

**THE MEDIATING ROLE OF ORGANIZATIONAL CLIMATE ON THE
LEADERSHIP STYLES AND EMPLOYEE COMMITMENT: A RESEARCH ON
THE FAST-MOVING CONSUMABLE GOODS INDUSTRY IN GHANA**

Master's Thesis

Fati Yakubu

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STYLES AND EMPLOYEE COMMITMENT: A RESEARCH ON THE FAST-
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MASTER'S THESIS

Program in Business Administration (English)

Fati YAKUBU

Supervisor: Prof. Dr. İ. Cemil ULUKAN

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Graduate School of Social Sciences

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ÖZET

ÖRGÜTSEL İKLİMİN LİDERLİK TARZLARI VE ÇALIŞAN BAĞLILIĞI ÜZERİNDEKİ ARACI ROLÜ: GANA'DA HIZLI TÜKETİM MALLARI ENDÜSTRİSİ ÜZERİNE BİR ARAŞTIRMA

Fati YAKUBU

İşletme Yönetimi Bilim Dalı (İngilizce) (Tezli) (YL)

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Danışman: Prof. Dr. İ. Cemil ULUKAN

Bu çalışma, Gana'daki hızlı tüketim malları endüstrisi bağlamında, örgütsel liderlik stilleri ile çalışan bağlılığı arasındaki ilişkide örgüt ikliminin aracı rolünü incelemektedir. Araştırmada betimsel araştırma deseni ve nicel araştırma yaklaşımı kullanılmıştır. Örgütsel iklimin liderlik stilleri ve çalışan bağlılığı üzerindeki aracı rolünü incelemek ve hipotezi test etmek için Yapısal Eşitlik Modellemesi (SEM) yapılmıştır. Çalışmada, Dönüşümcü liderliğin “Bireyselleştirilmiş İlgisi” ve “İstisnalara göre Yönetim” boyutlarının liderliğin faktör yüklerinde dağıtılan ölçüm maddelerine sahip olduğu görüldüğünden analizden çıkarılmış ve araştırma modelinden üretilen toplam 21 hipotezin 15'i test edilmiştir. Bu hipotezlerden 7'si desteklenmiş, 8'i ise reddedilmiştir. Örgüt ikliminin liderlik tarzlarının her biri ile duygusal, normatif ve sürekli çalışan bağlılığı üzerindeki aracı rolü, örgüt ikliminin aracı olduğunu ortaya koymaktadır. Çalışma sonucunda çalışanların normatif bağlılık düzeylerinin diğer bağlılık düzeylerinden daha yüksek olduğu sonucuna varılmıştır. Çalışma, işletme liderlerinin veya yönetiminin İdealleştirilmiş Etki liderliği tarzını kullanmaya ve ayrıca işletmenin örgütsel iklimini iyileştirmeye daha fazla odaklanması gerektiğini öne sürmektedir.

Anahtar Sözcükler: Örgütsel liderlik stilleri, Çalışan bağlılığı, Örgütsel iklim, Yapısal Eşitlik Modellemesi, Betimsel araştırma, Regresyon analizi.

ABSTRACT

THE MEDIATING ROLE OF ORGANIZATIONAL CLIMATE ON THE LEADERSHIP STYLES AND EMPLOYEE COMMITMENT: A RESEARCH ON THE FAST-MOVING CONSUMABLE GOODS INDUSTRY IN GHANA

Fati Yakubu

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Supervisor: Prof. Dr. Cemil ULUKAN

This study evaluates the mediating role of organizational climate in the relationship between organizational leadership styles and employee engagement in the context of the FMCG Industry in Ghana. The study employed descriptive research design and with quantitative research approach. Regression analysis and SEM were also performed to examine the mediating role of organizational climate on leadership styles and employee commitment and to test hypothesis. The study found that IC and MA leadership had measurement items that are scattered across in the factor loadings and so they were excluded from the analysis leading to the testing of 15 hypotheses instead of 21. Out of these hypotheses 7 were supported and 8 were rejected. The mediating role of organizational climate on each leadership styles and affective, normative and continuance employee commitment revealed that organizational climate was a mediator. The study concludes that the normative commitment level of the employees was more than the other commitment level. The study recommends that leaders or management of the company must focus more in using Idealized influence leadership style and focus more in improving the organizational climate of the company.

Keywords: Organizational leadership styles, Employees commitment, Organizational climate, Structural Equation Modelling, Descriptive research, Regression analysis.

**DECLARATION OF COMPLIANCE WITH ETHICAL PRINCIPLES AND
RULES**

I hereby declare that this thesis is an original work prepared by me and that I have behaved in accordance with the scientific ethical principles and rules throughout the stages of preparation, data collection, analysis, and presentation of my work. I have cited the sources of all the data and information that could be obtained within the scope of this study and included these sources in the references section. This study has been scanned for plagiarism with “scientific plagiarism detection program” used by Anadolu University, and that “it does not have any plagiarism” whatsoever. I also declare that, if a case contrary to my declaration is detected in my work at any time, I hereby express my consent to all the ethical and legal consequences that are involved.

Fati Yakubu

PREFACE

Dedication

I would like to dedicate this work to my husband, Mr. Kamal Issah and to my mother, Hajia FATI Mohammed.

Acknowledgment

I would like to express my profound gratitude to my supervisor Prof. Dr. Cemil ULUKAN for his professional guidance towards the completion of this work and to my husband Kamal Issah for his immeasurable support throughout this research. Lastly, to my mother Hajia Fati Mohammed for her prayers and guidance towards the successfulness of this work.

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1. INTRODUCTION

1.1. Background to the Study

Current research examines how the climate of an organization mediates the bond between organizational forms of leadership as well as employee's dedication within the fast-moving consumable goods industry in Ghana. Within any organization, employees are the most valuable resource, and this is usually prominent in the service industry. An organization's long-term prosperity is dependent on the employee being content with the position they hold as well as their dedication towards the organization (Lok & Crawford, 2004). As soon as an employee receives job satisfaction, it motivates them and boosts productivity and decreases absenteeism and turnover (Mosadeghrad AM et al., 2008). Employee commitment also demonstrates the workers psychological tie to the business (Kate & Masako, 2002). Basically, three categories of employee commitment exist, according to Meyer and colleagues (2002): affective, continuance, and normative commitment.

Managerial management conduct has a major effect on dedication among workers. (Wu, 2006). It is the process of leading a person or individuals to pursue one specific aim (Skansi, 2000). A manager's ability to serve as a source of inspiration, motivation, and empowerment to employees in achieving performance for the organization is known as leadership (House, 2004). To lead and direct their staff, managers can use a variety of leadership styles. For various situations and environmental conditions, different leadership styles are required. An effective leader must be able to recognize when to use a specific leadership strategy.

It is an irrefutable reality that leadership and employee commitment are the two most important aspects determining an organization's effectiveness (Kennerly, 1989). One of the most critical drivers of employee work happiness and performance is leadership. This has a significant influence on employee enthusiasm and dedication (Hamidifar, 2010). Leadership means the capacity to influence, motivate, and encourage employees so that they may add to the business' effective functioning. Leadership is also described as a means of influencing people whereby one person can solicit the guidance and others assistance to achieve a shared

objective (Chemers, 1997). While Employee turnover is the departure of employees from a company over a period. High turnover rates are typically viewed as negative because terminating or losing staff costs the company money.

The above descriptions demonstrate that leadership is both a skill and a method of influencing others. In terms of the leader's performance and results, as well as the follower(s)' evaluation of these behavior, it is a two-way dialogue between followers and their leader (Ozmen, 2005). Regardless of the differences that come with different contexts, the most used measures for assessing a leader's success are the extent to which the company or organization fulfills its ambitions, as well as how well the leader satisfies the wishes and aspirations of the members (Yukl, 1998). It is unsurprising that subordinate performance, gratification, and dedication are part of standards used to assess a leader's achievement (Yukl, 1998).

Due to the scarcity of competent labor, economic growth, and frequent employee turnover, one of the most essential difficulties facing managers is ensuring employee commitment (Michael, 2008). It is critical for businesses to recruit quality people to the organization through the hiring process. However, it is more vital for managers to devise ways for reducing high employee turnover to retain skillful individuals in the service of their businesses. Leaders' role, as well as their leadership style, is critical in creating employee commitment. Leaders must navigate their business through a challenging business climate in current highly competitive economy. They will be able to overcome the storm if they see their people as the ones who will provide their companies a driving edge. This driving edge will ensure if key staff is kept on for as long as feasible, ensuring a steady supply of competitive goods and services. As a result, through employee commitment, leadership is a key in the functioning of organizations. Many employees in the workplace nowadays want to learn more about how a leader thinks. Employees are even curious about the leader's unique characteristics, behaviors, and styles at work (Tandoh, 2011).

1.2. Statement of the Problem

Overall, the authority concept and how it impacts the commitment of workers dates to the 17th century Cole (2004), when they noticed a change that deviates from seeing people

as robots but instead seeing them as resources required to do various labor tasks. Administration is characterized by its ability to influence people as well as the outcomes of that contribution. Characteristics, inclinations, conduct impressions, ascriptions, along with the environment in which the initiating process occurs all have an impact on the process. The ethical objective for supervisors is to nurture competent employees who will use moral means to achieve moral ends (Hersey & Blanchard, 1984). Leadership vision and will are almost always linked to the success of any enterprise in any discipline. As a result, having effective leadership styles is critical to the organization's sustainability in terms of hiring and retaining committed personnel (Teshome, 2011). Employee commitment, according to Awan and Mahmood (2009), reflects the quality of leadership of a corporation. As an outcome of this, it is prudent to accept that the behavior or conduct of the leader has a notable influence on the development of staff dedication and, as a result, on the reduction of high employee turnover rates. It is much more difficult to envision how leadership gender affects employee mutual regard, effort, and devotion.

Numerous research shown that the style of leadership practiced within an organization and staff commitment are positively related. Buciuniene and Skudiene (2008) discovered a link existing among different styles of leadership and the commitment of employees, to give a couple of examples. Ponnu and Tennakoon (2009) discovered a link among ethical leadership and staff loyalty.

Some research observed leadership behaviors to be a critical element of dedication (Brockner et al., 1992; Buciuniene and Skudiene, 2008) while other studies examined the association among styles of leadership and dedication from staff. (Brockner et al., 1992; Buciuniene and Skudiene, 2008). Most of these investigations also were undertaken in Western countries. This study looks at the function of organizational climate in facilitating leadership styles and dedication among workers. By analyzing these variables in the FMCG sector in Ghana, the research intended to close the literature gap.

1.3. Justification for the Study

The study is relevant in several ways. It is expected that the findings from the research would help the business managers evaluate various leadership styles for their organizations for better performance. This would also reveal the weaknesses in the leadership styles of the

company. It would also reveal to the management of the company about the employees' level of dedication. In addition, how the company's leadership styles affect staff devotion levels would help the company to identify the need to improve upon the leadership styles of the company. The research would investigate factors like leadership styles, employee commitment, and the link between the two. The study will also look at the mediating impact of organizational climate on leadership styles and employee commitment. The study will focus on the FMCG industry in Ghana specifically Nestle Ghana Limited, Unilever and Coca-Cola Bottling Company. Therefore, employees from these companies will be the focus for information.

1.4. Objectives of the Study

The objectives for this study include the following,

1. To reveal the leadership styles existing within FMCG industry in Ghana.
2. To discover the level of commitment of employees in Ghana's FMCG industry.
3. To unveil the correlation between leadership styles and employee commitment in Ghana's FMCG industry
4. To investigate the role of organizational climate in mediating the interaction between leadership styles and employee commitment.

1.5. Hypothesis and Research Question

For the study, the subsequent research hypotheses have been developed:

H1: Organizational climate mediates the relationship between idealized influence leadership and affective commitment.

H2: Organizational climate mediates the relationship between idealized influence leadership and normative commitment.

H3: Organizational climate mediates the relationship between idealized influence leadership and continuance commitment.

H4: Organizational climate mediates the relationship between inspirational motivation leadership and affective commitment.

- H5: Organizational climate mediates the relationship between inspirational motivation leadership and normative commitment.
- H6: Organizational climate mediates the relationship between inspirational motivation leadership s and continuance commitment.
- H7: Organizational climate mediates the relationship between intellectual stimulation leadership and affective commitment.
- H8: Organizational climate mediates the relationship between intellectual stimulation leadership and normative commitment.
- H9: Organizational climate mediates the relationship between intellectual stimulation leadership and continuance commitment.
- H10: Organizational climate mediates the relationship between contingent reward leadership and affective commitment.
- H11: Organizational climate mediates the relationship between contingent reward leadership and normative commitment.
- H12: Organizational climate mediates the relationship between contingent reward leadership and continuance commitment.
- H13: Organizational climate mediates the relationship between management by exception-passive leadership and affective commitment.
- H14: Organizational climate mediates the relationship between management by exception-passive leadership and normative commitment.
- H15: Organizational climate mediates the relationship between management by exception-passive leadership and continuance commitment.
- H16: Organizational climate mediates the relationship between individualized consideration leadership and affective commitment.
- H17: Organizational climate mediates the relationship between individualized consideration leadership and normative commitment.
- H18: Organizational climate mediates the relationship between individualized consideration leadership and continuance commitment.
- H19: Organizational climate mediates the relationship between management by exception-active leadership and affective commitment.

H20: Organizational climate mediates the relationship between management by exception-active leadership and normative commitment.

H21: Organizational climate mediates the relationship between management by exception-active leadership and continuance commitment.

