

# LEADERSHIP BEHAVIORAL PATTERNS AND THEIR INFLUENCES ON ORGANISATIONAL COMMITMENT AMONG SUBORDINATES: AN EMPIRICAL STUDY

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## Abstract

*There is growing recognition that in order to create organizations that are effective with a diverse employee base, the organizational climate must be appropriate. Such a conducive environment is predominantly dependent on the leader's behaviour and is reflected in the improved quality of work life and organizational commitment manifested by the employees. Despite the widespread acknowledgment of the importance and value of organizational commitment, there has been limited research that has specifically addressed the relationship between leader behavior and employee commitment, particularly in the consumer durable sector. Specific **research Objectives of the Study were to study the leadership Behaviour pattern as exhibited by the managers in terms of Initiative and Consideration parameters and to study impact of Leadership Behaviour on organisational commitment among the subordinates. The Leadership Behaviour Description Questionnaire (LBDQ) and Organizational Commitment Questionnaire** were the research instruments used. Findings reveal that there is no significant difference in the oc level of managers and subordinates. A positive correlation was found between between consideration component of the Leadership Behaviour and organisational commitment as perceived by the managers and their subordinates was also determined. . The findings have policy implications for the consumer durable industry in particular and business enterprises in general.*

## 1. Introduction

One of the most challenging tasks for an organization is to create, sustain and improve through an authentic teamwork-based environment. For an organization to change from a traditional classical structure to an organic team-based structure requires changes not only in structure, but in processes, systems, attitudes, leadership philosophy and style, requiring a paradigm shift. This is an age of fundamental and accelerated changes characterised by the globalisation of

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markets, ubiquitous presence of information technology, dismantling of hierarchical structures and the creation of new organisational forms and networks. Growing around these is a new information age economy whose fundamental sources of wealth are knowledge and communication rather than natural resources and physical labour. Given the ever-increasing demand to become more competitive and effective, today's employers are not simply interested in ensuring the legal defensibility of their policies, practices and procedures; rather they are also interested in "managing diversity" to ensure that employees reach their full potential. Organizations are interested in implementing management initiatives in order to create an environment that supports and retains a diverse work force while capitalizing on individual differences as a competitive advantage. There is growing recognition that in order to create organizations that are effective with a diverse employee base, the organizational climate must be appropriate. Such a **conducive environment is predominantly dependent on the leader's behaviour and is reflected in the improved quality of work life and organizational commitment manifested by the employees.**

Committed employees are considered necessary to build better relationships with clients and customers, to learn more effectively, to be more adaptable to change and generally to work more efficiently. From the employee's perspective, organizational commitment can lead to career advancement, increased compensation and more intrinsically rewarding jobs.

**Stordeur et al** (2001) opined that leaders who enable employees to participate in decision-making and encourage communication among subordinates generate favorable work culture. QWL among such organization is highly characterized by less interpersonal conflicts and hostility and less non-cooperative relationships. Leader makes things happen. For the present study, leadership behaviour as manifested by **Kouzes & Pozner** (1995) was considered appropriate. According to these authors, "leadership is the art of mobilizing others to want to struggle for shared aspirations." Thus leadership behaviour is exhibited in establishing a culture with values that influences others to strongly desire, mobilize and struggle for a shared vision. Organizational commitment is characterized by an individual's: (1) belief in and acceptance of organizational goals and values; (2) willingness to exert effort towards organizational goal accomplishment; and (3) strong desire to maintain organizational membership (**Porter et al**, 1974). Commitment research has shown that people are more likely to develop higher levels of commitment when they can identify with the values and standards of the organization (**Wiener**, 1982). Retaining talent requires a strong dedication to not only understanding the needs of employees, but also to aligning staff needs with the mission and vision of the organisation so as to ensure employee commitment.

Commitment is an advance agreement to a contract; strong support by employees to their company and its goals. It has both **attitudinal component** (i.e. the degree to which individual identify with the goals of the firm) and **behavioural aspect** (i.e. the likelihood of an employee leaving the firm). **Johnston et al** (1990) defined commitment as the degree that individuals attach themselves to, identify with and become part of an organisation. The positive effects of organisational commitment include personal sacrifice for the organisation, persistence in behaviors and a preoccupation with the organisation (**Scholl**, 1981) as well as a desire to see the firm prosper and be more effective (**Lawler**, 1979).

