorer psychological health, which reveals the potential darkest side of that society's dream. In furthering the discourse, Kasser and Ryan (1996) examined and came out with seven life goals namely accumulation of wealth and material possessions, social recognition and fame, being physically attractive and having an appealing image, personal growth and development,

meaningful affiliation and close relationships, generative and community involvement, and being physically healthy. Analytically, money, fame, and image loaded well on extrinsic factors. On the other hand, personal growth, close relationships, community involvement, and physical health loaded well on intrinsic factors.

On gender motivations, some studies have been done to find out motivators for female employees. The studies found a strong correlation between economic reasons, self-fulfillment and development as independence and female employee commitment to their organizations. In Greece for example, Sarri and Trihopoulou (2005) explored personal characteristics and motivators of Greek female entrepreneurs with the view to help policy makers to devise programs to support women entrepreneurs in their start-up phase of business. The study concluded that factors that relate to economic reasons and self-fulfillment, including the need for creativity, autonomy and independence mainly influenced female entrepreneurship in the country. This study confirmed the work of Amsterdam (1994) which concluded that economic independence (47 percent), combining work and family (17 percent), and wanting to be one's own master (16 percent) are the main motivators for women to start a business. Lee (1997) on the other hand, also found achievement, affiliation, autonomy, and dominance as factors that motivate female entrepreneurs.

In a longitudinal survey study, Wiley (1995) made comparisons of factors that motivate employees between 1946, 1980, 1986 and 1992. The study revealed that the workers of each period were different from each other because of different environmental situations;

as work environment changed, so workers also changed. For example, Dawson & Dawson (1991, p. 296) argues that between the years 1980 and 1986 was noted as a period of relatively prosperous era and so employees experienced a significant good living standard conditions. In the same vein, during the 1990s, as a result of emergence of acquisitions and mergers as business strategy for growth in response to previous three decades of businesses going through great challenges, the resultant effect of this emergence of acquisitions and mergers was intensified competition (Chandler, 1992, p. 26-7) which also changed motivation factors that influence employees. Again, people who worked during 1946 saw appreciation for work done as their top motivator but employees of 1980 and 1986 considered interesting work as their top motivator. For instance, Goddard (1989) conducted a national survey and randomly sampled 845 jobholders by non-profit public organization and found out that employees considered self-development and self-expression as top motivator for work rather than as a means of survival to work.

The survey of 1992 found out that the interest and focus of employees were more on the extrinsic motivational factors or rewards such good wages was the top motivational factor. Effective incentive programmes according to Denton (1991) is considered as the best strategy to attract and retain those employees. According to the study of Denton (1991), workers in Japan receive about 25 per cent of their total pay in the form of flexible bonuses whereas in USA, the average is still only 1 per cent. In a similar survey, Lovio-George (1992) also found more work incentives as top motivator among USA workers. This finding was as a result of 689 US workers surveyed from managers and

professionals to technicians, artists, salespeople, laborers and clericals. Out of this number, 95 percent of the respondents ranked a cash bonus as a meaningful incentive. The 1992 survey found money and job security as the primary motivators of employees and therefore it affirms Dawson and Dawson (1990) conclusion that public recognition associated with monetary compensation increases the continuance commitment of employees.

It is an undeniable fact that highly committed, performing and happy employees are most valuable assets to any organization. Some studies have been done to survey specific components of job satisfaction and motivation among employees. For example, in a study by Ghiselli et al. (2001), the researcher concluded that compensation, job security, authority and responsibility, and variety in jobs are important contributors to job satisfaction and motivation. Hancer and George (2003) in another study, investigated 52 regional restaurant chains by surveying 798 participants and found 50.2 percent of the respondents reported low levels of satisfaction in compensation, authority, and social status and advancement components. Security on the job is essential for employee commitment. It involves not only the employees' financial needs but also the physical, emotional and familial wellbeing. Job security is a serious 'disease' that can easily affect negatively the output and commitment level of employees. This is because it is associated with job loss and may affect individual self-esteem. Changing job content according to Hartley et al. (1991) can lead to job insecurity. Organizational downsizing can have a negative effect on job security and productivity. For example, according to Wiley (1995) the 1980s saw many firms engaged in downsizing where between one-third to one-half of

all medium-size to large firms in the USA and Western Europe engaged in downsizing as a business strategy. This led to trust, morale and productivity deficit and these were confirmed by more than 70 per cent of senior managers in downsized companies as reported by Cameron, et al. (1993). It is therefore important that management of organizations provide a strategy that reassures employees about job security, salary raises, promotions and the health and stability of their company.

Social psychologists like Deci & Ryan (1985) further posits that extrinsic motivation incentives can be counterproductive in that it may destroy employees' intrinsic motivation which is likely to reduce quality-weighted effort and net profits of organizations. According to economist like Kreps (1997, p. 360) it results in crowding out of employees' motivations. In attempt to investigate this assertion, Gneezy & Rustichini (2000) offered employment contracts to certain participants as an experiment to perform simple tasks for example collecting donations. In this regard, some of the participants were given fixed wages to complete couple of tasks while the rest given a fee as offers and raised pay incentive depending on their level of productivity. At the end of the researchers work, the study discovered that higher incentive rates has significant relationship with greater output or effort, but the output or effort of the participants offered a fixed fee exceeded the output or effort of employees paid an incentive wage. Following the literature reviewed on the subject, it is hypothesized that monetary rewards as hygiene factor of extrinsic motivation will be positively related to continuance commitment.

2.3 Literature Review on Leadership and Motivation in Africa

Leadership in Africa has been defined in various ways. Leadership in Africa is seen as influencing or commanding authority. It is link more to individual that occupy a position or an office. In recent times, there have been calls by well-meaning Africans for “African Renaissance”. This therefore requires a new paradigm shift in leadership thinking and capacity which is western inclined; described in strong terms by Mbigi (2005) as narrow, arrogant, empty, materialistic values of hamburger and cocaine” and rather be reconnected to a more African “indigenous knowledge”. African leadership is seen mainly as humanistic in character with sharing, respect to ranking, sanctity of commitment, regard for compromise and consensus and good relationship the focus. The search for the purported reasons for poor economic growth in Africa especially the Sub-Saharan African region still continues. UNCTAD (2004) for example have described the African economic situation as disaster and tragedy tracing the root cause to many factors with poor leadership playing the leading role.

This description of the African situation has been attributed to many factors. Scholars such as Yeats et al. (1996), Nwankwo & Richards (2001) and Kamoche (1997) attributes these factors to leadership crisis, institutional and structural weaknesses and little attention given to private enterprise development, poor governance, management ineptitude and limited staff motivation. But Ochola (2007) posits that the principal factor for Africa’s poor economic growth is poor leadership. Ochola (2007) further argued that African leaders are terribly ineffective and adapting to the ever increasingly complex globalized economic system has been managed poorly in the continent. Bolden & Kirk

(2009) argues that centuries of cultural values and historical events has made the African leadership complex and multi-layered in form and has received less attention in research compared to the western world. Another problem in literature on Africa leadership is lack of visionary leadership. There are many communities in Africa with rulers without leaders. There are many rulers without leadership abilities because most of these perceived leaders in Africa came to position by inheritance in default and foul means such coup or election rigging or by coercive method.

Another issue yet to be addressed in literature regarding leadership engagement in Africa borders on the research-practice divides. In recent times, there has been raging debate as to the “proper” direction of management and leadership, as well as their education development in Africa. Littrell (2011) opined that this debate is necessitated by the seemly confusion regarding returning to traditional African leadership way, adopt western way of leadership (North American, European) models, or develop a hybrid of the two. The researcher based on the latter to predict his study direction which he argued it probably cannot be prevented and therefore calls to emphasize the importance of education and of the development of indigenous knowledge. Literature on leadership in African suggests that the idea of African leadership should be distinctively localized suited to the localized environment and deeply rooted in African concepts of identity and community.

Performance of many of the African leaders has been a disaster. Sadly, the present generational leaders in Africa have been evaluated to be ineffective and remain old wine

in new bottles (Littrell, 2011). This stands has earlier been supported by Ugwuegbu (2001) who argues that the leadership problem in Africa is the reason for the underdevelopment of states and organizations in Africa. Barely two and half decades ago, Montgomery (1987) in his discussion on the management practices of African executives in Southern African countries for example found that African leaders are characterized by engaging in their search for personal power and privileges and treat state institutions with little or no importance. It is not surprising that President Barack Obama of United State in July 2009 at the Parliament House in Ghana made a profound statement that “Africa does not need strong leaders, it needs strong institutions”. This is where the great challenge is. The very leaders who have to spearhead the building of strong institutions by themselves not interested because the weak or non-existing institutions favor their cause.