1.6. Scope of the Study

The research would investigate factors like leadership styles, employee commitment, and the link between the two. The study will also investigate the role of organizational climate in facilitating leadership styles and dedication among workers. The study will focus on the FMCG industry in Ghana specifically Nestle Ghana Limited, Unilever and Coca-Cola Bottling Company. Therefore, employees from these companies will be the focus for information.

1.7. Limitations of the Study

Among the numerous limitations encountered in this study includes,

Oath of secrecy – where certain staffs are forbidden to opine on job related issues to outsiders irrespective of the purposes which it is sought. In such situations staffs normally refrain from taking part in intellectual and academic surveys. The unwillingness of some management at such public institutions to reveal sensitive data in the guise of integrity is always present and may pose a limitation to the study.

Indifference on the part of some respondents. Some workers may feel disconcerting while others may be simply uninterested in any way to provide information for this academic purpose work. This especially so in such busy institutions the present case study institution. Respondents may not be bothered on the account that they are not affected in any way financially from participating in such academic exercises. Sampling only three organizations within the fast-moving consumable industry may also serve as a limitation to the study. Despite the limitations, the research will be carefully done and organized so that the recognized limitations have a minimal impact on the findings and suggestions.

2. THEORETICAL BACKGROUND AND CONCEPTUAL FRAMEWORK

This section elaborates appropriate literature that is linked to the subject under study. It presents definition of concepts (employee commitment, organizational leadership style and organizational climate). The chapter in addition presents an overview of Ghana's fast-moving consumer goods (FMCG) industry.

2.1. Organizational Leadership Styles

There are variety of definitions, styles, and philosophies of leadership in the liter. The focus of this research is on the styles of transformational and transactional leadership as the foundation for employee commitment in a company.

2.1.1. Transformational leadership style

This type of management inspires people to prioritize the company's goals over their own. Modifying their views, actions, morality, ideas, wants, and ambitions accomplishes this (Bass, 1985). When the people of the company achieve the firm's collective objectives, the leader shows respect and attention, caters to their needs, and emanates joy (Winkler, 2010). How much a leader questions stereotypes or the current quo and is open to new ideas from his or her team without being critical is how innovative they are (Bass et al., 2003).

2.1.2. Transactional leadership style

This type of management is a concession agreement between a superior and an employee based on their particular benefits (Winkler, 2010). The contingent reward refers to a leader's establishing of performance goals for his or her subordinates, as well as the use of incentives like prizes and bonuses to encourage them to obtain the desired outcomes (Akram, Lei, Hussain, Haider, & Akram, 2016). The connection among management style and dedication among staff members has piqued the interest of academics. Yahchouchi (2009) discovered that Lebanese leadership styles are more transformative than transactional and together (transformational and transactional leadership) have a beneficial influence on engagement among staff members. The survey found no discernible disparities between male and female responders regarding transactional and transformational leadership styles. Societies of Islam and Christianity, on the other hand, are vastly different.

Transformational leadership is preferable and more closely connected to employee commitment than transactional leadership, according to (Raja and Palanichamy2011). While participants' positional orientation had a great impact on their perceptions of leadership style and employee participation, Wealth did not seem to be a big role in the studied responses. Employees' opinions of others play a role in leadership style preference, according to the data, and money. Extrinsic motivation does not constantly contribute for employee participation in a business, according to the findings of this study. Cemaloglu, Sezgin and Kılınç (2012) realized that academic administrators favored transformational leadership over transactional leadership and so "teachers' continuance commitment levels are higher than affective and normative commitment, but teachers' value economic earnings more than personal satisfaction" (p. 60). Leaders who used Passive administration by exception and laissez-faire leadership styles were favorably connected to affective commitment of teachers. They also included that the teachers' affective commitment was not due to external motivation. This suggests that an organization's leadership style does not always determine employee loyalty.

Workers are more inclined to feel compelled to stay in the organization if they see transformational leadership (causing trust, creating enthusiasm, enabling contrivance offering mentoring, and recognizing accomplishment), according to the research. While transactional leadership style has these elements (providing acknowledgement once objectives are met, establishing conformance standards, and even what encompasses inefficient achievement and penalizing adherents for not meeting those expectations, as well as carefully inspecting anomalies, errors, and gaffes for corrective measures as quickly as possible).

The administration of public tertiary institutions, according to Ahmad et al. (2015), must create an efficient internal leadership structure within its academic personnel. As stated by data, implementing this will enhance employee commitment and decrease turnover. As stated by Dariush et al. (2016), transactional and transformational management styles have an important beneficial impact on employee commitment, but laissez-faire management has a negative impact. Not all leadership styles have the same influence on employee dedication, based on the study. There could either be or negative correlation. A similar conclusion was reached by recent studies. According to the employees, Mulugeta and Hailemariam (2018)

discovered that transformational leadership was most prominent in the company. Aside this, the study discovered that other factors have an impact on employee loyalty. Impact of organizational practices and leadership style on commitment of employees was studied by (Gcaza et al., 2018). Employee commitment was found to be significantly affected by leadership styles and organizational culture, based on their findings. According to study, transformational leadership had the most impact on commitment of employees in contrast to transactional leadership.

2.2. Employee Commitment

"Organizational commitment," according to Morgan and Hunt (1994), is multifaceted. Employee commitment by Meyer et al. (2004) is describe as a manager's willingness to remain with a firm, attend work on a regular basis, work a whole day or more, defend corporate assets, and believe in the organization's aims. This person has a good impact because of his or her dedication to the organization. According to Mowday et al. (1974), organizational dedications the degree to that a person recognizes as well as participates in a specific organization. "Organizational commitment" was defined by Mowday et al. (1974). Abdullah (2012) defines commitment as a sort of engagement between an individual and the company for which they work. The intensity of the partnership is determined by employee conduct and managerial dedication. According to Brockner et al. (1992), when dedication is low, both people and organizations lose, whereas when commitment is high, both benefits. In other words, business commitment boosts employee retention and satisfaction (Meyer et al., 2004).

2.2.1. The Dimensions of organization commitment

Employee commitment has three dimensions, according to Allen and Meyer (1997): continuance, normative and affective commitment (Meyer& Allen, 1990).

2.2.1.1. Affective commitment component

Nowday, Steers, and Porter's (2001) work influenced the affective constituent of the Three Component Model (TCM) (1979). Dedication is defined as "the relative strength of an individual's identification with and involvement in a particular organization" (p. 226) as

evidenced by employees. The writers claim that employees' devotion to the company grows over time, and it is unaffected by transactional or daily activity. The psychological aspect of TCM relates to the employees' willingness to continue working with the company, based on the basic premise of employee loyalty to the company. Emotional connection, identification with, and participation in the organization are all examples of this. At the period TCM was developed, the psychological aspect of employees' dedication to the company was correlated with conversion as well as professional conduct.

To recap, a worker that is emotionally invested in the company stays because they want to (Meyer & Allen, 1991). Employees that have a powerful affective organizational dedication to a company remain because they must. Employees that are emotionally invested in the company stay because their personal work connections are in line with the organization's goals and beliefs (Beck & Wilson, 2000).

2.2.1.2. Continuance commitment component

The continuing element of TCM is as an outcome of Becker's (1960) side bet concept, which pertains to employees' "awareness of the costs associated with leaving the organization." According to the writer, the employee will keep working on a route where the benefits of departing from the current situation do not outweigh the losses of individual side bets. Becker's (1960) concept of continuing commitment was found by Kanter (1968) and broadened to include cohesive and control commitment. Members are linked to a social group by the social component of cohesiveness. Employees will follow regulations and obey the group, according to the authoritative component of control. To characterize this component of employee dedication to the company, Allen and Meyer (1991) used empirical research. Becker's (1960) and Kanter's (1968) concept of the reason a worker might perform steadily is the continuity component. To recap, an employee deeply committed to the company stays because they must (Meyer & Allen, 1991).

Workers who are devoted to the company's long-term development recognize that leaving could be financially detrimental due to a lack of job opportunities and savings. Employees who are dedicated to staying put assess the advantages and disadvantages of leaving. Those who remain with the company for a long time do so because it is their

responsibility. As a result, the employee stays with the company because he believes that leaving would be too costly (Allen & Meyer, 1990).

2.2.1.3. Normative commitment component

This pertains to intimately related with Wiener's (1982) notion of employee dedication to the organization. The author noted inspiration and organizational commitment as elements that influence outcomes. The commitment part encompasses all internalized pressures of normative to operate in a manner that serves organizational aims and desires. The individual will behave in this manner since they believe it is the moral and ethical thing to do. TCM's normative component was developed using Wiener's theoretical work at the time (1982). Employees' sentiments of duty to remain with the organization are referred to as this factor. This obligation may arise as a result of activities performed before to or during employment. Socialization methods and rewards can impact employees' normative dedication to the company. To recap, an employee that feels strongly about the organization stays because they believe they should (Allen & Meyer, 1991).

2.2.2. Measuring employee's commitment to the organization

Meyer and Allen (1991) created the TCM, that comprised emotive, normative, and continuity elements, to help people understand and agree on the concept of employee commitment to the company. In combination with the explanation of the construct, Allen and Meyer (1990) created a reusable, valid instrument named the Three Component Model Employee Commitment Survey (TCM Survey). The Affective Commitment Scale (ACS), Normative Commitment Scale (NCS) and continuance commitment scale (CCS) are three items in TCM Survey which measure the emotional, normative and continuance components of workers' commitment to the business (NCS).

2.3. Organizational Climate

Organizational climate describes how employees feel about their work environment (Zhang & Liu, 2010). Assumed to be a key influence on employee behavior, it consists of features of the workplace that employees perceive formally or informally (Ivancevich et al., 2007). When it comes to organizational environment, there are essentially two viewpoints.

Firstly, there's the macro mode, which focuses on how people feel about their workplace as a whole (Allameh et al., 2012). There's also a "micro" mode, which is focused on a certain dimension or area of the organization (Tang & Chen, 2001). Recently, human resource management concerns have emerged as the most pressing worry for members of organizations (Bushell, 2007). There are a number of problems that are directly related to the vital interests of workers. These issues include recruitment and selection; training; compensation; performance management; relationships with managers; working conditions; management assessment; and benefits (Rose & Waterhouse, 2004). Human resources management style and operational strategy are therefore essential to how workers perceive organizational environment and are seen as key variables determining organizational climate (Jackson & Schuler, 1995).

When it comes to organizational climate, workers' impressions of their work environment are considered (Shim, 2014). In addition, organizational climate may be described as the meanings that individuals assign to interconnected bundles of experiences they have at work (Schneider et al., 2013). Since organizational climate is a multifaceted process, there are no agreed-upon definitions in the literature. Employees' views of their experiences inside a stable structure over time, and how they are communicated throughout the company, are generated on multiple levels (Ahmad Ali, & Ahmad, 2012). Staff intrinsic motivation is thought to increase as a result of organizational environment, because it may affect anybody (Adenike, 2011). Enthusiastic behavior can be described as intrinsic motivation. According to several researchers in a study, intrinsic motivation plays an important role in employee growth (Choudhury, 2011).

There is a belief that an organization's overall health may be measured by employee perception of their working environment. Together, these individual feedbacks provide further information about how the business will operate and how it will treat its employees (Holloway, 2012). Alternatively, organizational climate describes ways to influence employees' perceptions of the workplace. (Farooqui, 2012).

There are a lot of components that relates to organizational climate. These components are grouped into intangible and tangible components. The components that form organizational climate make an essential contribution to determining employees, attitude,

and behavior either negatively or positively. There is undisputable fact that, positive attitude is an indication of good relationship between employees and their leaders, job loyalty, excellence, satisfaction, good performance, good behavior, commitment, and leads to the benefits of the organization. Also, it helps in reaching the interest of the stakeholders, employees, and the organization. Opposite to this is that negative attitudes lead to bad behaviors, meeting the interest of some few internal or external parties in the organization, job turnover, poor performance, and job conflicts (Singh, et al, 2011). Below are the organizational components proposed by Al Moghrabi, (2004):

Work Nature: these are the duties the organization expects to be performed by the employees. These duties have to be clear, flexible, frequent, or non-routine. This is because task that is routine looks boredom, limit excellence, discourage thinking, and destroys creativity.

Authority Styles: When different management levels in the organizations are deprived from authority and that the organization's authority is based on a centralized system, employees will begin to show behaviors that would result in low self-esteem, poor self-confidence, and ineffective capabilities.

Boss-employee relation: for the organization to be successful there is the need for creating a climate that is geared towards positive cooperation between leaders and subordinates and between the employees. This improves honesty, respect, and trust among the employees since, such situations result in good performance, high level of commitment, mutual interest, and job loyalty.

Reward/punishment styles: high performing employees who perform their responsibilities in full compliance with the organizations requirements needs to be awarded accordingly. This helps to motivate and encourage them to continue to deliver well for the organization and tarnishes any idea of demonstrating low commitment level.

Job Security: when employees feel that their jobs are secured and permanent, it leads to psychological well-being and stability in their job. This avoids the fear of losing their career and related stress. Job security affects employee's job loyalty and performance directly.

2.3.1. Employees perception on some components of organizational climate

There are some other important components of organizational climate. These components are related to the commitment of employees. Below are some of the components of organizational climate and how it relates to employee commitment.

2.3.1.1. Employee's perception of trust of a manager of an organization

Organizational academics are increasingly interested in the function of trust in the workplace, since many believe it to be an essential element of organizational performance (Afsar& Saeed, 2010). Healthy working relationships are based on mutual respect and understanding. To achieve organizational goals in a cooperative manner, a trust-based relationship between subordinates and supervisors is essential (Brower et al., 2009). In order to increase organizational commitment and achieve organizational goals, trust inside the organization is demonstrated to be a crucial element.