The most popular recently cited theory is the three-factor model developed by **Meyer & Allen** (1991). These authors developed the construct of organizational commitment by bringing together three components of affective commitment, continuance commitment and normative commitment. Employees with strong affective commitment stay with an organization because they are emotionally attached to the organization. Employees with strong continuance commitment stay with an organization out of necessity and those with strong normative commitment because they feel obliged to do so.

## 2. A Critique on Related Literature

**Sharma** (1978) opined that tension and conflict in the industrial relation is due to the alienation of the Indian industrial worker. Workers' attitude and orientation towards company and job is not related to their socio-cultural background. However, worker attitude is influenced by industrial work, personal policies and practices, work technology and union involvement. Commitment was found not to be related to socio-cultural background or rural agricultural origin of the workers. **Lau & Chong** (2002) suggested that organizational interest is best served if a high budget emphasis evaluative style is used in a high participatory environment, whilst a low budget emphasis evaluative style is used in a low participatory environment. Highly committed managers are likely to strive for organizational goals and interests whereas lowly committed managers are likely to strive for personal goals and interests. These conflicting attitudes are likely to affect the relationships among budget emphasis, budgetary participation and managers' behavior.

**Beck & Wilson** (2001) suggested that some forms of work commitment develop prior to actual experience of the focus of the commitment (e.g., normative commitment and work ethic). For affective and continuance commitment it has been hypothesized that *experience* is essential. In most instances, this experience is gained after entry into the work force and

specifically, into an organization. Therefore, understanding how these types of commitment develop and highlighting the factors related to tenure that cause changes in commitment will not only fill a gap in the empirical work and strengthen commitment theory but will help managers to optimize the commitment of their employees.

**Wong et al** (2001) argued that in countries exhibiting cultures which values loyalty organizations will benefit in the long run if they cultivate employees' organizational commitment in those countries. Results indicated that organizational commitment among Chinese employees has a strong effect on job satisfaction and turnover intention.

According to **Mowday, Porter and Steers** (1982) those who are committed to the organization "are willing to give something of them in order to contribute to the organization's well-being." Employees who are highly committed to their organization often perceive their work roles more extensively and such an enlargement of role definition tends to increase employees' motivation.

**Quirin et al** (2001) attempted to address this issue by investigating the relationship between an individual's perception of equity and organizational commitment. Using a cross-organizational design, measures of perceptions of pay and workload equity, organizational commitment and self-rated performance were gathered. Research revealed that a significant portion of an individual's organizational commitment can be explained by his/her perception of pay equity and workload equity. Additional analysis reveals that perception of equity has a significant and direct effect on performance but this effect is fully-mediated by organizational commitment.

Leadership quality is a core element of management. It is not only strongly related to the amount of employee commitment but it is also logically linked to organisational performance and customer satisfaction (**Rogg et al**, 2001). He feels that the future employability should be considered in order to prevent premature loss of capabilities, knowledge and commitment.

The organizational commitment can be mediated or filtered through a stronger sense of commitment to other more salient groups of which the employee is a member. **Capelli** (2000) argues that the economic turbulence has resulted in a shift towards this indirect form of commitment as employers broke the long-term commitment understanding they had previously held with their employees. Downsizing, flatter organizations and corporate relocations negatively affected employment continuity and internal promotion prospects causing firms to construct a new contract with employees no longer based on long-term commitment but on offering employees the means and opportunities to develop their own skills in ways that enhance their professional and occupational careers external to the organization if need be. Organizations do not expect employees to stay with them for life-long employment but

While the positive link between HR practices and affective commitment has received extensive support, the role of HR practices in the reinforcement of continuance commitment has been less clearly established. **Meyer & Smith** (2000) found no significant relationship between HR practices and continuance commitment. Employees who are empowered in their job might not only view the organization as caring and supportive and thus experience a stronger affective commitment; but might also believe that to lose the benefits associated with a high level of empowerment would be costly therefore experiencing greater continuance commitment.