Leaders in Africa mostly understand and consider their positions in their states and organizations as authority or influence for personal gain instead of leading for overall national or organizational success. Kuada (2009) treating culture and leadership in Africa stressed that the African leadership policies are influenced by patronage, resulting in limited organizational commitment by African employees with organizational and public resources managed with indifference and irresponsibility by those with the responsibility to manage them. The post-independence leadership styles in Africa have been mainly autocratic, dictatorial and incompetent (Nwankwo & Richards, 2001) and leaders still remain as inspectors of employee performance rather than motivators of employee to perform well. In typical African organizations, employee empowerment

practice is discouraging, taking away the creativity and individual initiation and innovation of subordinates as a result of fear of reprimand or sanction for committing mistakes. Kuada (2008, 2009) attribute this grave challenge of leadership in Africa to some cultural rules of conduct in Africa which the author argues leads to ineffective leadership and management practices and retard entrepreneurship and economic growth in the continent.

Historically and culturally, ethnicity has been very strong in Africa especially in Sub-Saharan Africa of the continent where chiefs are the presiding rulers of the communities. This traditional leadership system is highly regarded as family and clan inheritance passed on through patrilineal or matrilineal system of inheritance depending on the cultural practices of the community. Possession of many wives, children, animals such large cattle and lands signify power and wealth. Decision making is based on consensus among council of elders who are the custodians and interpreters of traditional values, customs, rules and regulations governing the people. However, over the years the African traditional system of leadership has been neutralized by the western system of leadership. Leadership system in Africa to somewhat changed in the aftermath of the colonial rule by the west. This also came with its own serious challenges. Littrell (2011) reported that during the post-independence era, none of the African leaders for example seemed to have the necessary leadership capacity to galvanize their people around a common cause, writing a realistic constitution, developing new governance structures and managing large projects such as mass education and health services yet they were charismatic with good education and rhetorically skilled.

Empirically, leadership engagement as a style of leadership is uncommon in Africa and this is stemmed from poor African leaders' behaviors and lack of understanding of the modern concept of leadership. Low relationship management adoption strategies has been mostly strategies employed by African leaders to patronize their followers and at the same time discourage followers' inner motivation to remain committed to the attainment of organizational goals which Kuada (1994) termed as autocratic-benevolence. It is emphasized that most African leaders still remain autocratic in their leadership behaviors but pay special attention to those they consider as close pals and do their bidding. In tend, they provide these close pals with special opportunities and privileges such as promotions and other essential services that may benefit these close pals even though undeservedly. The leaders engage in these patronages to perpetuate their superior-subordinate relationships and maintenance of their individual authority and position to the detriment of the organizational or institutional success. The danger effect of the patronage-based leadership syndrome disengage the leaders from the employee and the organizations the lead in that the followers shelve their inner selves and opinions to remain in the good books of their 'masters'.

Two great challenges facing African leadership development are collectivist orientation and familism (Kuada, 1994). The African society is collective by nature rather than individualistic as can be found in the western world such America or United Kingdom. The African society also operates on extended family system rather than nuclear system as operate in the western countries. These collectivism and familism orientations sourced from the various and different but related socio-cultural practices and orientations within

various African communities. This cultural collectivism may be advantageous for total societal and community or clan development, the associated challenge is high expectations and demand from members of the community. The elevation of any member of the African community or family to a position of importance comes with huge expectations from both the near and distant family members. These expectations range from offering of scholarship to payment of marriage dowries. In this regard, many African leaders are unable to professionally manage these huge culture-induced expectations. The term familism has been described by sociologist as social organizations whereby the maintenance, continuity and functioning of the group is dependent on the values of the group. Familism affects family concept, attitude and development on the reason being that actions, gains or problems are then treated as entire family issue. This therefore undermines personal initiation even among top African leaders both at corporate and national level.

Nevertheless, the African leadership situation is not all that bad. Leaders like Julius Nyerere of Tanzania and Nelson Mandela of South Africa who have been described by Folarin (2010) as rare exceptions of African leaders. Discussing Africa's leadership challenges in the 21st century: a Nigerian perspective, Folarin commended the Nyerere's idea of "*Ujamaa* or African socialism and villagization" that brought change to the agricultural and economic fortunes in Tanzania. Nelson Mandela on the other hand through concerted visionary effort provided that needed spiritual leadership to unite the bitter black and white South Africans to live in harmony for the total prosperity of the nation.

Leadership has impact on both employee motivation and commitment to work and organization. Leithwood (2006) for example found that principals of schools' poor relationship with their teachers impact negatively on teachers' motivation and organizational commitment. Providing more evidence, Blase and Blase (2006) pointed out that cases of principal mistreatment to teachers such as denying leave, restricting them to express views and opinions, avoiding, swearing, screaming, finger pointing, favoritism, unfair job appraisal, unreasonable monitoring, threaten transfer or terminate their service, public criticizing and humiliating, unfair assignment, dishonesty, sexual harassment and racism decrease the teacher's motivation and commitment level.

Many meta-analyses on motivation have been done. Yet, there has been call on researchers who study motivation in Africa to be mindful of the diversity and work experience on the continent and thus concentrate more on grounded development of indigenous theories and so reduce(not a cessation) the endless testing of theory (Puplampu, 2007). In addressing the problem of motivation in Africa and in particular Ghana, Puplampu (2007) echoed the stance of Kuada (1994) and stressed that the motivated performance of employees is a general problem area where staff attitudes to and general work ethics are considered to be rather poor. In overcoming this challenge, various strategies are put in place which should be contextualized by organizational, institutional and socio-political constraints and offerings as opined by Puplampu (2007) on employee motivation in Ghana: a factor structure and measurement tool which argues that employee motivation does not occur in a vacuum.

There has been empirical evidence to the effect that motivational rewards positively impact on the performance of employees within organizations in Africa. Agho et al. (1993) found that there is a significant positive correlation found between the extent to which people are motivated by financial reward and their level of satisfaction with the work they engaged in. Similarly, monetary incentives are legal obligations in the employment relationship between the employer and the employee. Salaries and enhanced benefits are used as a tool to attract and retain highly skilled employees which is a critical factor of labor to an organizational success. In reviewing literature on total reward concept: a key motivational tool for corporate Ghana by Anku-Tsede & Kutin (2013), the researchers made a good case for total reward package as a strategy for both employee commitment and productivity. It was argued in the paper that some Ghanaian organizations fail to achieve their desire goals as a result of poor reward strategies that places much emphasis on financial reward. But the paper affirms that most employees in African organizations may not be affected by the absence of non-financial reward but more interested rather in the financial reward. The paper assigned two major reasons for its stands. First, due to the religious nature of the African under the biblical reference that *money answers all things* (Ecclesiastes 10:19) and second, due to the high poverty rate within African communities.

In his work, Puplampu (2007) surveyed and interviewed sixteen (16) HR managers, directors and heads of administration in some selected corporate organizations in Ghana. On whether staff of the various organizations is motivated, the researcher found that 87.5% of the respondents felt that employees of their organizations were highly motivated. Their conclusion was based on employee cheerfulness, willingness to work

hard and execute assignments given, go the extra mile and put in their best which are perceived characteristics of the motivated worker. On factors which motivate and initiate motivated behavior, it came to light that competitive salaries and compensation (extrinsic motivation) top the ranking accounted for 40%; humane working environment (spirituality), frequent interaction between managers and staff; recognition; participation in problem solving; delegation (engaged leadership) accounted for 31% and training and career development and possibilities for internal upward mobility (extrinsic motivation) accounted for 18.7% are all contributed factors to employee motivations. This finding is evident that employees will continue to remain in an organization when the extrinsic motivation factors are high. It is therefore not out of place to suggest that extrinsic motivation significantly influence employee continuance commitment.

In a similar study, in examining the role of motivation on employee performance in the public sector in Ghana by Seniwoliba & Nchorbono (2013), the researchers used convenience and accidental sampling technique to sampled 150 employees of University for Development Studies. The study found some interested findings. For example the senior members of university representing 34% of the respondents indicated that monetary allowances such as extra markings, book and research allowances incentives coupled with sabbatical leave as one area of their source of motivation. The study also found that majority of the respondents representing 66% of those sampled made up of the senior and junior were either financially poorly motivated or not motivated at all. A motivated employee is a committed member of an organization and indeed a great asset. In the same study, it was found that monetary was the second motivating factor behind

environmental factors. This finding corroborates Hung et al. (2011) finding that providing employees with financial incentives (money) is a surest way for an organization to reward its employee for suitable behavior. Managers of corporate organizations in Africa should adopt motivation strategies that equitably and competitively empower their employees.