Organizational trust is most likely to significantly affect all aspects of the organization's work. People's involvement in an organization is likely to be affected by their trust of management (Mayer and Gavin 2005). As a result of high levels of trust, employees are able to focus on their day-to-day tasks. A range of subordinates' work attitudes and behaviors have been demonstrated to be influenced by trust in organizational authority. Staff is more likely to support or commit to authorities and the institutions they represent when trust levels are high (Chughtai& Zafar, 2006). There is some proof to indicate that employee dedication might be positively influenced by trust, however it is not statistically significant. "Being monitored by someone you don't trust" can be psychologically unpleasant, according to (Dirks and Ferrin, 2002).

2.3.1.2. Perception of rewards and recognition as organizational climate

Financial and non-financial rewards are all perks that an employee receives because of working for a company (Newman, 2010). If you feel that you've been compensated properly and equally, then you've been rewarded. While working in a high-pressure workplace, a person who believes that they are unlikely to be evaluated favorably or promoted would likely look for another employment (Jeswani& Dave, 2012). When it comes to work attitudes, Meyer and Allen (1997) propose that a person's sense of being

appreciated by their employer may be greatly impacted by the organization's reward for their efforts. When employees receive acknowledgment or a reward from their employer, they will be motivated.

2.3.1.3. Employees' perception of support

Perceived Workplace Support is a characteristic that includes supportive leader actions and a generally supportive organizational atmosphere. It was shown by Eisenberger (1986) that people tend to "develop international views about the degree to which the organization appreciates their participation and concerns about their well-being". An individual will assess the conduct of organizational agents (leaders and managers) towards them and deduce underlying motivation, with categories regarded significant changing widely between organizations and people. Some people's evaluations of support from organization may be influenced by variables such as the willingness of the organization's members to give that specific help or equipment to perform a task. If an organization is willing to give extra training chances in an area of interest to them, others may acquire a strong feeling of perceived organizational support for it.

In addition, employees are often responsive to pertinent organizational and environmental restrictions that may limit the capacity to offer them with desirable rewards. Employees' perceptions of the company, according to Eisenberger (1990), hinge on their connection with supervisors. It is more probable that workers will stay with a company if supervisors encourage open communication and have a strong working connection with them. Due to their role in shaping the working environment of a subordinate, supervisors may be characterized as the face of the organization to its subordinates. Staff perceives the level of support from their superiors and how much they can trust them to look out for the company's best interests. As a result, contentment with supervision as a component of organizational environment is likely to have a good relationship with organizational commitment.

2.3.1.4. Employees perception of autonomy

Choudhury (2011) defines autonomy as the ability to utilize power without fear. In other words, it implies allowing an employee to benefit the authority of a position within

the boundaries imposed by the company. Employees' sentiments are respected by management, and they are encouraged to accept responsibility for their actions. As a person's responsibility rises, so does their level of autonomy. This results in the mutual respect and confidence of employees as a result of autonomy. When properly delegated, an organization's atmosphere can be conducive to autonomy (Choudhury, 2011) .

Autonomy, according to Newman (2010), is the capacity of an employee to choose how and in what manner they carry out their work duties. Because it serves to meet the psychological requirements of the individual employees, it is an essential intrinsic motivation that should be favorably correlated with commitment. An employee's capacity to decide how and when they do their job is defined as autonomy by Oldham (1976).

Employees' internal psychological requirements should be met by this essential intrinsic motivator, which should be positively connected to emotional commitment. He asserted that autonomy and organizational commitment had a good link. In the opinion of Mathieu and Zajac (1994), commitment to the company will be undermined if management exclusively focuses on discipline, authority, and control. Unrestricted autonomy fosters the development of organizational commitment. A lack of autonomy and excessive supervision in businesses, they concluded, lead to poor performance and high employee stress levels.

2.3.1.5. Employees perception of fairness

It is essential that employees are treated fairly both in terms of the results they obtain and inside the company (Williams et al., 2002). To begin with, distributive justice is a fairness impression that focuses on the corporate incentive system (i.e., equity theory). Workers may be less likely to work well, create and commit to a company if they believe they are being paid unfairly. According to Aquino (1995), 'interactional justice' arises when a supervisor accurately assesses a worker's performance. Workers are more likely to feel comfortable in their positions, and there is a correlation between employee morale and turnover, according to Greenberg (1991). When it comes to confidence in management, organizational commitment, and withdrawal behaviors, Aquino (1995) says that interactional fairness plays a role.

2.3.1.6. Employees perception of cohesion among team workers

Working in teams is described as a cooperative activity by Hosseini (2012). A successful team is one that has a shared aim or purpose. In order to attain similar team goals, individuals must work together in a cooperative atmosphere through sharing information and skills (Harris & Harris 1996). All members of a team must work together in harmony in order to foster and maintain a pleasant and productive team environment. Steers (1977) found a favorable correlation between social contact opportunities and sentiments of commitment. Workplace satisfaction is used as a gauge of how much employees appreciate their working connections with their coworkers, which is predicted to have a beneficial impact on their level of dedication.

2.4. Fast-Moving Consumable Goods (FMCG) Industry in Ghana

One of the most essential sectors in this world is fast-moving consumer goods (FMCG). The consumer-packaged goods (CPG) industry, sometimes known as the retail sector, is characterized by businesses that provide low-cost, high-demand commodities (KPMG, 2018). Food, beverages, personal hygiene, and cleaning utensils are all products that fall within the FMCG category. The phrase "fast-moving" refers to goods with limited shelf life and are not long-lasting.

Companies use advertisement and other approach to develop product trust, allowing them charge greater prices and make more money. Input cost management, on the other hand, is crucial, as even little margin increases have a substantial effect in the end as a result of huge capacity. Another significant feature of FMCG industry is that it thrives during economic downturns, when buyers are less eager to spend money on luxury goods. Popular FMCG multinationals include Coca-Cola, Unilever, Procter & Gamble, and Johnson & Johnson (1995). The FMCG industry in Africa has a lot of space for expansion.

The contemporary retail business in Ghana is primarily concentrated in Accra. There are now only a few multinational retailers operating in the market. The middle class is still modest, but it is rapidly expanding, creating the foundation for the convenience and variety provided by supermarkets and grocery stores. Many stakeholders see Ghana as the entryway to the West African province because of Nigeria's far more complicated business environment. As a result, sourcing products in Ghana is less of a challenge than in some

other African countries. Unilever, PZ Cussons, and Denmark's Danmilk Group are among the companies that have established manufacturing plants in the country. As a result, rather than importing things, retailers can purchase them locally. Accra Mall (22,900 m²), Ghana's first retail mall, inaugurated in 2008 and is strategically positioned near the Kotoka International Airport and the Tema Motorway, making it accessible to neighboring nations. A&C Square (10,000 m²) and Marina Mall are two other shopping malls that have opened in recent years (8,000 m²). The achievement of such malls inspired new construction proposals with Broll Property Group forecasting that approximately 180,000 m² of official retail settings.

When it comes to fast-moving consumer goods, informal marketplaces remain dominant in food retail. As numerous shopping centers increase and people choose the accessibility of one-stop shopping at supermarkets, this trend should begin to shift. Shoprite and two domestic players Maxmart and Melcome are the most major grocery chains in Ghana right now. Shoprite first opened its doors in Ghana in 2003, with locations in Accra, Accra Mall, and Tema to date. Food consumption per capita climbed by 10.7% in 2014 according to MarketResearch.com. However, SABMiller and Guinness Ghana Breweries dominate Ghana's beer sector. Brewers have emphasized high-end brands in recent years to enhance profitability by encouraging consumers to invest a lot of money on every brew they drink. Whereas the Rut Extra Beer and cassava-based Eagle Lager are below exceptional, they are nonetheless double the cost of common homemade brews and have been successful in entering a market formerly served by unlawful, uncontrolled commodities. In February 2015, SABMiller stated that its Ghanaian subsidiary, Accra Brewery, has undertaken a US\$100 million renovation. The plant's manufacturing capacity will be doubled as a result of the improvement. "The long-term growth potential for the African beer market is huge," SABMiller's managing director said back then, "and the efforts we are making today will guarantee that we are positioned to capitalize the expansion in the future."

According to Euro monitor International, recent years' steady growth rates have raised household expendable levels of income. As a result, "all consumer-packaged products sales have exploded." Tissue and hygiene (37 percent p.a), tobacco (34 percent p.a.), home care (32 percent p.a.) and consumer appliances (32 percent p.a.) are the industries with the greatest per annum production rates on average, according to Euromonitor International.

Nonetheless, alcoholic beverage sales in 2019 totaled US\$1.336 billion, the highest of all FMCG sort that year, continued by reserved food sales of US\$1.279 billion. Non-alcoholic beverage imports (US\$66 million) actually outstripped alcoholic beverage imports (US\$64 million) in 2019, according to Trade Map. This can be attributed to the capacity of the domestic alcoholic beverage production industry. Regardless, nonalcoholic beverage imports have gradually climbed since 2010, indicating that this product category's market is growing. According to Euro monitor International and all FMCG product categories will expand at a rate of between 13 and 16 percent per year over the next few years, with tobacco seeing the most growth (KPMG, 2020).

2.5. Theoretical Review

The social-exchange theories perspective on organizational commitment is the theoretical background for this research. The law of reciprocity Gouldner (1960) is a social exchange concept that incorporates repayment: a party who obtains a benefit from some other pays back the kindness by providing equally good back. Employees who benefit socioeconomically from their jobs may feel obligated to repay the company in some way, according to this notion. Employees may compensate for their boss's shortcomings by increasing their commitment to the company (Cropanzano & Mitchell, 2005). Employees' good attitudes toward their employer originate from their judgments of how much the boss cherish their efforts (Allen et al., 2003). The organization employee connection is stated by Arye et al. (2002) as "a sequence of social and/or economic interactions."

Cropanzano & Mitchell (2005) define social interaction as "voluntary actions begun by the way an organization treats its personnel with the purpose of reciprocation in kind." The type and size of future returns are all influenced by personal responsibility, gratitude, and faith in the organization. Social trade, according to Aryee et al. (2002), is based on a dispersed commitment to reciprocate and a long-term exchange of benefits without accounting. Organizations begin the process of social exchange, according to Eisenberger et al., by proving that they appreciate the contributions of their members and are willing to look out for their particular goals and wellness (1990). Employees will respond by exhibiting favorable mindsets and actions at work, according to social exchange theory, if this is

achieved. This means they'll be more willing to work overtime and less likely to quit (Gouldner, 1960).

Employees' impressions about the nature of their connection with the organization are expressed through organizational commitment, according to (Jans ,1989). As a result, an individual's commitment to a firm will vary based on how strongly he or she believes in the company's essential beliefs. Organizations, according to Decottis and summers (1987), have the concept of members' shared expectations and the organizations and employees' commitment to meeting those expectations. Individuals join the organization with specific skills and knowledge in order to attain their objectives and fulfill their dreams. The degree to which the organization is regarded to be aiding these objectives is likely to improve organizational commitment (Decottis& Summers, 1987).

The organizational climate is the setting staff members feel in their workplaces as a result of policies, processes, and rewards. Simply put, people respond to work settings based on how they perceive them, and one important concern in perception is the extent to which people regard their own self as benefiting from rather than being damaged (hindered) by it. As a result, the claims about the connection within Organizational dedication and environment are according to Cropananzo and Mitchell's (2005) social exchange theory, which states that responsibilities are formed through a series of encounters among groups in an interdependent reciprocal relationship.

Robinson's (2009) description of organizational dedication as a partnership among employer and employee coincides with the concept of workplace reciprocal interdependence. A good workplace, according to Levering (1996), produces higher-quality products, fosters innovation, can recruit more qualified people, is less resistive to change, and has reduced revenue expenses, all of which contribute to a healthy bottom line. Employees who are unhappy at work, on the other hand, may be able to improve their situation by leaving. Turnover is likely if the root of unhappiness is linked to company policies. Employees who are unable to better their working conditions or physically abandon their jobs may retreat psychologically (Noe et al., 2005). If a person's job is the main source of dissatisfaction, he or she may have low job participation, which refers to how strongly people identify with their jobs. If an employee is dissatisfied with the company as a whole, including the organizational structure, he or she may demonstrate a lack of commitment to the organization which can be

explained as how strongly a worker designates with the company and is prepared to make an effort on its behalf (Mowday et al. date needed). People who have little organizational commitment, according to Bluedorn (1982), are frequently only looking for an excuse to depart. Several academics have investigated the elements that impact employee turnover intention, which is described as a deliberate and intentional decision to quit a business after comprehending the price of losing highly qualified workers (Bluedorn, 1982).

Perceptions of the working environment were assumed to be impacted by the workplace's social climate or atmosphere, which was considered to influence employee satisfaction and performance, which was thought to affect efficiency (Katz & Kahn, 2004). The optimistic connection among organizational environment and organizational dedication, according to McMurray (2003), provides a few key concepts for human resource development. Employee perceptions of specific aspects of the organization shape the organizational environment. Positive opinions of work circumstances, supervision, salary, and progress, as well as negative opinions of coworkers, organizational norms, decision-making procedures, and accessible resources, all indicate that employees are living unfulfilling lives.