**Meyer & Herscovich** (2001) suggested that employees who develop strong affective commitment become less sensitive to signals or constraints that may demarcate their behavior. This affective commitment thus predisposes individuals to adopt a fairly broad range of discretionary or intentional behaviors. Similarly, researchers (e.g. **Morrison**, 1994) have demonstrated that a strong affective commitment motivate individuals to construe their work role as extending beyond tasks formally prescribed, which in turn encourages them to adopt extra role behaviors.

**Rhoades et al** (2001) found that the link between procedural justice and affective commitment was mediated by perceived organizational support. **Gould-Williams** (2003) recently observed that the association between procedural justice and organizational commitment was conditioned by the perception of trust.

### 3. Gaps in Existing Studies

Perusal of the existing literature reveals that the studies involving leadership behaviour patterns and its influences on the subordinates have mostly been done in the developed countries. As it has been conclusively proved that leadership is situational, it becomes important that the studies are conducted in India so as to have direct impact on the management practices. However, there is scarce literature available highlighting the influence of leadership behaviour on the organisational commitment. Hence, the rationale for the present study. There is thus a need to study the extent to which leader's Behaviour influences organisational commitment among subordinates. It was thought prudent to study whether any significant difference exists between organisational commitment exhibited by the subordinates and the leader.

Consumer Durable industry has unique facets as three major types of ownership and managerial practices are prevalent as exhibited by Indian owned companies, Western owned companies as well as the Asian owned companies.

Although the concept of job involvement, its antecedents and outcomes have been researched extensively by organizational researchers, little attention has been devoted to exploring job involvement and its relationship to the work experiences and job attitudes of white goods industry personnel. The dearth of research in this area is surprising in light of prior findings that these professionals have high need for achievement and growth and place a high value on interesting work, job challenges and growth opportunities. The job design literature provides extensive evidence that job involvement is associated positively with the five "core" elements: job characteristics or job scope; need for achievement; growth as well as job satisfaction; performance and organizational commitment. These factors underscore the importance of examining the work experiences and other factors related to the job involvement of employees and the relationship of involvement with favorable job and organizational outcomes, reflecting their quality of work life. Studies on the antecedents of commitment (Cohen, 1992) showed that job involvement and its relationship to organizational commitment differ significantly across occupational groups. Viewed in conjunction with previous findings organizational commitment is the most proximal determinant of turnover intentions of employees.

**Thus, the purpose of this present study** was to examine (1) the relationship of personal/demographic variables, job characteristics and work experiences with variations in the level of job involvement; (2) the relationship of job characteristics and work experiences with career expectations, job satisfaction, career satisfaction and organizational commitment; and (3) the role played by job involvement in influencing the relationships among these variables.

Organizational climate, as conceptualized in the present study, focuses on three aspects of the general organizational context: the extent to which the organization and the immediate work group are supportive, the opportunities that exist to participate in and contribute to work-related decision-making and the existence of open lines of communication and the sharing of relevant information.

- (1) To study the difference in the leadership behaviour pattern as perceived by managers and their subordinates' perception about them.
- (2) To examine the impact of Leadership Behaviour on organisational commitment among the subordinates.
- (3) To examine whether any significant difference exists between the manager and the subordinates in terms of organisational commitment.

#### **4. Research Hypotheses:**

Following hypotheses were formulated and tested to achieve the desired research objectives:

- (1) There is significant difference in the Leadership Behaviour pattern of managers as perceived by self and the subordinates on the total Leadership Behaviour Description Index.
- (2) There is a significant difference in terms of organisational commitment among the managers across different age groups and educational qualifications.

#### **5. Research Design:**

For the present study, the descriptive research method was considered appropriate as the focus was on studying human behaviour which can be better studied through descriptive rather than experimental research. Moreover, the parameters to be studied, viz, leadership behaviour, quality of work life and the organisational commitment develop over a period of time and may not be appropriately studied under experimental conditions.