2.4 Conceptual Framework

Conceptual framework explains causal linkages among a set of concepts which may be associated with identified problem. According to Glasman (1997), conceptual frameworks refer to as basic structures or arrangements which hold together general notions or ideas of a class of objects. Thus, in this study spiritual leadership, engaged leadership and extrinsic motivation with altruism, self-awareness respectively as dimensionalities will together form the conceptual framework upon which they influence continuance commitment in the Ghanaian banking industry. The construction of the conceptual frameworks is based on the available literature reviewed and then serves as the foundation of data collection and description.

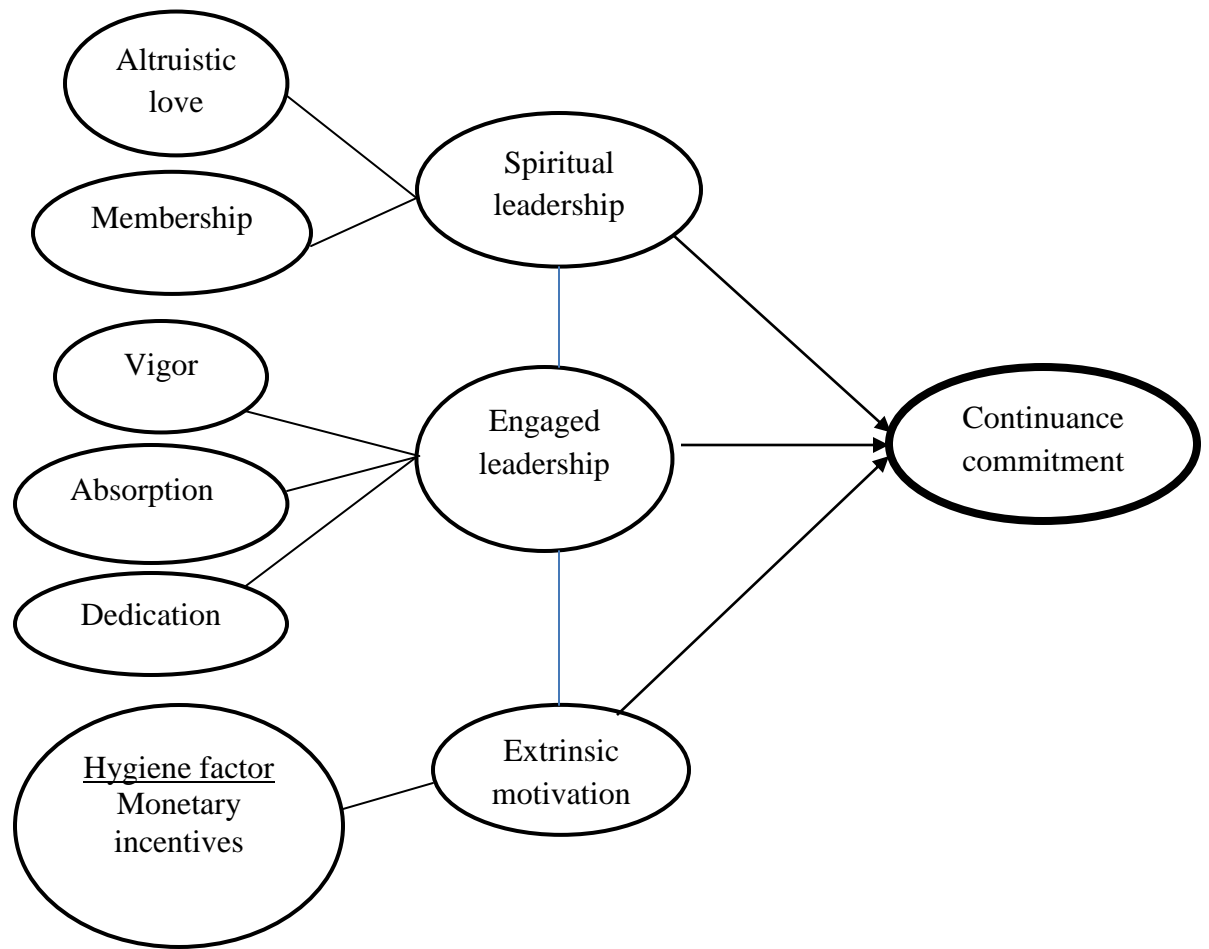


Figure 2.1: Conceptual Framework before analysis

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This aspect of the study exemplify the research population, sampling frame, sample and sampling technique, instruments used, data collection approach, pilot test and processing and analysis of data.

3.1 Research Design

Research design is a structural framework of the study which guides the execution of the data collection method, analysis and at the same time maximizing the reliability and validity of the findings (Gratton & Jones, 2009). The study used exploratory approach in the survey because it strongly supports the research objective to be addressed in this work (Yin, 1994). The concepts of both spiritual and engaged leadership are both new and emerging constructs that needs more and further investigations. Also, evidence has not been found in literature to prove that the variables have been used together with extrinsic motivation to determine their joint influence on continuance commitment.

In this direction, all formulated hypotheses were tested at the 5% level of significance or (alpha level of .05). Following this understanding, the study adopted a quantitative method data collection approach using standardized modified questionnaire to explore the consistency of findings (Creswell, 2003). The object was to achieve a detail understanding of how spiritual leadership, engaged leadership and extrinsic motivation influence continuance commitment among employees of accessible local/state owned and foreign/private commercial Ghanaian banks listed on the Ghana Club 100 using the 2013

edition. Quantitative study involves rigorous, objective and systematic process of obtaining numerical data, using control measures and statistical analysis to eliminate contaminating factors (Talbot, 1995).

3.2 Sampling Technique

Conditional purposive and convenience technique was used to select four (4) out of nine (9) banks for the study. The criterion used to select the respondent banks were that the selected bank had to be a Ghanaian commercial banks listed on the Ghana Club 100 (2013 edition), the bank ought to be located in Eastern part of Ghana and be willing to participate in the survey. The banks which qualified and selected were Ghana Commercial Bank, Home Finance Company (HFC Bank), National Investment Bank and UniBank.

Simple random purposive technique was used in the administration of the questionnaire. Staffs made up of managers, accountants/operation officers, credit/customer officers, tellers and back/administration officers were selected from a pool of the selected bank staffs. Those selected were the right respondents with well-developed understanding and opinions on the research topic.

3.3 Study Population and Sample Size

The study population encompasses all the elements, persons or objects that make up the unit of analysis (Terre-Blanche et al., 2006) and possess at least one common characteristic. In this study the element for analysis possess a common nature because the people are all employees and comes from the same banking industry in Ghana making it

easier to draw conclusions on the analysis. A sample on the other hand, is a proportion of a study population which represents the entire unit. Polit and Beck (2010) assert that it is more practical and economical to work with samples rather than with large target populations.

Estimated population for the study was 400 banking employees. Accessible sample size of 196 banking employees referring to Krejcie and Morgan's (1970) table for sample size determination was used to calculate the number of respondents for the study from four (4) out of the nine (9) commercial banks on the GC 100 List (2013 edition) located in eastern part of Ghana. Krejcie and Morgan's (1970) table provide guideline whereby for total population of 400, the recommended number of samples to be taken is 196. However, for the purpose of this study and taking into consideration the contingency for unused data, 210 were used as the number of samples size. Two hundred and four (204) valid responses were received and used for analysis. It must be emphasized that this approach is still within the rule of thumb developed by Roscoe (1975) which stated that sample sizes larger than 30 and less than 500 are appropriate for most research.

3.4 Data Gathering Approach

Data collection according to Lacey (2010) should be objective, systematic and repeatable. Data collection can be conducted from two main sources: primary source such as questionnaire administration and secondary source such as extracted data from books, journals, internet relevant to answer the questions.

During the data collection, the questionnaires through the HR departments of selected banks were deposited in a box and placed in the premises within the various selected banks.

Individual employees took one questionnaire each from the box containing the questionnaire and responded. The questionnaire contained explanation for the purpose of the study. Participation in the study in completing the questionnaire was voluntary and importantly responses of participants were managed with all the confidentiality it deserves. The data collection administration was in two parts: administer questionnaires to both employees and managers or supervisors and analyze organizational literature and documents essentially on continuance commitment to their banks and work. The data was collected over a period of three-month duration (January 2015 to March, 2015) from the selected banks in Eastern Region of Ghana listed on Ghana Club 100. Eastern region was chosen due to its diverse demographic nature of the population, availability of respondents, proximity and lesser cost to the researcher. Also, there is no evidence in literature that a similar work has been done in the region. Data from the survey was analyzed using multiple regression method approach with the aid of statistical packages for social sciences (SPSS) version 20.