Consequently, employees become resentful of the organization, and support may be lost. The physical and mental effort that people put in at work is influenced by the weather (McMurray, 2003). According to Guzley (1992), a favorable work environment increases employee commitment. According to Ruth (1992), organizational environment has a beneficial influence on dedication within organizations, the better the organizational environment, the stronger the organizational dedication. According to Ruth (1992), a large number of staff have experienced the influence of the work setting on their efficiency and effort at a certain time. People's behavior is influenced by the environment in which they work. The extent to which a worker considers his or her workplace atmosphere has an impact on his or her job devotion, which has a favorable or negative effect on the organization's growth (Ruth, 1992). According to Fauziah et al. (2010), a positive organizational climate is the spark which will ignite this effort and dedication. According to Cotton (2004), organizational climate has an influence on employee wholesomeness and turnover. According to Cotton (2004), climate is significant because how an employee perceives his or her organization and work environment affects how he or she feels and behaves at work.

2.6. Empirical Review

Those who think a company's human resource development is favorable are more likely to sense affective commitment, according to the research. In their study at Sosangerd Azad Islamic University, Mojtahedzadeh, Suzan, and Mastaneh (2011) discovered a substantial association between organizational climate and staff dedication. Organizational climate variables used with commitment were structure, responsibility, reward, closeness, supportive, and identity rules. According to Astri, all dimensions of organizational climate were positively connected to organizational commitment in their study on Evidence from the University of Selangor on Organizational Climate as a Determinant of Organizational Commitment (2013).

The study looked at the connection between organizational climate and commitment, discovering a strong link between commitment and organizational climate (self-determination, coherence, confidence, stress, assistance, acknowledgement, equality, and innovative thinking) and commitment (affective commitment, continuance commitment, and normative commitment). Zhang investigated the consequence of organizational climate on organizational variables (2010). Their outcome suggested that the corporate work settings has a remarkable influence on employee loyalty and collective identity.

Fauziah et al. examined the Malaysian telecommunications landscape (2010). According to the researchers, the majority of organizational climate factors and organizational commitment have positive and substantial correlations. Their results also indicate that normative commitment has no relationship with the organizational climate's decision-making dimension, and that ongoing commitment is unrelated to other specific organizational climate characteristics such as design, teamwork, or decision-making. In Pakistan's knitwear business, Iqbal (2007) investigated the organizational atmosphere and proof of commitment.

Using a meta-analytic study method, Arora et al. (2012) explored the extent to which the connection between organizational atmosphere and organizational devotion is strong. After evaluating 256 studies, they found 106 that were valid to examine. To measure the level of relationship change, ten moderators were used. Gender, tenure, age, and educational background all acted as moderators in Case 1, whereas tenure and age were the most influential moderators in Case 2. The negative OCL has an inverse relationship with

organizational commitment. A positive organizational climate correlates with a positive OCL. They also claimed that unfavorable climate conditions have a smaller impact on commitment levels than positive climate conditions. This demonstrates that if an employee's dedication is low, he or she may conceal it from the outside world, making it unobservable in research studies.

McMurray, Scott, and Pace (2004) investigated the connection within organizational climate and organizational commitment in three major automotive element plants in Australia using eight organizational climate factors and found a significant linear link. Whenever respondents' feelings about the corporate atmosphere were good, their feelings about organizational commitment were good, and vice versa. This implies that the culture of a company might have an impact on employee loyalty.

To summarize, some literature exists that, as previously said, examines the connection between organizational atmosphere and employee commitment from odd perspectives. Several papers also repeat the author's primary topics and findings in order to demonstrate that the findings are comparable across fields. A strong correlation between company atmosphere and employee commitment has been discovered in several studies published in the literature Arora et al. (2012); Zhang (2010); McMurray et al., (2004); Akinyemi (2012); Fauziah et al., (2010); Astri (2013). Nonetheless, many of the academic data offered here is based on a variety of situations, and even some of the organizational environment parameters examined in different research varies. Previous study has concentrated heavily on the link between leadership and organizational dedication and leadership attitude. Employees who work for leaders who encourage them to engage in decision-making receive respect and tolerance and are helpful have demonstrated to be more loyal to their employers. Furthermore, Nyengane (2007) identified supervision as a critical organizational component that affects employee loyalty. In organizational and management literature, commitment and leadership style have been related.

A link between the two factors has been discovered in a number of studies. As stated by Lo, Ramayahb et al., (2010), supervisory leadership styles are essential social environment aspects because they have a variety of influences on subordinates' organizational commitment. Ponnu and Tennakoon (2009) contend that moral leadership behavior boosts employee organizational commitment and staff confide in leaders.

Employee commitment in university libraries is unaffected by leadership style (in this case, authoritarian or laissez-faire), according to (Awan and Mahmood, 2009). Instead, the clear majority of librarians appeared to be committed to their organizations and results oriented. Similarly, et al., (1999) discovered that a bureaucratic atmosphere, a leadership style, and other factors influence performance. Lo et al., (2009) studied leadership styles and organizational dedication in Malaysia's manufacturing industry with 156 participants. The study found that both transactional and transformational leadership styles positively affect organizational dedication, although transactional leadership has a greater impact. Marmaya et al. (2011) discovered that transformational leadership is more common than transactional leadership in Malaysian managers' perceptions of leadership style and how it influences organizational devotion. The impact of transformative leadership on organizational results has been repeatedly demonstrated by research. For instance, transformational leadership has been shown to reduce employee turnover, improve corporate citizenship, and raise organizational engagement (Buinien and Kudien, 2008).

Ponnu and Tennakoon (2009) researched the outcomes of transformational and transactional leadership on emotional well-being, continuance, and normative commitment. Considering efficacy, consistency, and normative commitment, transformative leadership surpassed transactional leadership. According to Avolio et al. (2004), there is a link within transformative leadership and organizational dedication, which is consistent with previous investigation. In contrast to earlier study, they uncovered that transformational leadership at the secondary degree had a stronger relationship with employees' organizational devotion than transformational leadership ratings from subordinates' line managers. The influence of transformative leadership on organizational devotion was examined by Buinien and Kudien (2008), who discovered a link between normative and emotional commitment. Transformational leadership, on the other hand, was discovered to be negatively related to persistence commitment.

According to Bass and Avolio, organizations have a culture that is represented by CEOs that adopt transactional or transformational leadership styles (1993). Transactional culture values short-term participation, whereas transformational society values enduring dedication. When transformational leadership is used, people no longer pursue self-interest, but rather what is best for the company as a whole, according to Mannheim and Halamish

(2008). Buinien and Kudien (2008) discovered a significant link within transformational leadership characteristics as well as effective dedication, a lesser but still significant link between normative commitment, and no link between ongoing commitments. There was an essential statistical association between transactional leadership qualities as well as emotional and normative commitments, as well as a negative relationship with continuing commitment.

Employee commitment can be influenced by management leadership styles. Administrators and businesses and organizations must recognize and reward their workers for their efforts, according to Avolio et al., (2004), because employees who feel encouraged will have more faith in the organization. According to them, employees who believe their company and management care about them are more devoted, aware of their obligations, invested in the organization, and innovative (Teshome, 2011).

2.7. Conceptual Framework

The conceptual framework of the study is shown in Figure 2.1.

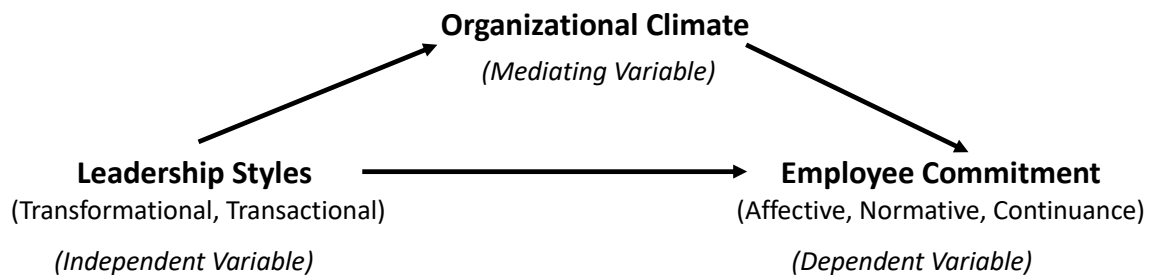


Figure 2. 1: *Conceptual Framework*

2.8. Conclusion

This chapter discussed the study's literature review. It discussed relevant literature related to the subject under consideration. This chapter focused on definition of concepts such as organizational leadership styles, employee commitment and organizational climate. The chapter also included a theoretical review, empirical review, and conceptual framework.

3. RESEARCH METHODOLOGY

After dealing with relevant literature and theoretical frameworks supporting the study, the methodology in any research is critical because it provides the reader with enough information about how the research was conducted to make an evaluation of the methods' dependability and accuracy. This section discusses the study design, population under study, sample size, method of collection, data collection tools, statistical techniques, and moral considerations.

3.1. Research Design

A study plan delineates the techniques and methodologies for gathering the data needed to shape and address the study topic, as well as what data is to be taken, from what origin, and using what procedures (Reddy & Acharyulu, 2008). A good study outline guarantees that the data collected is pertinent to the study problem which is acquired using objective and cost-effective methods (Smith & Gerald, 2010). There is no one-size-fits-all research design. Instead, many designs include a range of options, having both advantages and disadvantages.

This research took a quantitative method, the cross-sectional research outline was utilized to achieve the research's objectives and ensure dependability. According to Babbie (2004), cross-sectional survey research surveys a subset of a defined population to provide a quantitative or numerical description of patterns, behaviors, or viewpoints. A cross-sectional survey is research performed on a large or small population at a specific angle in time by choosing a group from the intended population in order to determine relative incidence, distribution, and interrelationships (Neuman, 2011). Since it is exceedingly unrealistic to examine the complete population of interest, the researcher determined that this design was the best fit. The purpose of the research was to learn about a large population by surveying a specimen of the research population at a particular point.

3.2. Population of the Study

Many scholars have defined population in a number of ways, but this study, the researcher used Cooper and Schindler's definition (2003). The researcher defined population as the whole collection of items or individuals that the researcher is interested in and wants

to draw conclusions about. In this research population is the staff members of the FMCG Companies in Ghana. As a result, the study's population was assessed to be over 100,000.

3.3. Sample and Sampling Technique

As stated by Brewerton together with Millward (2002), it is impracticable to investigate all members of a target group in research, necessitating the use of a sample from this community of interest. As long as the sample is actually representative of the people, the outcome of the study will be utilized to make inferences about the full inhabitant (Creswell, 2009). A representative group is a subset of the research's intended audience chosen to participate (Polit & Hungler, 1999). The study employed a sample size of 300 respondents, according to (Fraenkel and Wallen, 2006).

The study used convenience sampling strategies in this investigation. When it comes to picking the units to be researched, this technique relies on the researcher's discretion or judgment (Lund Research, 2012). Convenience sampling, according to Creswell (2009), is a method of selecting subjects based on how accessible and close they are to the researcher. The writer also claimed that the groupings of question are undemanding to carry out because there are only a few guidelines for selecting the sample. Due to a lack of time, the researcher chose to use easily accessible personnel who were eager to take part in the research.

3.4. Data Collection Instruments

The primary research tool used in acquiring data for the study was a structured questionnaire. Sections A, B, C and D were the four main sections of the questionnaire. Questionnaires in Section A gathered demographic information from participants. This data provided an accurate picture of the dynamics in the population under study for the researchers. Section B of the questionnaire focused on the leadership styles, Section C was on the employee commitment and Section D focused on the organizational climate. Meyer and Allen (1997)' organizational dedication scale was utilized for this study. With regards to leadership styles, the Multifactor leadership scale (MLQ 5x) by Bass and Avolio (2004) was used. The organizational climate scale by Peña-Suárez (2013) was used for the study.

3.5. Statistical Techniques

When questionnaires arrived, they were double-checked before being coded and entered into the data processing system. SPSS version 19.0 was used to inspect the information. In order to analyze the many issues, the study used mean and standard deviations along with descriptive statistics. AMOS program and Jamovi were used to analyze SEM. Leadership styles and Affective Commitment, Normative Commitment and Continuance Commitment were separately modeled and analyzed.

3.6. Ethical Considerations

The investigator made sure that behavioral factors such as study participants' rights (voluntary participation), defense from harm, anonymity, and security, as well as participants' dignity, were considered. Participants received information on the motive of the study before the researcher administered the information collecting tool, and anonymity was assured. Respondents actively participated in the study without being forced to do so, and they were free to ask questions about it as well as reject their involvement at any time.

4. RESULTS AND DISCUSSIONS

This segment makes a presentation of the research conclusions. The goal of the study was to evaluate the Outcome of Organizational Leadership Styles on Employee Dedication and the Mediating Role of Organizational Climate within the Fast-Moving Consumable Goods (FMCG) Industry in Ghana. The results are grouped under demographics, leadership styles existing within the FMCG companies in Ghana, the employees' level of commitment within the FMCG Industry in Ghana, the connection between the leadership styles and employee dedication within the FMCG Company in Ghana and the mediating role of organizational climate on leadership styles and employee commitment. Results were displayed using tables, graphs, mean values, and standard deviation values.

4.1. Demographics

The replies regarding the respondents' gender, age group, and the respondents' educational backgrounds are highlighted in the subsequent subheadings. The response rates from the outcomes are shown as percentages.

4.1.1. Gender of the respondents

The employees' gender information for the FMCG were obtained and displayed in Figure 4.1. As implied in the Diagram, 53.57% of the employees which makes up the main section of the respondents are males, whilst the remainder of 46.33% were females. This shows that the study included both males and females to reduce gender bias in the research. Gender variations are minor enough that they do not cause concern.