The data was collected on the basis of convenience-cum-quota sampling wherein 425 employees working in consumer durable industry were contacted. The quota was drawn in terms of age, educational qualifications, marital status of the respondent, the length of service rendered in the organisation, job profile and ownership pattern and size of the organisation. The method of contact was personal visits/mailing. The managers supervising these employees in each organisation were also contacted to elicit their views. 398 response sheets were found complete in all respects and were finally analysed. The survey consisted of 151 managers and 247 subordinates reporting to these managers. The information was obtained through three research instruments:

1. **Leadership Behaviour Description Questionnaire (LBDQ) of Halpin & Winer** (1957).
2. **Organizational Commitment Questionnaire (OCQ) developed by Meyer, Allen & Smith** (1993).

The various items in these scales were tested for, among other things, issues of accuracy, relevance, readability, grammar, potential for offensiveness and appearance of social, cultural or gender bias. After development these instruments were pre-tested on a small group of staff at four of the participating organizations. The Descriptive statistics like

percentages, mean, median, Kurtosis, standard deviations were employed. Correlation coefficient and t-test were employed to determine the relationship between leadership behaviour and organisational commitment. Test of significance was employed to determine whether any significant difference exists between the managers and the subordinates in terms of organisational commitment indices.

**Leadership Behaviour Description Questionnaire (LBDQ)** was originally developed by Personnel Research Board at the Ohio State University and has since been modified many times. **Halpin & Winer (1952)** identified the basic dimensions of leadership as **Initiating Structure and Consideration**.

In their description, **Consideration** refers to the “behaviour indicative of friendship, mutual trust, respect and warmth in relationship between the leader and the members of his staff.”

**Initiating structure** refers to the “leader’s behaviour in delineating the relationship between him and the members of his work group and in endeavouring to establish well-defined patterns of organization, channels of communication and methods and procedures.”

The scale was pretested in Indian scenario in order to validate the sequence and the wording of the statements. Scores were computed for total LBDQ index as well as its constituent elements, viz., consideration as well as initiative indices.

**Organisational Commitment Scale developed by Meyer, Allen & Smith (1993)** is a seven point scale measuring three themes through 18 items classified under three heads:

**Affective commitment** i.e. extent to which employees remains with the organization because they want to.

**Continuance commitment** i.e. extent to which employees remains with the organization because they need to.

**Normative commitment** i.e. extent to which employees remains with the organization because they feel they ought to do so.

## 6. Analysis and Interpretation of the Findings

Data was analysed to find out if significant difference exists between the managers and their subordinates on leadership behaviour index and its individual constituents.



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**Table 1: Test of Significance (t-test) on the Difference of Managers' perception about self and Subordinates' perceptions about their manager on the Consideration Index**

	Sample Size	Mean	Std. Deviation	t value	Tabulated Value	Significance
<b>Managers</b>	<b>151</b>	<b>58.159</b>	<b>6.166</b>	<b>2.848</b>	<b>2.576</b>	<b>Significant</b>
<b>Non Managers' Perception</b>	<b>247</b>	<b>56.298</b>	<b>6.373</b>			
<b>Total</b>	<b>398</b>	<b>57.137</b>	<b>6.329</b>			

Table 1 reveals that the subordinates consider their managers to be having more initiative than the perception of the managers about themselves. One possible explanation could be the lower involvement of the subordinates in goal setting and decision making, thereby making employees feel that the manager has more initiative as he takes most of the decisions. Such a perception may lead to poor development of the subordinate as he may not take initiative and may look towards the manager for problem solving.

**Table 2: Test of Significance (t-test) on the Difference of Managers' perception about self and Subordinates' perceptions about the manager on the Initiation Index**

	Sample Size	Mean	Std. Deviation	t value	Tabulated Value	Significance
<b>Managers</b>	<b>151</b>	<b>51.304</b>	<b>7.478</b>	<b>2.7166</b>	<b>2.576</b>	<b>Significant</b>
<b>Non Managers' Perception</b>	<b>247</b>	<b>53.048</b>	<b>4.844</b>			
<b>Total</b>	<b>398</b>	<b>52.261</b>	<b>6.212</b>			

Comparative analysis of the managerial cadre's perception about the total leadership behaviour score as well as the subordinates perception about them reveals that the difference is not significant. Leaders high on consideration tend to focus on the needs of the stakeholder, both physical and psychological. Leaders high on initiating structure exhibit behaviors, which provide direction

and clarify goals. The initiating structure style focuses less on how stakeholders feel, and more on creating systems for efficiently performing job tasks. Based on the process of automatic categorization and the general preference for homogeneity, it is conceivable that subordinates in certain industries which have shorter chains of command may evaluate their leaders more readily and optimistically than in other industries which have longer chains of command.