3.5 Measurement Instruments

A research instrument is a tool used to collect data (Parahoo, 1997) and designed to measure knowledge attitude and skills. The instrument used for this study was piloted and was proved to be valid and reliable for the study. The researcher selected 15 employees

for the pre-testing. There reliability test was computed using Statistical Packages for Social Sciences which the confidence level was set at 95% at the alpha value of 5%. The Cronbach's alpha coefficients of 0.912, 0.882, 0.875 and 0.901 were obtained for spiritual leadership, engaged leadership, extrinsic motivation and continuance commitment respectively.

To arrive at desired results acceptable to both scientists and practitioners, this study adopts continuance component of the three-component model of commitment developed by Meyer and Allen (1997) using their framework questionnaire to measure continuance commitment with slight modification to suit the object of this study by shortening the original eight-item measures to six items mode which has been measured to have coefficient alpha values ranged from 0.69 to 0.84 (Allen & Meyer, 1990; Cohen, 1996, 1999). Responses to the items were recorded on 5-point Likert type scales (1=strongly disagree and 5=strongly agree).

On spiritual leadership, Fry, et al. (2005) spiritual leadership theory questionnaire was used as a measurement instrument to study the altruistic love and membership dimensions of spiritual leadership. The altruistic love and membership dimensions of spiritual leadership is characterized by trust/loyalty, forgiveness/acceptance/gratitude, integrity, honesty, courage, humility, kindness, compassion and patience/endurance, belongings, affiliation and has Cronbach alpha of 0.86 (Fry, et al., 2005). In contemporary literature, this measurement tool has become more appropriate. For example, measuring workers' perception of spiritual leadership aspect on altruistic love

as demonstrated by their supervisors or leadership within the organization the measurement was found to have an alpha of 0.95 (Zachary, 2013). Responses to the items were recorded on 5-point Likert type scales (1=strongly disagree and 5=strongly agree).

In measuring the engaged leadership variable, engagement instrument developed by Schaufeli et al. (2002) with modification to suit this study was adopted. The engagement questionnaire that is based on the Utrecht Work Engagement Scale (UWES) was recently developed for students but has been modified to include leaders and employees. The factorial validity and the internal consistencies of the three scales of the engagement instrument version of the UWES are made up of vigor, dedication and absorption. In studying the measurement of engagement and burnout: a two sample confirmatory factor analytic approach by Schaufeli et al. (2002), internal consistencies was computed for the three engagement scales in the two samples. Sample 1 consisted of 314 undergraduate University students while sample 2 consisted of 619 private and public sector employees. The initial alpha (α) coefficients for the three engagement scales were: Vigor, $\alpha = 0.68$ and $\alpha = 0.80$; Dedication, $\alpha = 0.91$ (in both samples) and Absorption, $\alpha = 0.73$ and $\alpha = 0.75$. Responses to the items were recorded on 5-point Likert type scales (1=strongly disagree and 5=strongly agree).

Motivation is considered as a multiplicative function of expectancy, instrumentality, and valence (Tyagi, 1985). According to Manolopoulos (2007) empirical findings in literature indicates that traditional work motivation models have often been based upon the evaluation and ranking of specific job attributes derived mainly through the provision

of extrinsic and intrinsic incentives. The study adopted Manolopoulos (2007) and Puplampu (2007) tool on extrinsic motivation to measure the construct with six separate items with the intent to find out whether monetary incentives as hygiene factor rank top among motivation variables in corporate banks in Ghana. Responses to the items were recorded on 5-point Likert type scales (1=strongly disagree and 5=strongly agree).

3.6 Ethical consideration

The respondents were fully informed about the purpose and nature of the study through an introductory letter from Organization and Human Resource Management department (OHRM), University of Ghana which was attached to the questionnaire. Privacy, anonymity and confidentiality of respondents were assured. Given of names, identity numbers and phone numbers were excluded from the respondents.

Also, a designated location within the banks' offices were allotted by various heads of departments for respondents to deposit their completed questionnaire and later collected by a junior officer to the office of the HR for collection by the researcher. Respondents were made aware that their participation was voluntary and they had the liberty to refuse or withdraw participation if they so desired.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSIONS

4.0 Introduction

This section of the study is about the analysis of data collected from the field. The data analysis was performed using the SPSS version 20. The study explored leadership types and extrinsic motivation as influencing continuance commitment among employees of selected banks in Ghana. Specifically, it examined relationships among spiritual leadership (SL- altruistic love and membership), Engaged leadership, extrinsic motivation and continuance commitment. Two main types of analyses were carried out. The first involved preliminary analyses and the second consisted of testing the hypotheses of the study using appropriate statistical techniques.

4.1 Preliminary Analysis

Preliminary analyses were conducted to summarize the data in a form that could be easily interpreted. These included frequencies of demographic characteristics for the entire sample and the various study groups, analysis of normal distribution of the variables, descriptive analysis and correlation matrix among key study variables. Parametric tests were mainly used for the analyses of the research data in the present study. Parametric tests make assumptions about ratio or interval scale of measurement, normality of distribution, homogeneity of variances and independent errors. These assumptions ensure that the samples used in a study have the same characteristics as the population of concern.

The first section of the analysis was to explore the demographic composition of the sample. The results of the analysis are presented in Table 4.1.

Table 4.1: Summary of Demographic characteristics of the sample (N=204)

Variable	Frequency	Percentage (%)
Gender		
Male	65	31.9
Female	139	68.1
Age		
20-30years	53	26.0
31-40years	95	46.6
41-50years	50	24.5
51years and above	6	2.9
Name of Bank		
GCB	50	24.5
HFC	46	22.5
NIB	74	36.3
Unibank	34	16.7
Tenure with Bank		
1-5years	84	41.2
6-10years	79	38.7

11-15years	31	15.2
16 years and above	10	4.9
Position/Rank		
Manager	24	11.8
Accountant/Operations	38	18.6
Credit/Customer Officer	66	32.4
Tellers	62	30.4
Back/Administration officers	14	6.9

From Table 4.1, there is an indication that more women (68%) are in the banking sector than men (32%). About 73% of the respondents are aged up to 40 years showing that more of the employees are in their prime working years. Only 6 making up of 3% of the respondents were above 50 years. On their tenure with the banks, over 80% have been with their respective banks for the past 10 years. Whilst 31 representing 15.2% had tenure between 11 to 15 years, the remaining 4.9% were however with their banks for the past 16 or more years. Data were collected from GCB, HFC, NIB and UniBank as selected banks in Ghana from employees in the positions as managers, accountants, credit/customer officers, tellers and administration officers.

The next stage of the analyses was to explore the distribution of the data that are assumed to be interval in nature. A summary of means, standard deviation, skewness, kurtosis and reliability coefficient of the key study variables are presented in Tables 4.2 below:

Table 4.2: Means, SD, Skewness, Kurtosis and Alpha Reliabilities of key study variables

Variable	Mean	SD	Skewness	Kurtosis	Cronbach α	Min.	Max.
Altruistic love, SL	25.36	5.64	-.55	-.17	.84	7	35
Membership, SL	18.78	4.23	-.81	.21	.83	7	25
Engaged Leadership	25.54	6.18	-.74	-.13	.88	8	35
Extrinsic motivation	18.21	4.38	-.64	-.11	.87	5	25
Continuance commitment	19.84	5.72	-.07	-.74	.85	6	30

With the indices provided in Tables 4.2 above it shows that the minimum and maximum scores of each of the variables recorded a higher scores. Altruistic love has average score of 25.36 (SD= 5.64), Membership (M=18.78, SD=4.23), Engaged (M=25.54, SD= 6.18), Extrinsic motivation (M= 18.21, SD= 4.28) and Continuance Commitment (M= 19.84, SD= 5.72). Reliability test conducted indicated that the scales used were highly reliable. The acceptable level of internal scale reliability has been varied among different descriptors but it normally ranges between 0.6 and 0.7 as absolute minimum (Kline, 1993; cited in Brewerton & Millward, 2001). All the scales used in this analysis yielded acceptable results of Cronbach's alpha coefficients above .80. Additionally, checking for normality, linearity, homogeneity of variances indicated no violation of the assumptions regarding the use of parametric tests. Two main components of normality are skewness

and kurtosis. Normality of a variable is established when skewness and kurtosis values fall within the acceptable values of ± 1 . Statistical test of normality in this study showed that all the variables are normally distributed.

With these indices, the correlation among the study variables can be established in order to test other advanced statistical analyses. The Pearson r or zero-order correlation was conducted for multicollinearity.