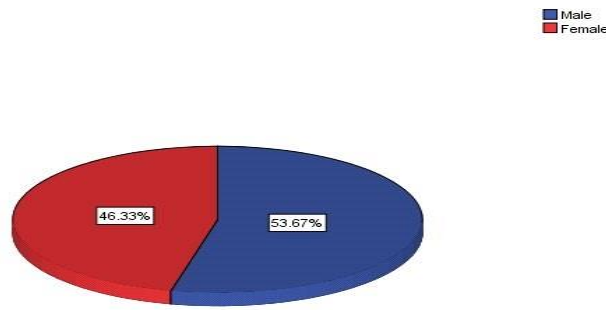


Figure 4. 1: *Gender of the Respondents*

4.1.2. Distributions of age

Figure 4.2 specifies the age categories of the respondents. The study's findings on age groups fall into four categories. As indicated in Figure 4.2, It is obvious that the large percentage with 47% of the employees are in the ages range of 40 – 49 years, this was closely accompanied by 21% who falls in the age range of 30 – 39 years. Whereas 18.67% and 13.33% are in the age cohort of 50 – 59 years and 18 – 29 years correspondingly. This shows that majority of the employees in the company are senior citizens.

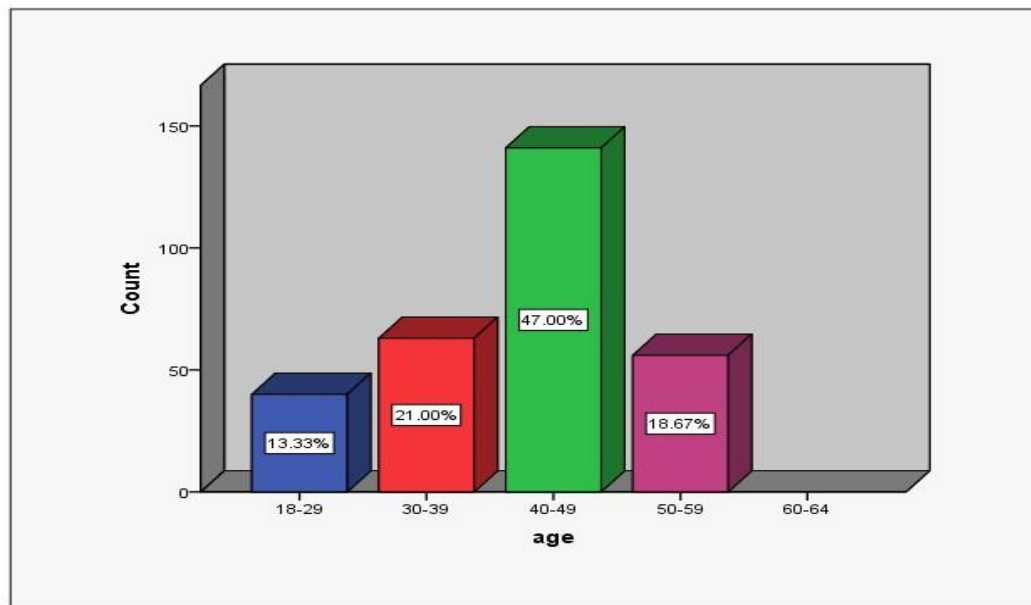


Figure 4. 2: *Age Categories of the Respondents*

4.1.3. Educational level

Figure 4.3 below shows the employees' educational backgrounds. According to the diagram, employees with bachelor's degree were the dominant among the employees with 41.67%. This was followed by 30.67% who have Diploma certificates, then those with Masters' degree with 27.67%. This means that the study targeted employees with high educational background so as to obtain accurate responses for the study.

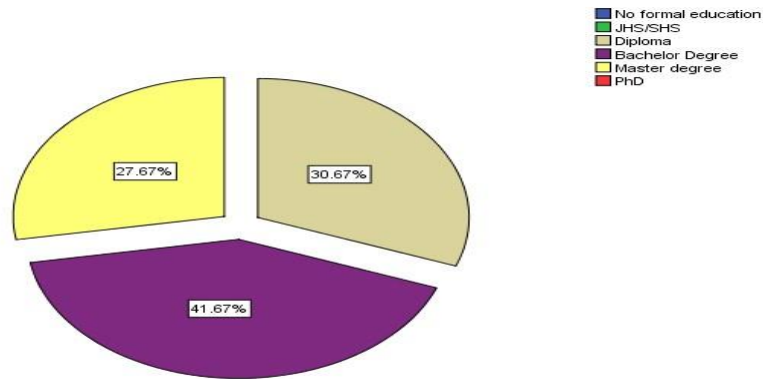


Figure 4. 3: *Educational Level of Respondents*

4.1.4. Number of years in service

Figure 4.4 exhibits the number of years in service of the respondents. According to the diagram, most of the employees with 43% have work in the industry for the periods of 3-7 years, 28% have worked for 1-3 years and those who have work for 7-10 years constituted 17.33%. While 8% and 3.67% have work for shorter than a year and over a decade accordingly which means that most of the workers have worked in the organization for at least 4 years.

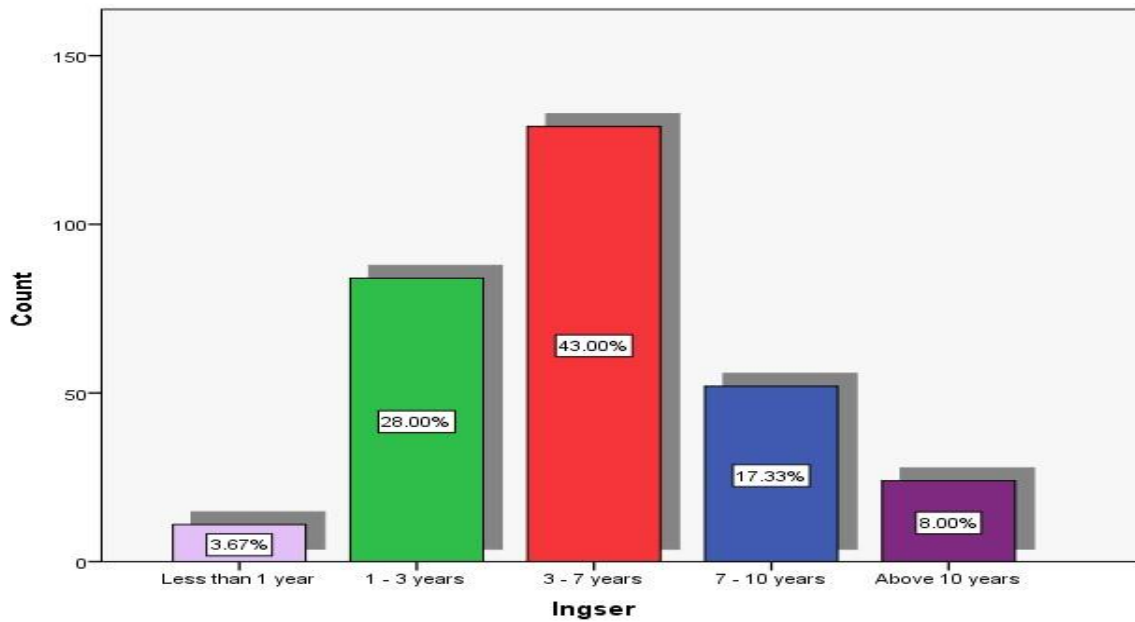


Figure 4. 4: *Number of years in service*

4.2. The Leadership Style Existing Within FMCG Industry in Ghana

The study's first goal is to ascertain on leadership styles existing within FMCG Industry in Ghana. The leadership styles were assessed based on Idealized influence leadership style [II-Transformational], Inspirational motivation leadership style [IM--Transformational], Intellectual stimulation leadership style [IS--Transformational], Individualized consideration leadership style [IC--Transformational], Contingent reward leadership style [CR--Transactional], Management by exception-Active Leadership Style [MA—Transactional] and Management by exception –Passive Leadership Style[MP—Transactional].

4.2.1. Idealized influence leadership style [II--transformational]

The responses that relate to the Idealized influence leadership style [II--Transformational] are shown in Table 4.1 below.

Table 4. 1: *Idealized influence leadership style [II--Transformational]*

	Mean	Std. Deviation
My manager exudes authority and confidence.	4.2933	.76763
My boss emphasizes the significance of sharing a common sense of goal.	4.2033	.82721

{**Table 4.1**(continue) *Idealized influence leadership style [II--Transformational]*}

My boss behaves in manners that earn my trust.	4.1900	.77626
My boss put the group's interests ahead of his own.	4.1810	.74549
My manager discusses his other most crucial values and convictions.	4.1100	.69246
My superior highlights the significance of possessing a keen sense of decision-making.	3.8100	.83038
My boss makes me feel privileged to work for him/her.	3.8067	1.09847
Valid N (list wise)		

From the Table, the employees agreed to it that on frequent basis, their manager exudes authority and confidence, the boss the significance of sharing a common sense of goal, and the boss behaves in ways that earn my respect. These statements received mean ratings of 4.29, 4.20, and 4.19, respectively. These mean values are close to the frequently rated scale of 4 on the survey questions. Their rating variability is delineated by standard deviation values of 0.77, 0.83, and 0.78, respectively. This means that their managers are confident in the performance of the employees. This observation is in pledge with the findings from Mert et al. (2010), and is supported by (Yahaya and Ebrahim, 2016). The mission of the company is at the heart of the managers and for that matter the managers have a common sense of mission. This is in tandem with (Akram et al., 2016).

Moreover, the employees believed that frequently, the manager put the group's interests ahead of his own. (Mean = 4.18; SD = 0.75), the manager discusses his other most crucial values and convictions. (Mean = 4.11; SD = 0.69), the superior highlights the significance of possessing a keen sense of decision-making (Mean = 3.81: SD = 0.83) and that the boss makes me feel privileged to work for him/her. (Mean = 3.81, SD = 1.10). Since the manager have interest staying and working with the employees, the manager has shown to the employees his/her values and beliefs. According to Yukl, (2013) sharing the beliefs and values of a manager to their subordinates is a sign of creating teamwork. This is in support with (Antonaki et al., 2003).

4.2.2. Inspirational motivation leadership style [IM--transformational]

The responses that pertain to inspirational motivation leadership style [IM--Transformational], is featured on Table 4.2.

Table 4. 2: *Inspirational motivation leadership style [IM--Transformational]*

	Mean	Std. Deviation
My manager is optimistic about the future.	4.5667	.60562
My manager is ecstatic about the tasks that must be completed.	4.3633	.82882
My manager presents a compelling future vision.	4.3133	.60805
My manager is confident that our objectives will be met.	4.1533	.69144
Valid N (listwise)		

According to the Table, employees indicated that on a more frequent basis, the manager is optimistic about the future by giving mean value of 4.57 to this statement and with small variability of 0.61. In addition, the employees were on consensus that the manager is ecstatic about the tasks that must be completed. The manager frequently presents a captivating envisioning of the future, and the superior is confident that our objectives will be met. These statements were given mean values of 4.36, 4.31, and 4.15 correspondingly. The corresponding standard deviation values of 0.83, 0.61, and 0.69 respectively to these assertions signal the level of dispersions in their ratings to these assertions. The manager being optimistic about the future serves as a sign of encouragement for the employees. Winkler (2010) suggested that management should optimize the organization's future, which motivates employees to perform better. Raja and Palanichamy (2011) also established that managers must enthusiastically talk about the objectives to be achieved. This is in accordance with (Garg and Ramjee, 2013).

4.2.3. Intellectual stimulation leadership style [IS--transformational]

Table 4.3 presents the analysis to the individual statements on intellectual stimulation leadership style [IS--Transformational].

Table 4. 3: Intellectual stimulation leadership style [IS--Transformational]

	Mean	Std. Deviation
My manager requires me to examine problems from a variety of perspectives	4.1267	.91291
My manager suggests new approaches to completing assignments	4.0167	.73361
My boss revisits underlying assumptions to see if they are still valid	3.9967	.96250
My boss looks for different viewpoints when resolving issues	3.7333	.70513
Valid N (list wise)		

According to the data in the Table, the employees asserted that frequently, the manager requires me to examine problems from a variety of perspectives, and the manager suggests new approaches to completing assignments as showed with mean values of 4.13, and 4.02 respectively. Their indications differ with standard deviation values of 0.91 and 0.73, correspondingly. The manager allowing the employees to consider problems from different angles serves as an indication that the employees would be able to deal with problems before it gets to the manager. This is in line with Wiza and Hlanganipai (2014), who observed similar findings. This is also in agreement with Teshome (2011).

More so, the employee clarified that frequently, the boss revisits underlying assumptions to see if they are still valid, and fairly often the boss looks for different viewpoints when resolving issues by issuing mean values of 3.99 and 3.73 respectively to these statements. The variations in their opinions are shown with respective values of 0.96 and 0.71. As a good move by the manager, he/she seeks different perspective when solving problems as claimed by Wu, (2006). This observation is supported by (Hamidifar, 2010).

4.2.4. Individualized consideration leadership style [IC--transformational]

The findings on individualized consideration leadership style [IC--Transformational] are presented in Table 4.4.

Table 4. 4: *Individualized consideration leadership style [IC--Transformational]*

	Mean	Std. Deviation
Invests time in coaching and teaching	4.3867	.58734
Addresses me as a person and not just a team member.	4.1800	.81843
Assists me in developing my strengths	3.8900	.89848
Consider s me to have diverse needs, qualities, and expectations than others	3.7700	.06813
Valid N (list wise)		

The employees are of the view that their manager frequently invests time coaching and teaching, frequently treats them as an individual instead of just a team member by providing respective mean values of 4.39 and 4.18. Their differences are represented by standard deviation values of 0.59 and 0.82. Lok and Crawford (2004) indicated that for manager's work to be easy they have to spend time teaching and coaching the employees in their duties. Wiza and Hlanganipai (2014) is in congruence with this assertion by saying that It is the manager's duty to coach and teach workers.