**Table 3: Test of Significance (t-test) on the Difference of Managers' perception about self and Subordinates' perceptions about the manager on the Leadership Behaviour Index**

	Sample Size	Mean	Std. Deviation	t value	Tabulated Value	Significance
<b>Managers</b>	151	109.46	12.101	0.1091	2.576	Insignificant
<b>Non Managers' Perception</b>	247	109.34	9.081			
<b>Total</b>	398	109.39	10.514			

It has been recognised that individual, organisational and task characteristics exist which may act as moderators on leadership effectiveness. Among these moderators, are *individual characteristics of subordinates* (ability and training; high need for independence; professional orientation; indifference toward organisational rewards), *task characteristics* (methodologically invariant tasks; task-provided feedback; intrinsically satisfying tasks) and finally, *organisational characteristics* (organisational formalisation; organizational inflexibility; highly specified and active advisory and staff functions; cohesive work groups; organisational rewards not within the leader's control; spatial distance between a superior and subordinates)

Perusal of these findings (table 4) reveals that the non-managerial cadre exhibited higher level of organisational commitment as compared to the managerial cadre. Non managers scored higher on the affective and continuance dimensions of the organisational commitment whereas managers scored higher on the normative index. Thus, it could be said that the non-managers felt obliged to the organisation and/or felt that the opportunity cost of leaving the organisation may be higher. It could also be due to lack of perceived better opportunities in other organizations. Managers by exhibiting higher scores on the normative index showed their concern toward moral aspects of continuing with the organisation.

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Effort was also made to statistically analyse whether there is any significant difference in the organisational commitment levels of the managers and the subordinates. The findings reveal that the difference in the total organisational commitment scores is not statistically significant. (Table 4) The organisational commitment level among the consumer durable industry jobs could be attributed to the higher levels of intrinsic and extrinsic rewards including salary and entail more extensive boundary-spanning activities and greater role stress than the jobs held by employees of other durable industries with low and/or moderate involvement.

**Table 4: Statistical Parameters of Organisational Commitment Index (OC) and its constituent Components (Affective Index, Continuance Index and Normative Index) as perceived by Managers and their Subordinates**

	Sample		Affective Index	Continuance Index	Normative Index	Total Org. Commitment score
<b>Managers</b>	151	<b>average</b>	24.406	23.130	28.942	76.478
		<b>stdev</b>	3.431	5.638	4.668	9.102
		<b>median</b>	24.000	24.000	29.000	78.000
		<b>max</b>	33.000	34.000	41.000	97.000
		<b>min</b>	17.000	11.000	19.000	57.000
		<b>skewness</b>	0.172	-0.386	0.367	-0.027
		<b>kurtosis</b>	-0.105	-0.576	-0.159	-0.682
<b>Non managers</b>	247	<b>average</b>	26.000	25.881	27.333	79.214
		<b>stdev</b>	4.889	5.617	4.848	11.146
		<b>median</b>	26.000	25.500	28.000	80.000
		<b>max</b>	37.000	39.000	36.000	100.000
		<b>min</b>	8.000	11.000	11.000	43.000
		<b>skewness</b>	-0.233	-0.083	-0.588	-0.758
		<b>kurtosis</b>	1.053	-0.081	0.679	0.583
<b>Total</b>	398	<b>average</b>	25.281	24.641	28.059	77.980
		<b>stdev</b>	4.354	5.774	4.819	10.333
		<b>median</b>	24.000	25.000	28.000	78.000
		<b>max</b>	37.000	39.000	41.000	100.000
		<b>min</b>	8.000	11.000	11.000	43.000
		<b>skewness</b>	0.034	-0.204	-0.194	-0.445
		<b>kurtosis</b>	0.976	-0.165	0.584	0.069

Moreover, these high-involvement employees display greater commitment to their employing organizations than other industries as reported in the other studies using the same scale. Furthermore, jobs high in both intrinsic (e.g., autonomy, challenge) and extrinsic (e.g., opportunities for recognition) rewards have progressively stronger positive effects on the job satisfaction and career satisfaction of individuals with high job involvement. The results of previous studies (quoted in the review of literature section) also show differential effects of salary on job and career satisfaction and commitment to the organization.