Table 4.3: Correlation Matrix for key study variables

	1	2	3	4	5
1. Altruistic love, SL	-				
2. Membership, SL	.414**	-			
3. Engaged Leadership	.329**	.494**	-		
4. Extrinsic motivation	.366**	.414**	.585**	-	
5. Continuance commitment	.463**	.227**	.269**	.324**	-

** = $p < .01$, $n = 204$

From the correlation matrix above, the correlation coefficient between each variable is statistically significant. Altruistic love as a component of spiritual leadership related with membership component ($r = .414$, $p < .01$) and engaged leadership ($r = .329$, $p < .01$). Altruistic love related significantly with extrinsic motivation ($r = .366$, $p < .01$) and continuance commitment ($r = .463$, $p < .01$). Membership also related positively with Engaged leadership ($r = .494$, $p < .01$), extrinsic motivation ($r = .414$, $p < .01$) and

continuance commitment ($r = .227, p < .01$). Engaged leadership related significantly with extrinsic motivation ($r = .585, p < .01$) and continuance commitment ($r = .269, p < .01$). Finally, extrinsic motivation highly correlated with continuance commitment ($r = .324, p < .01$). These significant correlations satisfy the assumption that a significant relationship exists between and among the predictors and the criterion variable. This satisfies the analysis for mediation analysis provided the assumption of multi-collinearity is not violated.

4.2 Hypotheses Testing

The study was aimed at examining the relationships among spiritual leadership types such as altruistic love and membership, engaged leadership and continuance commitment. It further sought to establish the relationship between extrinsic motivation and continuance commitment. As an additional finding of the study a mediation effect of extrinsic motivation on the altruistic love dimension/or engaged leadership and continuance commitment relationships.

4.2.1 Hypothesis One

The first hypothesis explored spiritual leadership measured by altruistic love and membership as predictors of continuance commitment. It was stated that ‘Spiritual leadership as measured by altruistic love and membership will be significantly related to organisational continuance commitment’. This hypothesis was tested using multiple regressions. This is because the two dimensions of spiritual leadership are two separate but related factors whose combined relationship and separate relationships with continuance commitment are being explored. Multiple regression analysis is able to give

the overall predictive value of more than two variables as well as the unique contribution of each of the variables in the explanation of the criterion variable. Results are presented in Table 4.4.

Table 4.4: Results of Multiple Regression Analysis for the relationship between dimensions of spiritual leadership and Continuance Commitment

	Unstandardized		Standardized	p	F	R ²	ΔR ²
	coefficient		coefficient				
	B	SE	Beta (β)				
				.00	27.60***	.22	.22
Constant	7.30						
Altruistic love	.15	.07	.45				
Membership	.06	.09	.04				

p=.001

Table 4.4 shows that both altruistic love and membership combined to predict continuance commitment significantly [$F_{(2, 203)} = 27.60, p = .00$]; explaining about 22% ($R^2 = .22$) of the variance in continuance commitment. However, the unique contribution of altruistic love was significant ($\beta = .45, t = 6.48, p = .00$) but membership was not significant ($\beta = .09, t = .62, p = .54$). This is consistent with the zero-order correlation reported. Whilst altruistic love correlated with continuance commitment highly ($r = .463$), membership only correlated moderately ($r = .227$). But because regression is a more robust test, it has resulted in the latter not being significant. This implies that altruistic love

predicted continuance commitment more than membership, i.e. higher altruistic love scores were associated with increased continuance commitment. Therefore, the hypothesis as stated; ‘Spiritual leadership as measured by altruistic love and membership will be significantly related to organisational continuance commitment’ was partially supported by the data. It must be noted that a larger portion of the variance in continuance commitment (78%) was accounted for by other variables not contained in the model.

4.2.2 Hypothesis Two

Hypothesis two examined the relationship between engaged leadership and continuance commitment. It was stated that ‘Engaged leadership as measured by vigor, dedication and absorption will be significantly related to organisational continuance commitment’. This hypothesis was tested using simple regression. As indicated, since regression is more robust than zero order correlation, it is more appropriate to use with larger sample size and it gives a unique contribution to the explanation of continuance commitment. Zero order correlation only reports the direction and strength of the relationship. Results are presented in Table 4.5.

Table 4.5: Results of Simple Regression Analysis for the relationship between Engaged Leadership and Continuance Commitment

	Unstandardized		Standardized	p	F	R ²	ΔR ²
	coefficient		coefficient				
	B	SE	Beta (β)				
				.00	15.73***	.07	.07
Constant	13.48						
Engaged	.25	.06	.27				

p=.001

From Table 4.5, the overall model predicting continuance commitment was significant [$F(1,203) = 15.73, p = .00$] and the unique contribution of engaged spiritual leadership was significant ($\beta=.27, t = 3.97, p = .00$). This implied that higher or better engaged leadership scores were associated with increased or enhanced continuance commitment. Engaged leadership however explained only about 7% ($R^2 = .07$) of the variance in continuance commitment. Therefore, the hypothesis that ‘Engaged leadership as measured by vigor, dedication and absorption will be significantly related to organisational continuance commitment’ was supported by the data. It is noteworthy that a large portion of the variance in continuance (93%) would be accounted for by other variables since only 7% was explained by engaged leadership.

4.2.3 Hypothesis Three

Hypothesis three examined the relationship between extrinsic motivation and continuance commitment. It was stated that ‘Extrinsic motivation as measured by monetary incentive as a hygiene factor will be significantly related to organisational continuance commitment’. This hypothesis was tested using simple regression having satisfied all the assumptions. Results are presented in Table 4.6.

Table 4.6: Results of Simple Regression Analysis for the relationship between Extrinsic Motivation and Continuance Commitment

	Unstandardized		Standardized		F	R ²	ΔR ²
	coefficient		coefficient				
	B	SE	Beta (β)	p			
				.00	23.75***	.11	.11
Constant	12.12						
Extrinsic Motivation	.42	.09	.32				

p=.001

From Table 4.6, the overall model predicting continuance commitment was significant [$F_{(1,203)} = 23.75, p = .00$] and the unique contribution of extrinsic motivation was significant ($\beta=.32, t = 4.87, p = .00$). This means that increased extrinsic motivation scores were associated with increased or enhanced continuance commitment. Extrinsic motivation explained about 11% ($R^2 = .11$) of the variance in continuance commitment. Therefore, the hypothesis that ‘Extrinsic motivation as measured by monetary incentive

as a hygiene factor will be significantly related to organisational continuance commitment' was supported by the data.

4.3 Additional Findings

Having established a significant correlation among spiritual leadership dimensions, engaged leadership, extrinsic motivation and continuance commitment, mediation analysis is warranted. This follows Baron and Kenny's (1986) mediation analysis approach. According to them, there are four main steps to approaching mediation:

Step 1: The regression of the criterion on the predictor, ignoring the mediator, is significant.

Step 2: The regression of the mediator on the predictor is significant.

Step 3: The regression of the criterion on the mediator, controlling for the predictor, is significant.

Step 4: Regression of the criterion on the predictor controlling for the mediator is non-significant and nearly-zero

With the variables of the study, the steps simply mean that using leadership dimensions, the predictors, should significantly predict the criterion, continuance commitment. They should significantly predict the mediator, extrinsic motivation. The mediator should also predict the criterion when predictor is controlled for. This is done by conducting a multiple linear regression analysis. If extrinsic motivation is a complete mediator of the relationship between spiritual leadership dimensions, the effect of each of them when

controlling for extrinsic motivation should be zero. If extrinsic motivation is only a partial mediator, the effect will only be reduced, not eliminated.

In Step 1 of the mediation model, the regression of continuance commitment total scores on altruistic love, ignoring the mediator, was significant, $b = .46$, $t(302) = 7.42$, $p = .000$. Step 2 showed that the regression of altruistic scores on the mediator, extrinsic motivation scores, was also significant, $b = .13$, $t(202) = 2.65$, $p = .009$. Step 3 of the mediation process showed that the mediator, controlling for the altruistic love scores, was significant, $b = .42$, $t(202) = 4.87$, $p = .000$. Step 4 of the analyses revealed that, controlling for the mediator, altruistic love scores was still significant predictor of continuance commitment scores, $b = .40$, $t(202) = 6.02$, $p = .000$; but the regression coefficient is substantially reduced but remains significant; hence, there was partial mediation. Thus, extrinsic motivation partially mediated between altruistic love and continuance commitment. This means that part of the effect of altruistic love is mediated by extrinsic motivation but other parts are either direct or mediated by other variables not included in this model. Partial mediation maintains that the mediating variable accounts for some, but not all, of the relationship between the independent variable and dependent variable. It implies that there is not only a significant relationship between the mediator and the dependent variable, but also some direct relationship between the independent and dependent variable.