The manager frequently assists them in developing their strengths and recognizes that they have distinct requirements, capacities, and goals than other individuals as indicated with mean values of 3.89 and 3.77 respectively. Their assertions differ with standard deviation values of 0.90 and 1.07, subsequently. Helping employees to develop strengths is one of the strategies to retain employees and advance their career. This indication is in support with (Gcaza et al., 2018).

4.2.5. Contingent reward leadership style [CR--transactional]

Table 4.5 presents the analysis about the statements on contingent reward leadership style [CR-Transactional].

Table 4. 5: *Contingent reward leadership style [CR--Transactional]*

	Mean	Std. Deviation
My manager specifies who is accountable for meeting performance objectives	3.9900	.84396
When I meet my boss's expectations, he is pleased	3.9767	.88245
My boss explains what I can expect if my performance targets are met	3.7233	.96431
In exchange for my efforts, my boss assists me	3.6533	.88455
Valid N (list wise)		

The Diagram shows that the workers affirmed to the fact that their manager frequently explains in detail who is accountable for meeting performance goals, and the manager expresses satisfaction when they do so by providing Mean Values of 3.99 and 3.98, accordingly, to these assertions. With Standard Deviation Values of 0.84 and 0.88, correspondingly, their ratings' variances are highlighted. Assisting employees to achieve performance targets is claimed by Dahie et al., (2017) to be one of the demands of managers. By helping employees achieve their performance goals, it goes a long way to serve as a promotion for the manager (Mulugeta and Hailemariam, 2018).

Furthermore, the boss explains what I can expect if my performance target is met as indicated with respective mean values of 3.72 and 3.65 correspondingly. The equivalent Standard Deviation Values shows the level of differences in their ratings to these statements.

4.2.6. Management by exception—active leadership style [MA--transactional]

The analysis that concerns the employees view on management by exception—Active leadership style [MA--Transactional] is presented in Table 4.6.

Table 4. 6: *Management by exception—Active Leadership Style [MA--Transactional]*

	Mean	Std. Deviation
My focus is shifted to shortfalls to meet expectations	4.3000	.73834
Focuses on discrepancies, errors, exclusions, and anomalies from standard operating procedures	3.8433	.74877
Maintains a record of all errors	3.8000	.82194
Concentrates his/her full focus on having dealt with errors, grievances, and breakdown	3.6300	.91427
Valid N (list wise)		

As shown in the Table above, the employees asserted that the manager focus is shifted to shortfalls to meet expectations and focuses on discrepancies, errors, exclusions, and anomalies from standard operating procedures by issuing mean values of 4.30 and 3.84 respectively and with standard deviation values of 0.74 and 0.75 correspondingly. This indicates that the management creates no room for errors in the line of duties for the employees. This is in accordance with Mojtahedzadeh et al., (2011) and is supported by (Iqbal, 2007).

Furthermore, the managers keep track of all errors and frequently concentrates his/her full focus on having dealt with errors, grievances, and breakdown as presented with Mean Values of 3.80 and 3.63 subsequently and with dispersion of 0.82 and 0.91. This means that mistakes are easily rectified and solved by the management. This observation is in agreement with (Zhang, 2010).

4.2.7. Management by exception--passive leadership style [MP--transactional]

The responses with regards to management by exception--Passive leadership style [MP-Transactional] is presented in Table 4.7 below.

Table 4. 7: *Management by exception--Passive leadership style [MP--Transactional]*

	Mean	Std. Deviation
My manager does not intervene until the problem becomes serious.	4.3633	.82882
My boss demonstrates that he or she has a substantial believe in the adage "if it won't break, doesn't fix it."	4.0600	.89764
My boss waits patiently for errors to occur before taking action.	3.9900	.90884
My boss shows that challenges must escalate before a decision is taken.	3.9300	.99754
Valid N (list wise)		

With Mean values of 4.36 and 4.06, accordingly, the manager is revealed as a true believer in the adage "if it won't break, don't fix it," and the employees are of the opinion that their management usually fails to intervene until issues become serious. Their responses' standard deviations, 0.83 and 0.90, respectively, illustrate the deviations in their answers. Additionally, according to the employees' mean ratings of 3.99 and 3.93, correspondingly, their management typically waits until something goes wrong before acting, and problems must persist for a long time before action is taken. With Standard Deviation Values of 0.91 and 1.00, respectively, their differing opinions are denoted.

The management failing to interfere until problems becomes serious, means that the management might be thinking that such problems may be solved by the employees and before the manager realize the problem becomes a big issue. This finding disagrees with Ponnu and Tennakoon (2009) and refutes with the findings from (Teshome, 2011). However, Lo et al, (2010) supported this claim. According to Katz and Kahn, (2004) management should not have to wait long for things to go wrong, which is in refutation with the findings from this research.

Table 4. 8: Leadership Styles

	Mean	Std. Deviation
Inspirational motivation leadership style [IM--Transformational]	4.3492	.55277
Idealized influence leadership style [II--Transformational]	4.0862	.51725
Management by exception--Passive leadership style [MP--Transactional]	4.0858	.69090
Individualized consideration leadership style [IC--Transformational]	4.0567	.47438
Intellectual stimulation leadership style [IS--Transformational]	3.9683	.65925
Management by exception—Active leadership style [MA--Transactional]	3.8933	.49144
Contingent reward leadership style [CR--Transactional]	3.8358	.69932
Valid N (list wise)		

From the Table, it can be inferred that Inspirational motivation leadership style [IM-Transformational] recorded the highest Mean value of 4.35, preceding Idealized Influence leadership style [II--Transformational] with mean value of 4.09, then Management by exception-Passive leadership style [MP--Transactional] with mean value of 4.08. This means that the leadership style at FMCG Industry in Ghana is more of Inspirational motivation leadership style.

[IM--Transformational], Idealized influence leadership style [II--Transformational] and Management by exception--Passive leadership style [MP--Transactional].

Less interest in the leadership style is shown towards Intellectual stimulation leadership style [IS-Transformational], Management by exception—Active leadership style [MA--Transactional] and Contingent reward leadership style [CR--Transactional] as they recorded fewer mean values of 3.97, 3.89, and 3.84 respectively. This observation is in line with Selangor (2013), who identified that Inspirational motivation leadership style is most practiced by firms he considered in his study. On the other hand, Marmaya et al. (2011)

disagreed with this by indicating that Individualized consideration leadership style is practices by managers he selected in his research.

4.3. Commitment Level of Employees within the FMCG Industry in Ghana

The analysis under the commitment degree of employees within the FMCG Industry in Ghana is grouped into three schematic subheadings as affective commitment, normative commitment, and persistence commitment are three types of commitment.

4.3.1. Affective commitment

The analysis on affective commitment is presented in Table 4.9 below.

Table 4.9: *Affective commitment*

	Mean	Std. Deviation
I don't feel like I am "a part of the family" at my workplace	4.2467	.80081
This company holds a lot of personal significance for me.	4.1933	.82354
I would be delighted to devote the remainder of my professional life to this company.	4.1167	.82785
I am not "emotionally attached" to this organization	4.0967	.66994
I truly believe that the problems of this organization are mine	4.0267	.77111
I do not have an overwhelming feeling of being related to my company.	3.8000	.82194
Valid N (list wise)		

From the Table, the employees speculated that they do not feel like “a part of the family” at their workplace, the company holds a lot of personal significance for them, and they would be delighted to devote the remainder of my professional life to this company as they assigned respective mean values of 4.25, 4.19 and 4.12 to these statements. The deviations in their views are represented with values of 0.80, 0.82 and 0.83 respectively.

The employees are not “emotionally attached” to this company (4.10), truly believe that the problems of this organization are their own (4.03) and do not have a strong sense of

belonging to the company (3.80). This provides the evidence that some of the employees are dissatisfied with staying with the company and for that matter do not have an overwhelming feeling of being related to my company. This revelation agrees with Awan and Mahmood (2009) who find similar results, but disagrees with Buinien and Kudien (2008), who indicated that employees feel part of the organization.

4.3.2. Normative commitment

The response on normative commitment is presented in Table 4.10.

Table 4. 10: *Normative Commitment*

	Mean	Std. Deviation
I am under no obligation to continue working for my current employer	4.4300	.69284
Even if it was advantageous for me, I do not believe it is appropriate for me to quit my company at this time	4.3633	.82882
I owe a lot to this company	4.2000	.80550
I would feel terrible if I quit my company at the moment	4.1833	.90135
I am not leaving my company at the moment because I owe it to the people who work there	3.9900	.80751
This organization has earned my devotion	3.9533	.94204
Valid N (list wise)		

As presented in the Table, the employees are under no obligation to continue working for my current boss, even if it was advantageous to them, they do not believe it is appropriate for them to quit their company at this time and they owe a lot to the company as indicated with Mean values of 4.43, 4.36 and 4.20 respectively. The diversions in their ratings are provided with Standard Deviation values of 0.69, 0.82, and 0.81. This suggests that remaining with the current employer is not in the interest of the employees. This might result from the leadership style adopted by the manager. This indication is in tandem with Avolio et al., (2004), but is rejected by Davenport (2010).

The workers would feel terrible if they quit their company, they would not quit their company right now because they owe it to the people who work there, and this organization has earned their devotion as confirmed with Mean values of 4.18, 3.99 and 3.95 correspondingly. The corresponding standard deviation values signals their dispersions to these statements. This implies that the employees have developed no interest in leaving the company even though they don't want to remain with the current employer. This agrees with Guzley (1992), and is supported by (Arora et al., 2012). Nevertheless, Noe et al., (2005) found contrary results in their research, by proving that employees develop the interest in staying with their organizations.

4.3.3. Continuance commitment

The responses with regards to continuance commitment are featured in Table 4.11 below.

Table 4. 11: *Continuance Commitment*

	Mean	Std.Deviation
Even if I wished to, I would find it extremely difficult to leave my company	4.3967	.69349
A large portion of my life would be thrown off if I left my company right now	4.2600	.74896
Some primary reasons I remain employed for this company is that departure would necessitate a significant selflessness and for that matter another company might not provide the same full benefit that I do in this	4.0767	.86407
I believe my options for leaving this company are limited	4.9700	.89728
Right now, remaining with my company is both a necessity and a willingness	3.8267	.07726

{**Table 4.11** (continue) *continuance commitment*}

A lack of feasible alternative solutions is one of the very few serious outcomes of leaving this company	3.7700	.79952
Valid N (list wise)		

According to the responses in the Table, the employees justified that it is extremely challenging for them to quit the company, even they wished to; a significant portion of their lives would be hurled away if they opted to depart the company this moment.; and some of the primary reasons they remained employed for this company is that leaving would necessitate significant selflessness and for that matter another company may not be able to provide the full set of advantages that they have in their present company. These are witnessed with respective mean values of 4.40, 4.26, and 4.08 correspondingly. This is an indication that leaving the organization remains difficult for the employees. According to Meyer et al., (2004) this might result from the high level of unemployment rate in developing countries. Aryee et al. (2002) supported this indication by stating that, due to difficulty finding job, many employees remain in their organizations even if the leadership style does not suit them.

In addition, the employees believe that they have too few options to leave this company (3.97); staying with my company is currently a matter of necessity as well as willingness (3.83); yet another of the few serious consequences of leaving this organization would be a lack of viable options. (3.77).

4.3.4. Employee commitment

Table 4. 12: *Employee Commitment*

	Mean	Std. Deviation
Normative Commitment	4.1867	.44145
Affective Commitment	4.0800	.47989
Continuance Commitment	4.0500	.53222
Valid N (list wise)		

From the Table, normative commitment recorded the highest mean value of 4.19, which indicates that the employees demonstrate more of normative commitment, followed by affective commitment (4.08), then continuance commitment (4.05). This is in accordance with Wiza and Hlanganipai (2014) who identified that normative commitment is what is demonstrated by the employees they sampled in their study. However, Mulugeta and Hailemariam (2018) noted continuance commitment to be highly demonstrated by the respondents they engaged in their research.

4.4. Organizational Climate

The responses that regard with the organizational climate is presented in Table 4.13 below.

Table 4. 13: *Organizational Climate*

	Mean	Std. Deviation
My superiors commend me when I perform well	4.5467	.63443
The relationship between my responsibilities and the job description is good	4.3767	.81054
The contribution of new ideas is encouraged	4.3167	.60355
My superiors appreciate my work's precision and organization	4.2967	.79420
Supervisors are keen to listen to their workers	4.2833	.76047
Relationships with my bosses are good	4.1900	.79330
The bosses are approachable	4.1867	.78350
Innovative contributions are valued at my workplace	4.1833	.83188
My work's objectives are well defined.	4.1800	.73216
My workplace is pleasant	4.1533	.90880
My job is well-defined	4.1500	.67998
You really feel supported by your bosses	4.1433	.87865

{ **Table 4.13** (continue): *Organizational Climate* }

Socially, my work is respected	4.1067	.69056
Opportunities for training are offered	4.0967	.81826
My superiors promote a critical mindset	4.0800	.84616
Suggestions about the job are listened to	4.0600	.70098
My superiors appreciate the suggestions I make to improve the work	4.0533	.83235
If I require assistance due to an intense workload, I am provided with the necessary resources.	4.0333	.80895
Deadlines are adequately met	4.0300	.72400
I am self-sufficient in organizing my own work.	4.0133	.90695
When assistance is required, it is simple to locate it	3.9967	.96250
When I have problems, my bosses encourage me to solve them	3.9667	.88780
Working hours fit my needs	3.9067	.82476
I have everything I require to complete my work.	3.8933	.85502
My bosses' responsibilities are well defined	3.8900	1.05907
My efforts are adequately rewarded	3.8900	.97694
My bosses are kind to me	3.8033	.81663
My managers are concerned about my work problems	3.7800	1.13838
The justification behind the choices made is typically sufficiently explained	3.7367	.69925
Valid N (list wise)		

From the Table, the employees strongly agreed to it that when they do perform well, their superiors commend them (4.55); the relationship between the job description and their responsibility is good (4.38); the contribution of new ideas is encouraged (4.32); their superiors appreciate the precision and organization in their work (4.30); Supervisors are keen

to listen to their workers (4.28); and the relationships with their bosses are good (4.28). In addition, the bosses are approachable (4.19); in their job, innovative contributions are valued (4.18); the goals of their work are clearly defined (4.18); their workplace is pleasant (4.15); their job is well-defined (4.15); they really feel supported by their bosses (4.14); work is adequately valued (4.13); and socially, their work is respected socially (4.11).