**Table 5: Test of Significance (t-test) on the Difference between Managers and their Subordinates' perceptions on the Total Organisational Commitment (OC) Index**

	Sample Size	Mean	Std. Deviation	t value	Tabulated Value	Significance
<b>Managers</b>	151	76.4783	9.102	-2.5633	2.576	Insignificant
<b>Non Managers</b>	247	79.2143	11.146			
<b>Total</b>	398	77.9804	10.333			

It appears that high levels of job involvement can exacerbate the negative effects of role conflict on quality of work life. These findings are analogous to those documented in the literature (**Greenhaus & Beutell, 1985**) that high levels of job involvement and family involvement heighten the level of work-family conflict experienced by individuals and its aversive effects on individuals' well-being.

Analysis on each of three constituent elements of the commitment index was also undertaken. It revealed that the non-managers have significantly higher levels of affective commitment as well as continuance commitment as compared to the managers (tables 6 & 7).

**Table 6: Test of Significance (t-test) on the Difference between Managers and their Subordinates' perceptions on the Affective Commitment Index**

	Sample Size	Mean	Std. Deviation	t value	Tabulated Value	Significance
Managers	151	24.4058	3.4313	-3.545	2.576	Significant
Non Managers' Perception	247	26.00	4.8891			
Total	398	25.2810	4.3535			

**Table 7: Test of Significance (t-test) on the Difference between Managers and their Subordinates' perceptions on the Continuance Commitment Index**

	Sample Size	Mean	Std. Deviation	t value	Tabulated Value	Significance
Managers	151	23.1304	5.6384	-4.6115	2.576	Significant
Non Managers' Perception	247	25.8809	5.6171			
Total	398	24.6405	5.7738			

On the other hand, managers have significantly higher scores on the normative commitment index than the non-managers. It could be explained that the subordinates feel more loyal to the organisation and also have a perception that it may be difficult to get another job having similar level of status and monetary gains as the present one. Managers on the other hand by exhibiting higher normative commitment scores feel they are morally obliged to continue as the organisation may have offered them so much in terms of self esteem, positions in the hierarchy and involvement in the decision making.

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**Table 8: Test of Significance (t-test) on the Difference between Managers and their Subordinates' perceptions on the Normative Commitment Index**

	Sample Size	Mean	Std. Deviation	t value	Tabulated Value	Significance
<b>Managers</b>	151	28.942	4.6680	3.2313	2.576	Significant
<b>Non Managers'</b>	247	27.333	4.8479			
<b>Total</b>	398	28.058	4.8194			

There should be more focus on empowered work groups and a movement away from the traditional rigid, hierarchical system of management in organizations. Managerial cadre need to communicate clear performance objectives, provide immediate feedback, assist in developing self improvement plans, recognize and reward high performance and build warm positive relationships with subordinates. It has been found out that most managers do a good job of performing the technical work of their units but experience much more difficulty with the human resource management tasks that are necessary to achieve organizational effectiveness (e.g., rewarding and encouraging good performance, handling conduct problems, empowering their staff and involving them in goal-setting and decision making etc.). It is also important to point out that, compared to organisational commitment, job satisfaction varies more directly and instantaneously with changing working conditions (**Mowday et al, 1982**).

Moreover, if managers would conceptualize major work characteristics (i.e. staffing, training, assigning work, appraising performance, allocating rewards, etc) within a human resource framework, it might enhance employees awareness in human resource departments of their responsibilities regarding work groups (**Campion et al, 1993**); this could favour the decentralisation of power in baseline managers hands, who would be more suitable to work as leaders, responsible for their team functioning in well-adapted working conditions.

Employees who are committed demonstrate a strong acceptance of the organisation's values, tasks and working manner. Subordinates who firmly believe in these values are likely to manifest them in the performance. They keep these values in mind when preparing their plans and implementing them.