However, the regression of Membership scores on the mediator was not significant, $b = .12$, $t(202) = 1.65$, $p = .100$; hence mediation could not be conducted. For Engaged leadership scores however, its regression on the mediator, extrinsic motivation scores,

was significant, $b = .34$, $t(202) = 7.38$, $p = .000$. The mediator, controlling for the Engaged leadership scores, was significant, $b = .20$, $t(202) = 1.94$, $p = .054$. Finally, controlling for the mediator, Engaged leadership scores were no more a significant predictor of continuance commitment scores, $b = .05$, $t(202) = .68$, $p = .496$; indicating that there was a significant complete mediation effect. This implies that engaged leadership was not only directly associated with continuance commitment but through the indirect effect of the extrinsic motivation. Thus, Engaged leadership though independently increases continuance commitment; but the extent to which this is achieved is dependent on or explained by how much extrinsic motivation the employee perceives or receives.

Again, some demographic characteristics of the employee were explored on the key study variables. Firstly, Independent t-test was used to find out whether men and women bankers differ on continuance commitment and extrinsic motivation. But no significant difference was found for all; i.e. continuance commitment [$t(202) = .20$, $p = .844$], extrinsic motivation [$t(202) = 1.84$, $p = .067$], altruistic love [$t(202) = .65$, $p = .519$], Membership [$t(202) = 1.04$, $p = .299$] and Engaged [$t(202) = .03$, $p = .974$]. The employees however differed on continuance commitment by age. Only those aged 20-30years ($M=18.26$, $SD=5.27$) that were less committed than those aged 41-50years ($M=21.44$, $SD=4.68$). The rest of the age groups did not differ on continuance commitment.

4.4 Summary of Findings

Three (3) main hypotheses were examined in this study. All three hypotheses were supported. The first hypothesis examined the influence of altruistic love and membership as dimensions of spiritual leadership on continuance commitment. It was indicated that employees whose altruistic love and membership were high had higher continuance commitment but this relationship was stronger for altruistic love.

The second hypothesis which was also supported showed that engaged leadership strongly related with continuance commitment; implying that an engaged spiritual leadership leads to increased committed staff.

The third hypothesis revealed that extrinsic motivation related strongly with continuance commitment also confirming that when employees receive or perceive more extrinsic motivation, their continuance level of commitment increases.

Other findings include the outcome that spiritual leadership with altruistic love as dimensions and engaged leadership and their relationship with continuance commitment is mediated by extrinsic motivation. Thus, the relationship between altruistic love and continuance commitment being mediated by extrinsic motivation shows that the effect of altruistic love on continuance commitment is through the indirect effect of extrinsic motivation. No major demographic characteristic differences were found on continuance commitment and extrinsic motivation.

4.5 Discussion of Findings

This study sought to test the relationships between altruistic love, membership and continuance commitment which represent the focal constructs in Fry's (2003) theory of spiritual leadership. It also tested another emerging theory in leadership known as engaged leadership and its relationship with continuance commitment. A third variable which was found to play an intervening role in the relationships is extrinsic motivation. The results showed that all the leadership types (spiritual- altruistic love and membership and engaged) were interlinked and were all related with continuance commitment.

Extrinsic motivation was also positively linked to continuance commitment. In addition, extrinsic motivation mediated the relationship between altruistic love and continuance commitment and between engaged leadership and continuance commitment.

4.5.1 The relationship between Spiritual Leadership and Continuance Commitment

The study found that altruistic love and membership as components of spiritual leadership significantly contributed to the variance in continuance commitment. Between the two, altruistic love was the strongest predictor. This outcome supports the spiritual leadership theory that altruistic love leads to stronger leader and follower 'devotions' i.e. accomplishments followed by membership, vision and calling and meaning (Mansor et al., 2013). The findings also provide evidence for the causal relationships of spiritual leadership dimensions whereby the linkages between spiritual leaders and followers would lead to organisational outcomes including continuance commitment. The results

also provide support for other previous studies in the area of workplace spirituality such as Rego and Cunha (2007).

Altruistic love as component showing the strongest correlation in this study also provides support for the study conducted by Ahiazu and Asawo (2009) in assessing it with organisational commitment. This result may indicate that leaders' selflessness and self-sacrificial traits tend to be critical in influencing organisational behavior. Thus, bankers' commitment based on their recognition of the cost associated with leaving the organisation (continuance) is to a large extent influenced by their feeling of wholeness, harmony, and wellbeing at work (altruistic love). This feeling is further reiterated in the words of Lilius, et.al, (2005, p.10) that "frequent experiences of positive emotion at work may lead to pleasant emotional associations with the workplace". This may seem to be the case in the banking industry in Ghana as it is obvious that their competitiveness and high sense of professionalism demands characteristics such as sufficient levels of humaneness, mutual care, trust-worthiness and honesty to have its employees to be emotionally glued to them.

According to the results, these acts of altruism exhibited in the Ghanaian banking industry are first and foremost demonstrated by leaders, which accordingly trickle down to other employees. Altruistic love involves among several others, altruistic values of compassion and empathy, which prompt organisational members into believing that leaving the present organisation, they may not receive such love and hence would rather want to stay.

The outcome that membership, arising from altruistic love demonstrated by spiritual leaders has no significant relationship with continuance commitment is consistent with the studies conducted by Mansor, Mahmood and Ismail (2015). Membership as a component is to strengthen the team organisation at work so that individual talents and interests fit well and make teams effective in accomplishment of task assigned to them. At work in as much as employees value affiliation, they show and earn respect and trust. The results however did not support a strong connection between membership and continuance commitment. It makes sense that, even if the employee feels affiliated, it does obliterate the employee from gaining affiliation with a larger community that is more interconnected and thus gain human dignity. The employee may decide to stay or leave the organisation, perhaps not as a result of the loss of affiliation in the organisation. He/she may equally gain same in family or the new organisation and the larger community.

4.5.2 The relationship between Engaged Leadership and Continuance Commitment

On the main outcomes of the study is the finding that engaged leadership was significantly related with continuance commitment. Though many studies did not specifically report a connection between engaged leadership and continuance commitment, studies confirm that there is a positive influence of transformational leadership and organisational commitment. The literature has so far confirmed that engaged leadership is founded on the transformational leadership theory. It is therefore reasonable that it is the engaged leader who has the charisma to develop and articulate

compelling vision that inspires and motivates followers to higher levels of commitment (Bryman, 1992). The engaged leader is likely to be actively interconnected with the challenges, concerns and expectations of followers and employees are very particular about these. The engaging leader is someone who encourages and enables the development of an organisation that is characterized by a culture based on integrity, openness and transparency, and the genuine valuing of others. This shows itself in concern for the development and well-being of others, in the ability to unite different groups of stakeholders in articulating a joint vision, and in delegation of a kind that empowers and develops potential, coupled with the encouragement of questioning and of thinking which is critical as well as strategic. Engaging leadership is essentially open-ended in nature, enabling organisations not only to cope with change, but also to be proactive in shaping their future. These elements are essential for keeping employees with their current organisation for economic gain.

4.5.3 The relationship between Extrinsic Motivation and Continuance Commitment

The outcome that extrinsic motivation explains a significant portion of the variance in continuance commitment implies the significant impact of extrinsic motivation on organisational effectiveness. Indeed, external work factors such as supervisor relations, pay, co-worker relations and organisation culture significantly influence employee how committed employees become to their organisations. This outcome is in support of previous studies which have found similar outcomes with organisational commitment in general (Pepe, 2010; Moynihan & Pandey, 2007; Choong et al., 2011). In Ghana, studies have found one of the topmost factors that push employees to go the extra mile to be

competitive salaries and compensation or financial rewards (Puplampu, 2007; Anku-Tsede & Kutin, 2013). In relation to this study, the employees will more likely be willing to continue to remain with their organisation when the extrinsic needs like financial rewards are high. Thus, it is important for Ghanaian banks to monitor these factors' impact on employees in a positive manner to ensure a high level of retention.

4.5.4 The Mediation Effect of Extrinsic Motivation on Spiritual/Engaged Leadership and Continuance Commitment Relationship

Noteworthy is the finding that extrinsic motivation mediates the relationship between leadership styles and continuance commitment. This mediating effect provides a more powerful conceptual model and theoretical framework that have high predictive and explanatory ability enabling a better understanding of how spiritual leadership or engaged leadership increases continuance commitment. In this context, according to the mediation hypothesis (Baron & Kenny, 1986), employee's reception of spiritual leadership or engaged leadership is indirectly related to extrinsic motivation to increase continuance commitment. This simply means that, altruistic love is not only directly associated with higher continuance commitment but through the indirect effect of higher extrinsic motivation. Similarly, when a leader shows altruistic love it enhances employee's continuance commitment, the indirect effect of higher extrinsic motivation acts to increase the commitment.