Moreover, opportunities for training are offered (4.10); their superiors promote a critical mindset (4.08); their suggestions about the job are listened (4.06); their bosses value the ideas they put forward for improving the job (4.05); if they require assistance because of a heavy workload, they are provided with the necessary resources (4.03); deadlines are adequately met (4.03). Furthermore, they are self-sufficient in organizing their own work (4.01); it is simple to locate assistance when required (4.00); their superiors encourage them to solve problems. (3.97); their work hours fit their needs (3.91); and they have the resources for doing their work (3.89).

Their bosses' responsibilities are well defined (3.89); their efforts are adequately rewarded (3.89); their bosses are kind to them (3.80); their bosses are concerned about their work problems (3.78); and the justification behind the choices made is typically sufficiently explained (3.74).

4.5. Exploratory Factor Analysis (EFA)

Table 4. 14: *Exploratory Factor Analysis of Leadership Styles*

Constructs	Item	Factor Loadings	Cronbach Alpha	KMO	Bartlett's Test	Composite Reliability (CR)	Average Variance Extracted (AVE)
<i>Idealized influence leadership style [II-Transformational]</i>	IITTM1	.787	0.816	.666	.001	0.876	0.639
	IITTM2	.342					
	IITTM3	.782					
	IITTM4	.825					
	IITTM5	.803					

{Table 4. 14 (continued): Exploratory Factor Analysis of Leadership Styles}

	IITTM6	.425					
	IITTM7	.339					
<i>Inspirational motivation leadership style [IM-Transformational]</i>	IMTM1	.717	.815	.628	.001	0.880	.650
	IMTM2	.883					
	IMTM3	.860					
	IMTM4	.753					
<i>Intellectual stimulation leadership style [IS-Transformational]</i>	ISTM1	0.776	.797	.745	.001	0.871table	0.630
	ISTM2	0.69					
	ISTM3	0.868					
<i>Contingent reward leadership style [CR-Transactional]</i>	CRTS1	0.609	0.787	0.743	.001	0.865	0.621
	CRTS2	0.888					
	CRTS3	0.826					
	CRTS4	0.801					
<i>Management by exception--Passive leadership style [MP-Transactional]</i>	MPTS1	0.718	0.755	0.733	.001	0.844	0.576
	MPTS2	0.764					
	MPTS3	0.734					
	MPTS4	0.816					

Table 4. 14 (continued): Exploratory Factor Analysis of Leadership Styles

Overall Measure			0.794				
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From the Table, all the measurement items from the original 31 items on the research questionnaire do not have factor loadings below 0.5, except for few items which were removed from the instrument during the analysis such as the idealized influence leaderships item 2, 6 and 7. These factor loadings are below the threshold of 0.50 as alluded by Hair et al., (2010). Items under MA and IC leadership styles separated into two groups making it difficult to ascertain the items that truly represent these variables. The MA and IC leadership styles were then removed from the model since their KMO was less than .05.

The authentication of the survey data is assessed using Cronbach's Alpha dependability. According to Kirk and Miller (2011), values of Cronbach's Alpha larger than 0.6 but smaller than 0.8 are deemed acceptable, while values larger than 0.8 suggest strong survey data. Values of Cronbach's Alpha smaller than 0.5 indicate bad data. According to the Table, all the statements found under each construct have Cronbach's Alpha values more than 0.5, indicating that they can all be used for the study's analysis. The aggregate Cronbach's alpha reliability coefficient is 0.794, indicating that 79.4% of the survey data are internally consistent.

The Average Variance Extracted (AVE) metric is used to determine how many variations in the construct can explain specific items. An AVE of at least 0.50 is highly suggested. An AVE smaller than 0.50 means the items clarify more mistakes than the variance in the constructs. From the Table 4.14, all the constructs have AVE greater 0.50 and are therefore included in the analysis.

Table 4. 15: Exploratory factor analysis of employee commitment

Constructs	Item	Loadings	Cronbach's Alpha	KMO	Bartlett's Test	Composite Reliability (CR)	Average Variance Extracted (AVE)
Affective commitment scale	AC1	.570	0.720	0.604	.001	0.819	0.537
	AC2	.720					

Table 4.15 (continued): *Exploratory factor analysis of employee commitment*

	AC3	.844					
	AC4	.770					
	AC5	.368					
	AC6	.360					
Normative commitment Scale	NC1	.090	.668	0.481	.001	0.824	.611
	NC2	.040					
	NC3	.721					
	NC4	.068					
	NC5	.802					
	NC6	.820					
Continuance commitment Scale	CC1	.498	.737	0.724	.001	0.814	.737
	CC2	.733					
	CC3	.366					
	CC4	.676					
	CC5	.699					
	CC6	.784					
Overall Measure			708				
Organizational Commitment Scale	OC29	0.912	0.87	0.552	.001	0.848	0.363
	OC26	0.792					
	OC30	0.749					
	OC25	0.661					
	OC27	0.625					
	OC28	0.548					
	OC17	0.516					
	OC9	0.825					
	OC8	0.823					
	OC7	0.665					
	OC10	0.663					
	OC14	0.615					
	OC19	0.85					
	OC20	0.839					
	OC18	0.612					
	OC16	0.592					

Table 4.15 (continued): Exploratory factor analysis of employee commitment

	OC24	0.870					
	OC23	0.814					
	OC21	-0.423					

From the Table, AC5, AC6, NC2, CC1 and CC3 are some of the few constructs that have factor loadings less than 0.5. Also, OC1, OC2, OC3, OC4, OC5, O6, OC11, OC12, OC13, OC15 and OC22 is omitted from the data analysis as the variance explained was 51% when they are out of the analysis.

All the composite reliability for the constructs from the table is between 0.70 and 0.90 (Hair, 2014). This is an indication that all the items consistently measure their corresponding constructs. All of the constructs have AVE above 0.50 except Organizational Commitment Scale which had an AVE of .363, but since this construct passed two out of the three tests (Cronbach's Alpha and the composite reliability test), it was included in the analysis.

4.6. Confirmatory Factor Analysis (CFA)

Model fits of the elements of the research model are presented below.

Model 1- II leadership

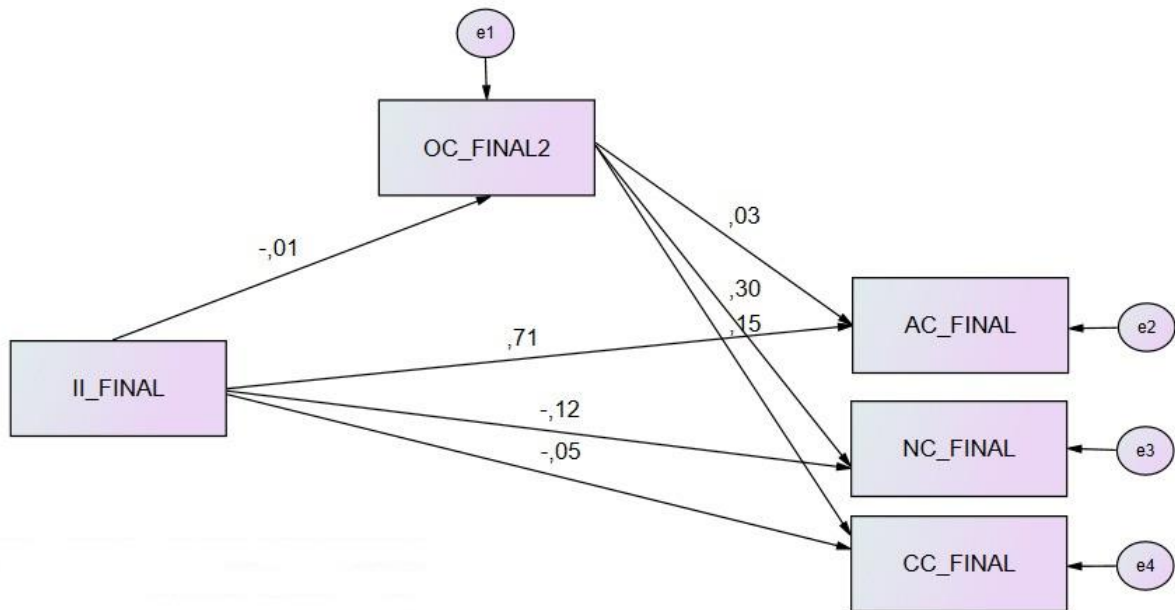


Figure 4. 5: Model 1- II Leadership

Table 4. 16: *Confirmatory factor analysis of idealized II leadership.*

Measure	Estimate	Threshold (Acceptable fit)	Interpretation
CMIN	8.330		
DF	3		
CMIN/DF	2.776	< 3 (Kline, 1998)	Acceptable
CFI	.978	Between 0 and 1 (Hu & Bentler,1999)	Perfect Fit
RMSEA (Root Mean Square of approximation)	.077	0.05 to 0.08 Acceptable (Mac Callum et al, 1996)	Acceptable
SRMR	.0382	< 0.05 Acceptable (Diamantopoulos & Siguaw (2000)	Good

From the table, the CMIN, CMIN/DF, CFI, RMSEA and SRMR indices were able to meet all the recommended criteria. According to Kline (2015) when these indices are able to meet the recommendation criteria, then such a model can be considered appropriate for data analysis. The remaining indices were also able to meet the required standards threshold; hence the model can be considered fit.

Model 2-IM leadership

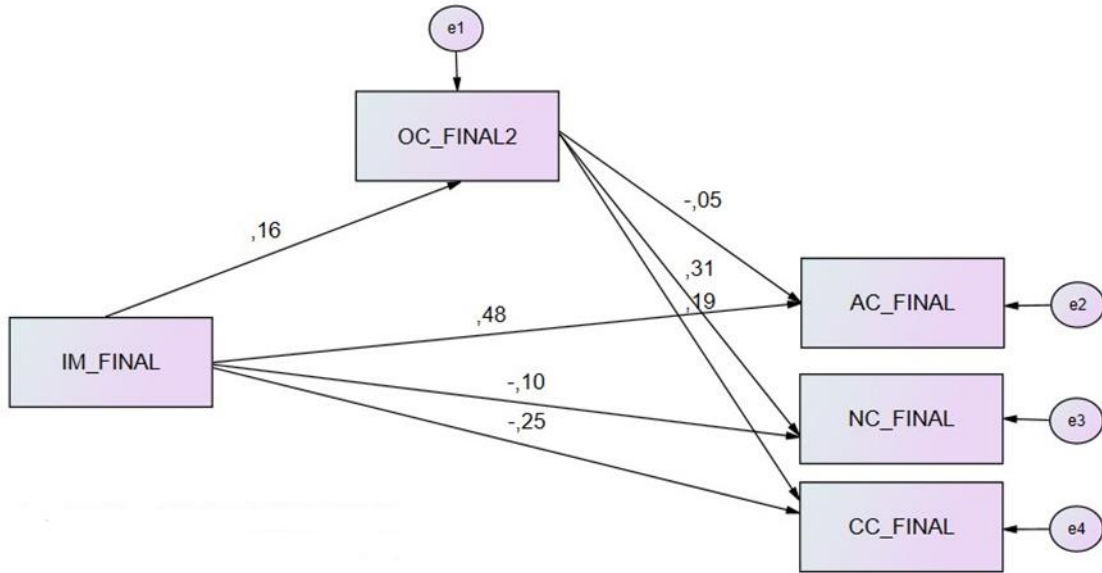


Figure 4. 6: Model 2- IM Leadership

Table 4. 17: Confirmatory factor analysis of IM leadership

Measure	Estimate	Threshold (Acceptable fit)	Interpretation
CMIN	8.895		
DF	3		
CMIN/DF	2.965	< 3 (Kline, 1998)	Acceptable
CFI	.958	Between 0 and 1 (Hu & Bentler,1999)	Perfect Fit
RMSEA (Root Mean Square of approximation)	.081	0.05 to 0.08 Acceptable (Mac Callum et al, 1996)	Acceptable
SRMR	.0382	< 0.05 Acceptable (Diamantopoulos & Siguaw (2000)	Good

Table 4. 18: *Confirmatory factor analysis of IS leadership*

Measure	Estimate	Threshold (Acceptable fit)	Interpretation
CMIN	8.333		
DF	3		
CMIN/DF	2.777	< 3 (Kline, 1998)	Acceptable
CFI	.977	Between 0 and 1 (Hu&Bentler,1999)	Perfect Fit
RMSEA (Root Mean Square of approximation)	.077	0.05 to 0.08 Acceptable (Mac Callum et al, 1996)	Acceptable
SRMR	.0379	< 0.05 Acceptable (Diamantopoulos & Siguaw (2000)	Good