These employees are also more conscious of their conduct and work attitudes, as they want to set good examples for their peers.

Table 9 reveals that the relationship between total leadership behaviour description index (LBDQ) and organisational commitment (OC) index as perceived by the Managers and their subordinates about their managers is positive for both managers as well as the subordinates. However, the intensity of correlation is more for the managers as compared to the subordinates. This implies that those leaders who exhibit higher leadership behavioral patterns also have higher commitment towards their organizations. Subordinates feel that those who work under leaders exhibiting higher leadership behaviour indices are more committed towards their organizations.

**Table 9: Correlation Coefficients to determine Correlation between total Leadership Behaviour Description Index (LBDQ) and Organisational Commitment (OC) index as perceived by the Managers and their Subordinates**

	Sample Size	Standard Deviation		Correlation Coefficient (r)
		LBDQ	OC	
<b>Managers</b>	151	12.10	9.101	0.202
<b>Non Managers</b>	247	9.081	11.146	0.176

Table 10 highlights the correlation between consideration component of the leadership behaviour description index (LBDQ) and organisational commitment (OC) index as perceived by the managers and their subordinates. The relationship is also positively correlated. However, the managers feel there is a stronger correlation between these two parameters, whereas subordinates perception is not that stronger. This means that managers feel that those managers who are more considerate also exhibit more organisational commitment. Subordinates feel that those managers who are considerate instill organisational commitment among the subordinates. Managers need to offer better career prospects, more interesting and satisfying work, greater recognition of efforts and remuneration to generate organisational commitment.



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**Table-10: Correlation Coefficients to determine Correlation between Consideration Component of the Leadership Behaviour Description Index (LBDQ) and Organisational Commitment (OC) index as perceived by the Managers and their Subordinates**

	Sample Size (n)	Standard Deviation		Correlation Coefficient (r)
		Consideration	OC	
<b>Managers</b>	151	6.165	9.101	0.1396
<b>Non Managers</b>	247	6.173	11.146	0.044

Positive correlation was also noticed between initiation component of LBD index and Organisational commitment index (table 10). This correlation was higher for the subordinates than the managers, implying thereby that the subordinates exhibit more commitment towards their organisation if the manager is initiative oriented.

**Table 11: Correlation Coefficients to determine Correlation between Initiation Component of the Leadership Behaviour Description Index (LBDQ) and Organisational Commitment (OC) index as perceived by the Managers and their Subordinates**

	Sample Size (n)	Standard Deviation		Correlation Coefficient (r)
		Initiation	OC	
<b>Managers</b>	151	7.478	9.101	0.212
<b>Non Managers</b>	247	4.844	11.146	0.272

Table 12 highlights the correlation between leadership behaviour description index (LBDQ) and affective component of the organisational commitment (OC) index as perceived by the Managers and their Subordinates. Higher score indicates that degree to which the employee identifies with, is involved in and emotionally attached to the organisation. Affectively committed employees believe in the goals and values of the organisation and enjoy being a member of it. Thus, subordinates exhibit higher level of affective commitment than the managers.

## 7. Recommendations

Creating commitment on its own however is not sufficient. People can be highly committed but still ineffective. An organization needs to be able to harness employee commitment effectively in order to ensure that it is directed towards the achievement of the organization's strategies and goals. Certain conditions need to exist for this to happen:

1. *An appropriate talent pool.* The organization must first ensure that its recruitment and selection practices succeed in securing the caliber and type of employee that will fit with the company's culture, ethos and values.
2. *Clarity of direction.* Employees must understand what is expected of them and how this relates to the bigger picture. This requires regular two-way communication, open disclosure of information concerning company strategy and performance and timely feedback regarding individual performance.
3. *Capability.* Employees must be equipped with the skills and competencies to enable them to operate effectively and enhance their contribution to the organization. This entails a focus on both formal and self-directed learning, particularly developing the team working and flexibility necessary to enable the organization to be responsive and adaptive.
- *Effective deployment and support.* Employees must be deployed in roles that play to their strengths and provided with the autonomy and empowerment to enable them to be effective. They must also be equipped with the tools, techniques and information necessary for effective discharge of their role.

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