Apart from previous studies which have found salaries and fringe benefits to increase commitment for employees, this outcome has buttressed the need for improvement in

organisational factors in order to increase their commitment. This outcome also supports previous studies like that of Vaananen and colleagues (2008) who reported the effects of organisational extrinsic factors such as job position, personal resources, job autonomy, task clarity, and supervisor and management support for commitment. Thus, the extrinsic motivations mostly the pay plays critical role on employees' tendency to continue to remain with the employing organisation.

The logic that supports the outcome that extrinsic motivation combined with spiritual leadership to relate with continuance commitment that perhaps, the pay, compensations and other fringe benefits alone may not be enough to keep the employee, but when the leader is seen to be considerate, selfless and engaging, employee commitment may be more enhanced. It is therefore essential to offer incentives and rewards in recognition of people's performance and their value to the organisation and in addition, to offer them a spiritual and engaging leadership. The partial mediation of altruistic love may suggest that employees' commitment towards organisation is more influenced by altruistic love of leaders and also more attractiveness of salary and benefits.

4.6 Conceptual Framework after the analysis

From Figure 4.1 it is conceptualized after the analysis of the study that extrinsic motivation, spiritual leadership and engaged leadership have a significant influence on continuance commitment. At the same time extrinsic motivation mediates the relationship between spiritual leadership and continuance commitment; and engaged leadership and continuance commitment.

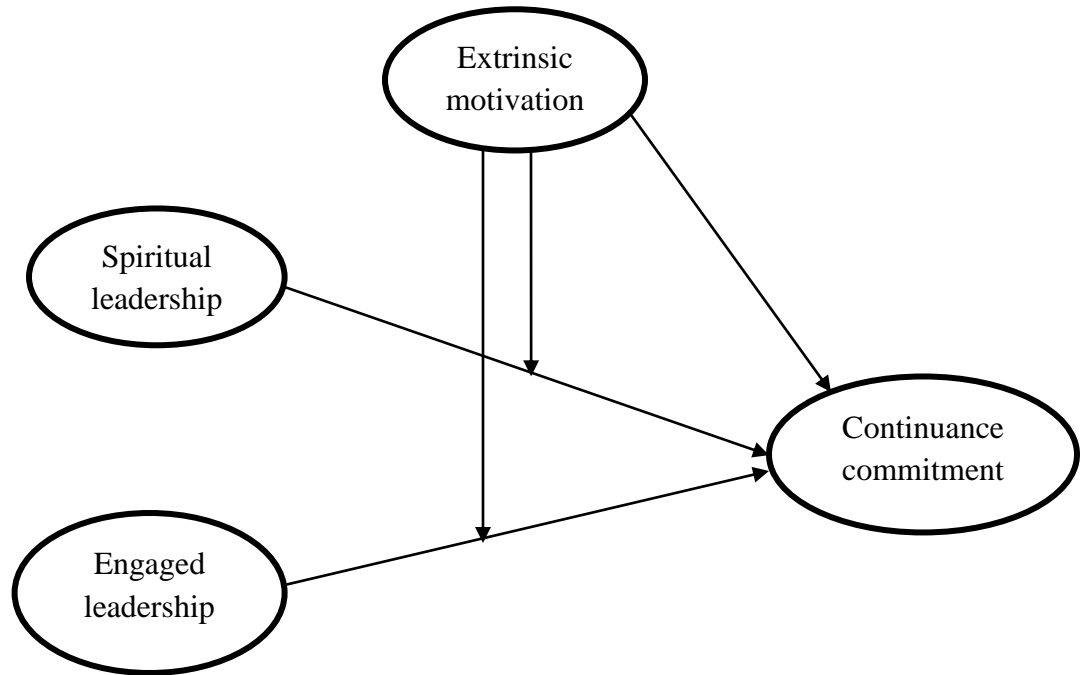


Figure 4.1: Conceptual Framework after analysis

CHAPTER FIVE

SUMMARY, CONCLUSION & RECOMMENDATION

5.0 Introduction

The study examined relationships among spiritual leadership, engaged leadership, extrinsic motivation and continuance commitment among employees of commercial banks in Ghana. Based on the review of literature, hypotheses were formulated in relation to the relationships between spiritual leadership as measured by altruistic love and membership and organisational continuance commitment, between engaged leadership as measured by vigor, dedication and absorption and organisational continuance commitment and finally, between extrinsic motivation as measured by monetary incentive as a hygiene factor and organisational continuance commitment. The quantitative survey method was used to gather data while statistical tools such as Pearson correlation and multiple regression analysis were used to analyze the data collected. The major findings and additional findings derived from the analysis are outlined in the next section. The rest of the chapter discusses summary of the findings, implications of the study, recommendations, limitations and avenues for future research.

5.1 Summary of Findings

Three (3) main hypotheses were examined in this study and all three hypotheses were supported. The following are the findings:

- Employees whose altruistic love and membership was high had higher continuance commitment but this relationship was stronger for altruistic love.

- Engaged leadership strongly related with continuance commitment which implied that engaged leadership leads to increased committed staff
- Extrinsic motivation related strongly with continuance commitment; implying that when employees receive or perceive more extrinsic motivation, their continuance commitment level increases.
- The relationship between altruistic love dimension of spiritual leadership and continuance commitment is mediated by extrinsic motivation.
- The relationship between engaged leadership and continuance commitment is mediated by extrinsic motivation.

5.2 Conclusion

In general, the study concludes among other things that the extent to which employees wish to remain with their employing organisation due to economic reasons is also dependent on the leadership style they perceived to be exhibited by their superiors. Spiritual leadership orientations of altruistic love and membership influenced continuance commitment significantly but the former was more obvious than the latter. Again, engaged leadership also played a role in the employees' level of continuance commitment; showing that employees intend to remain with the organisation when they perceive leadership to be more engaging.

Another factor that influenced the employees' intention to remain with the employing organisation based on their recognition of the cost associated with leaving the organisation is to a large extent the extrinsic things that the job offer meets their needs. Thus, extrinsic motivation; in most cases the pay, plays a critical role on employees'

tendency to continue to remain with the employing organisation as a result of the cost associated with leaving.

Finally, extrinsic motivation combined with spiritual leadership on one hand, and with engaged leadership on the other, to relate with continuance commitment. The conclusion is that whilst the pay, compensations, organisation support and other fringe benefits may be satisfactory, they alone may not be enough to inform employee's continuance commitment, but perhaps, when the leader is seen to be considerate, selfless and engaging, then the employee's continuance commitment may be further enhanced.

5.3 Practical and Theoretical Implications

The findings from this study suggest that employees' commitment towards organisation based on the cost associated with leaving is more influenced by altruistic love, membership and engaging orientations of leaders; but their influence is much dependent on the attractiveness of salary and benefits. Based on the profile of the respondents, about 70% of them are less than 40 years and have less than 10years of experience working in the current bank; suggesting that they may be earning middle-incomes. It is obvious that during the early years of working, increasing personal responsibilities come with more monetary benefits, thus organisational commitment in general tends to sway towards attractiveness of remuneration and other fringe benefits. This would explain the outcome that spiritual or engaging leadership alone might not be sufficient to gain employees' loyalty.

The findings also provide an indication on the organisational climate in Ghana whereby spiritual leadership is worth considering for implementation in organisations. It also serves as a guideline to leaders in the banking industry on the importance of spirituality with regards to commitment and which elements of spirituality merit more emphasis. By acknowledging and recognizing the employees' motivational factors in terms of leadership styles, it would help towards improving the effectiveness of leadership in the organisation and ultimately contribute towards productivity and success. The study confirms that the adoption of one single approach to leadership style in managing human resource is not sufficient and needs a review. There needs to be a paradigm shift from the directive leadership style to a more transformational approach where leaders are expected to demonstrate more of humanistic values and treat employees more than just workers in an organisation. In addition, leadership of organisations should endeavor to strengthen bonds of relationship among organisational members with emphasis placed on people rather than things. Organisational members should be made to feel loved and cared for by organisational leaders, who should listen to the needs of subordinates, empathize with them and reward useful contributions made by them towards organisational goal attainment.

In sum, employees' continuance commitment to their organisation is enhanced through a combination of satisfying extrinsic motivations and an implementation of emerging leadership styles such as spiritual leadership styles of altruistic love and membership as well as engaging leadership style.

5.4 Recommendations for Practice and Future Research

The researcher recommends a few approaches to be undertaken to enhance continuance organisational commitment in general and in Ghanaian context. There could be other influencing factors that can enhance continuance commitment hence further studies looking at the antecedents and consequences of continuance commitment are warranted to offer more insights. It is realized that whilst there are several studies in leadership style and organisational commitment especially with regards to emerging leadership styles, yet the image is still not clear. Producing high commitment and performance among subordinates requires a great leader who sees the employees not as a mere worker but valuable asset to the organisation. Thus, future studies should examine the level of competency and effectiveness of these emerging leadership styles and how they impact organisational outcomes. Further research might consider taking other dimensions of spiritual leadership suggested by other researchers in order to explore the multiple dimensions of spirituality and contribute toward effort at validating these concepts from different contexts.

In addition, it is important that future studies consider issues of internal and external validity of their studies. For this reason, in order to obtain more generalized outcomes, future research might be improved by increasing the number of sampling and data and even extending the study to other cultural contexts. This could provide a more accurate representation of the entire population and a more thorough analysis can be performed.

5.5 Limitations

The study is however limited in some ways; making the implication of the studies within it's a limited context. The first is that, the research fails to consider bank employees located in the other nine regions of the country as such future studies should be done in these other regions to provide some comparison for this study. It also failed to consider the other sectors of the economy like manufacturing, construction etc. which leaves the current findings only limited to the banking sector. The study is a survey of commercial bank employees in Eastern region of Ghana and so the results can only be generalized to the population of bankers in this setting. Moreover, the use of self-reported questionnaire could have influenced the results as a result of response bias. Mixed method data collection procedures such as instrument administration and interviews could be employed in future studies. The use of quantitative data analysis alone could not have provided in-depth information on the subject matter. A mixed method research is recommended in this regard.

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APPENDICES

APPENDIX ONE

Questionnaire

Introduction: This study seek to collect data as part of MPHIL degree program to measure the emergent spiritual leadership, engaged leadership and extrinsic motivation constructs as the panacea for organizational continuance commitment in Ghanaian banks as a requirement for corporate success. Answers given are completely confidential. Please complete each question in order to ensure that the information given may be calculated. Your participation is greatly appreciated. You may contact the researcher on 0240560977.

Please mark only one box for each question given or response requested where
1=Strongly Disagree; 2 =Disagree; 3 = Neutral; 4 = Agree and 5 = Strongly Agree

	Statement	1	2	3	4	5
1	It would be very hard for me to leave this organization right now, even if I wanted to becauseof investments I have made.					
2	Too much of my life would be disrupted if I decided I wanted to leave this organization right now.					
3	Right now, staying with this organization is a matter of necessity as much as desire.					
4	I feel that I have too few options to consider leaving this organization.					
5	One of the few negatives consequences of leaving this organization would be the scarcity of available alternatives.					
6	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice; another organization may not match the overall benefits I have here.					
7	My organization really cares about its people.					
8	My organization is kind and considerate toward its workers, and when they are suffering, wants to do something about it.					

9	The leaders in my organization “walk the walk” as well as “talk the talk”.					
10	My organization is trustworthy and loyal to its employees.					
11	My organization does not punish honest mistakes.					
12	The leaders in my organization are honest and without false pride.					
13	The leaders in my organization have the courage to stand up for their people.					
14	I feel sense of belonging and acceptance within my organization					
15	I feel my organization appreciates and demonstrate respects for me, and my work.					
16	I feel highly regarded by my leadership.					
17	I feel I am valued as a person in my job.					
18	I feel my organization understands my concerns.					
19	My supervisor encourages commitment to the organization’s vision and objectives and promotes a sense of loyalty and pride within his/her people.					
20	Communicates clear performance expectations and delegates responsibilities.					
21	Demonstrates flexibility and open-mindedness and maintains appropriate self-control.					
22	Ensures his/her people develop their skills and are sufficiently trained to do their work.					
23	Approaches tasks with enthusiasm and energy and builds positive, long-term working relationships.					
24	Takes a genuine interest in the personal development of his/her people, celebrates team’s successes and respects suggestions of others.					

25	Keep promises and demonstrates high ethical standards.					
26	I devote myself and effort to my organization to gain a fair and competitive salary and compensation					
27	The norm in this organization is that employment is protected					
28	Management cares about the health and safety of employees, development and dignity of staff as well as the provision of tools for work.					
29	This organization provides me with some flexibility which enable me to balance my life with work					
30	I have the chance to rise in the organization					

Please mark one box for the following:

Gender: Male [] Female []

Age: 20 – 30 [] 31 – 40 [] 41 – 50 [] 51 and Above []

State the name of your organization.....

Tenure (Years) spent with the organization: Less than 1 [] 1 to 5 [] 6 to 10 [] 11 to 15 [] 16 above []

APPENDIX TWO**Supplementary Tables****Model for Extrinsic motivation Mediating between Altruistic Love and Continuance Commitment****Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.463 ^a	.214	.210	5.086	.214	54.994	1	202	.000
2	.492 ^b	.242	.234	5.008	.028	7.358	1	201	.007

a. Predictors: (Constant), Altruistic love, SL

b. Predictors: (Constant), love, SL, Ext. mot

ANOVA^c

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1422.524	1	1422.524	54.994	.000 ^a
	Residual	5225.138	202	25.867		
	Total	6647.662	203			
2	Regression	1607.050	2	803.525	32.041	.000 ^b
	Residual	5040.612	201	25.078		
	Total	6647.662	203			

a. Predictors: (Constant), Altruistic love, SL

b. Predictors: (Constant), Altruistic love, SL, Ext. mot

c. Dependent Variable: cont. commitment scores

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	7.929	1.645		4.820	.000	
	Altruistic love, SL	.470	.063	.463	7.416	.000	1.000
2	(Constant)	5.352	1.878		2.851	.005	
	Altruistic love, SL	.403	.067	.397	6.016	.000	.866
	Ext. mot	.234	.086	.179	2.713	.007	.866

a. Dependent Variable: cont. commtmt scores

**Model for Extrinsic motivation Mediating between Membership and Continuance
Commitment**

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.227 ^a	.051	.047	5.587	.051	10.958	1	202	.001
2	.340 ^b	.116	.107	5.408	.064	14.563	1	201	.000

a. Predictors: (Constant), Membership, SL

b. Predictors: (Constant), Membership, SL, Ext. mot

ANOVA^c

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	342.074	1	342.074	10.958	.001 ^a
	Residual	6305.588	202	31.216		
	Total	6647.662	203			
2	Regression	768.066	2	384.033	13.129	.000 ^b
	Residual	5879.595	201	29.252		
	Total	6647.662	203			

a. Predictors: (Constant), Membership, SL

b. Predictors: (Constant), Membership, SL, Ext. mot

c. Dependent Variable: cont. commtmnt scores

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	14.081	1.783		7.898	.000			
	Membership, SL	.307	.093	.227	3.310	.001	.227	.227	.227
2	(Constant)	10.381	1.979		5.245	.000			
	Membership, SL	.151	.098	.112	1.533	.127	.227	.107	.102
	Ext. mot	.364	.095	.278	3.816	.000	.324	.260	.253

a. Dependent Variable: cont. commtmnt scores

**Model for Extrinsic motivation Mediating between Engaged Leadership and
Continuance Commitment**

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.269 ^a	.072	.068	5.526	.072	15.732	1	202	.000
2	.339 ^b	.115	.106	5.411	.042	9.636	1	201	.002

a. Predictors: (Constant), Engaged, SL

b. Predictors: (Constant), Engaged, SL, Ext. mot

ANOVA^c

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	480.327	1	480.327	15.732	.000 ^a
	Residual	6167.334	202	30.531		
	Total	6647.662	203			
2	Regression	762.464	2	381.232	13.020	.000 ^b
	Residual	5885.198	201	29.280		
	Total	6647.662	203			

a. Predictors: (Constant), Engaged, SL

b. Predictors: (Constant), Engaged, SL, Ext. mot

c. Dependent Variable: cont. commtmnt scores

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	13.484	1.648		8.182	.000			
	Engaged, SL	.249	.063	.269	3.966	.000	.269	.269	.269
2	(Constant)	10.949	1.809		6.053	.000			
	Engaged, SL	.111	.076	.120	1.468	.144	.269	.103	.097
	Ext. mot	.332	.107	.254	3.104	.002	.324	.214	.206

a. Dependent Variable: cont. commtmnt scores