Table 4. 19: *Confirmatory factor analysis of CR leadership*

Measure	Estimate	Threshold (Acceptable fit)	Interpretation
CMIN	16.532		
DF	3		
CMIN/DF	5.510	≤ 5 (Marsh & Hocevar, 1985)	Reasonable
CFI	.895	Between 0 and 1 (Hu&Bentler,1999)	Perfect Fit
RMSEA (Root Mean Square of approximation)	.123	0.05 to 0.08 Acceptable (Mac Callum et al, 1996)	Poor
SRMR	.0523	≤ 0.05 Acceptable (Diamantopoulos & Siguaw (2000)	Good

Model 5 –MP leadership

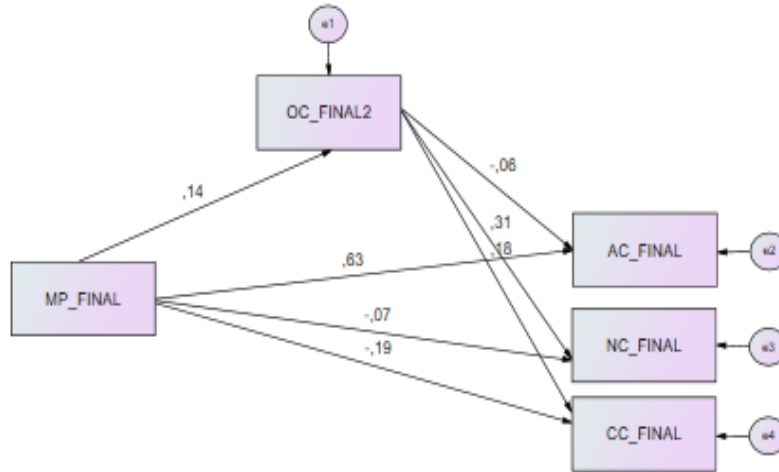


Figure 4. 7: Model 5 –MP leadership

Table 4. 20: Confirmatory factor analysis of MP leadership

Measure	Estimate	Threshold (Acceptable fit)	Interpretation
CMIN	10.933		
DF	3		
CMIN/DF	3.649	≤ 5 (Marsh& Hocevar, 1985)	Reasonable
CFI	.960	Between 0 and 1 (Hu&Bentler,1999)	Perfect Fit
RMSEA (Root Mean Square of approximation)	.094	0.05 to 0.08 Acceptable (Mac Callum et al, 1996)	Poor
SRMR	.0410	≤ 0.05 Acceptable (Diamantopoulos & Siguaw (2000)	Good

4.7. Relationship Between the Leadership Styles and Employee Commitment

To investigate the link between leadership styles and employee commitment within the FMCG Industry in Ghana, the correlation analysis is used. An association is deemed significant or not if the p-value is less than 0.05. As stated by Devore and Peck (1993) coefficients less than 0.5 represent a weak connection, coefficients greater than 0.5, but less than 0.8, indicates a moderate relationship and coefficients greater than 0.8 represent a strong connection.

Table 4. 21: Relationship between the leadership styles and affective, normative continuance commitment and organizational climate variables

		AC_FINAL	NC_FINAL	CC_FINAL	OC_FINAL
		L	L	L	L2
II_FINAL	Pearson Correlation	,708**	-,119*	-0,053	-0.009
	Sig. (2-tailed)	0,000	0,040	0,360	0.882,
	N	300	300	300	300
IM_FINAL	Pearson Correlation	,473**	-0,046	-,223**	,158**
	Sig. (2-tailed)	0,000	0,424	0,000	0,006
	N	300	300	300	300
IS_FINAL	Pearson Correlation	,665**	-0,033	-0,074	,191**
	Sig. (2-tailed)	0,000	0,567	0,200	0,001
	N	300	300	300	300
CR_FINAL	Pearson Correlation	,439**	0,065	-,218**	,125*
	Sig. (2-tailed)	0,000	0,261	0,000	0,031
	N	300	300	300	300
MP_FINAL	Pearson Correlation	,617**	-0,025	-,167**	,137*
	Sig. (2-tailed)	0,000	0,669	0,004	0,018

{Table 4. 21 (continue) *Relationship between the leadership styles and affective, normative continuance commitment and organizational climate variables}*

	N	300	300	300	300
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From the Table 4.21, the link between II and affective commitment showed Pearson correlation coefficient of 0.708 and with p-value of 0.000. This means that there is strong positive and significant link between II and affective commitment. There is very weak negative ($r = -.119$, $p\text{-value} = 0.040$) and significant link between II and normative commitment. There is no significance relationship between continuance commitment and organizational climate variables.

There is very weak positive ($r = 0.473$, $p\text{-value} = 0.00$) and significant association between IM and affective commitment. There is very weak negative ($r = -0.223$, $p\text{-value} = 0.00$) and significant association between IM and continuance dedication. There is very weak positive ($r = -0.158$, $p\text{-value} = 0.00$) and significant association between IM and organizational climate.

There is very moderate positive ($r = 0.665$, $p\text{-value} = 0.00$) and significant association between IS and affective commitment. There is very weak positive ($r = 0.191$, $p\text{-value} = 0.001$) and significant association between IS and organizational climate.

There is weak positive ($r = 0.439$, $p\text{-value} = 0.00$) and significant association between CR and affective commitment. There is very weak negative ($r = -0.218$, $p\text{-value} = 0.00$) and significant association between CR and continuance commitment. There is very weak positive ($r = -0.125$, $p\text{-value} = 0.031$) and significant association between CR and organizational climate.

There is moderate positive ($r = 0.617$, $p\text{-value} = 0.00$) and significant association between MP and affective commitment. There is very weak negative ($r = -0.167$, $p\text{-value} = 0.004$) and significant association between MP and continuance commitment. There is very weak negative ($r = -0.137$, $p\text{-value} = 0.018$) and significant association between MP and organizational commitment.

4.8. Mediating Role of Organizational Climate on Leadership Styles and Employee Commitment

The study's final goal is to look at how leadership styles and employee commitment are mediated by organizational climate. To do this, the structural equation model is used.

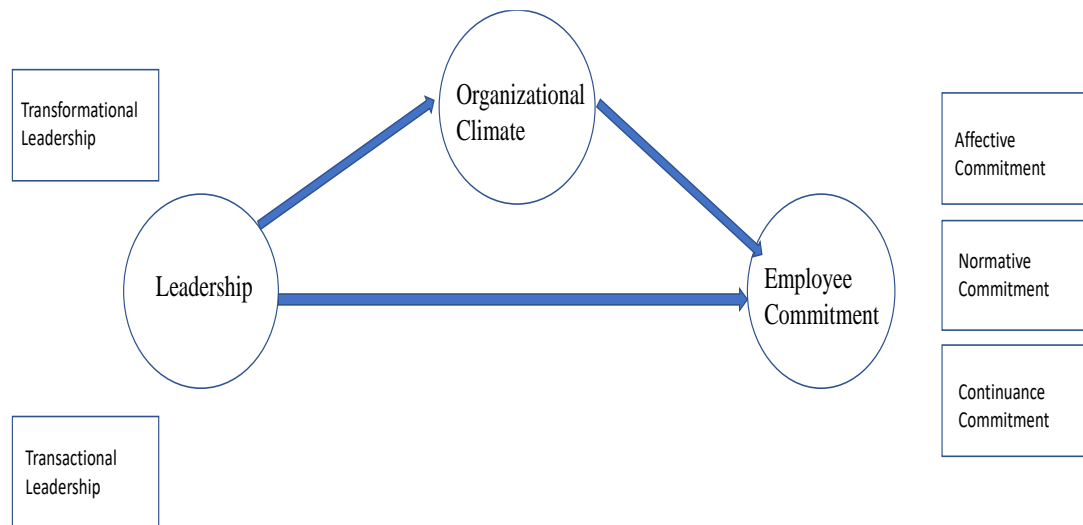


Figure 4. 8: *Mediating role of organizational climate on the relationship between leadership styles and affective, normative and continuance employee commitment*

4.9. Testing of Hypothesis

To test the following hypotheses, the SEM is adopted:

H₂ Organizational climate regulates the link between idealized influence leadership and normative commitment.

H₃ Organizational climate regulates the connection between idealized influence leadership and continuance commitment.

H₄ Organizational climate regulates the link between inspirational motivation leadership and affective commitment.

H₅ Organizational climate regulates the link between inspirational motivation leadership and normative commitment.

H₆ Organizational climate regulates the link between inspirational motivation leadership and continuance commitment.

H₇ Organizational climate regulates the link between intellectual stimulation leadership and affective commitment.

H₈ Organizational climate regulates the connection between intellectual stimulation leadership and normative commitment.

H₉ Organizational climate regulates the link between intellectual stimulation leadership and continuance commitment.

H₁₀ Organizational climate regulates the connection between contingent reward leadership and affective commitment.

H₁₁ Organizational climate regulates the link between contingent reward leadership and normative commitment.

H₁₂ Organizational climate regulates the connection between contingent reward leadership and continuance commitment.

H₁₃ Organizational climate regulates the connection between management by exception-passive leadership and affective commitment.

H₁₄ Organizational climate regulates the link between management by exception-passive leadership and normative commitment.

H₁₅ Organizational climate regulates the connection between management by exception-passive leadership and continuance commitment.

Before, running SEM model in AMOS to test the hypothesis there was the need to explain total effect, direct effect, and indirect effect. Grounded to Baron and Kenny (1986) mediating assumptions of the three-variable causal model, Zhao et al. (2010) had discussed the direct effect of the mediators by considering the theoretical interest a priori and concluded the notion of alternative mediation to be revealed in the future research by overarching the direct and the indirect effect.

Indirect Effect: The effect of independent variables (specific leadership style) on dependent variable (specific employee commitment) through the mediating variable (organizational climate).

Direct Effect: The effects of independent variables (specific leadership style) on dependent variable (specific employee commitment) in the presence of the mediating variable (organizational climate).

Individualized consideration and management by exception-active leadership styles was not tested because it was deleted from the analysis since it was scattered across and their KMO was less than 0.5.

Table 4. 22: Testing Hypothesis

Hypothesis	Direct effect		Indirect Effect		Results
	Coefficients	P-value	Coefficients	P-value	
II□OC	-.005	.882			
II□AC	.590	.001			
II□NC	-.108	.037			
II□CC	-.047	.342			
H1: II□OC□AC			-.001	.836	Rejected
H2: II□OC□NC			-.002	.832	Rejected
H3: II□OC□CC			-.001	.845	Rejected
IM□OC	.108	.006			
IM□AC	.494	.001			
IM□NC	-.111	.084			
IM□CC	-.284	.001			
H4: IM□OC□AC			-.008	.313	Rejected
H5: IM□OC□NC			.057	.003	Supported
H6: IM□OC□CC			.034	.032	Supported
IS□OC	.109	.001			
IS□AC	.590	.001			
IS□NC	-.090	.094			
IS□CC	-.101	.065			
H7: IS□OC□AC			-.018	.006	Supported
H8: IS□OC□NC			.058	.001	Supported
H9: IS□OC□CC			.031	.004	Supported

{Table 4.22 (continued): Testing Hypothesis}

CR□OC	.067	.030			
CR□AC	.360	.001			
CR□NC	.026	.611			
CR□CC	-.214	.001			
H10: CR□OC□AC			-.003	.567	Rejected
H11: CR□OC□NC			.034	.064	Rejected
H12: CR□OC□CC			.020	.115	Rejected
MP□OC	.075	.017			
MP□AC	.514	.001			
MP□NC	-.062	.227			
H13: MP□OC□AC			-.007	.216	Rejected
H14: MP□OC□NC			.039	.005	Supported
H15: MP□OC□CC			.022	.033	Supported

The Table 22 revealed a p-value of .0836 for the indirect impact of organizational climate on idealized leadership and affective commitment. This p-value is greater than the significant value of 0.05, which means that the indirect effect of idealized leadership through organizational climate on affective commitment is not significant (Beta = -.001, p-value = 0.836). This leads the study to reject H1 and conclude that organizational climate does not mediate the connection between idealized leadership and affective commitment. H1=rejected.

The Table 22 revealed a p-value of .832 for the indirect influence of organizational climate on idealized leadership and normative commitment. This p-value is larger than the significant value of 0.05, which means that the indirect effect of idealized leadership through organization climate on normative commitment is not significant (Beta = -.002, p-value = 0.832). This leads the study to reject H2 and conclude that organizational climate does not regulates the connection between idealized leadership and normative commitment. H2=rejected.

The Table 22 revealed a p-value of .845 for the indirect impacts of organizational climate on idealized leadership and continuance commitment. This p-value is higher than the significant value of 0.05, which means that the indirect effect of idealized leadership through organizational climate on continuance commitment is not significant (Beta = -.001, p-value = .845). This leads the study to reject H3 and conclude that organizational climate does not regulate the connection between idealized leadership and continuance commitment H3=rejected.

The Table 22 revealed a p-value of .313 for the indirect influence of organizational climate on inspirational motivation leadership and affective commitment. This p-value is larger than the significant value of 0.05, which means that the indirect effect of inspirational motivation through organizational climate on affective commitment is not significant (Beta = -.008, p-value = .313). This leads the study to reject H4 and conclude that organizational climate does not regulate the connection between inspirational motivation leadership and affective commitment H4=rejected.

The Table 22 revealed a p-value of .003 for the indirect effect of organizational climate on inspirational motivation leadership and normative commitment. This p-value is less than the significant value of 0.05, which means that the indirect effect of inspirational motivation through organizational climate on normative commitment is significant (Beta = .057, p-value = 0.003). This leads the study to support H5 and conclude that organizational climate regulates the connection between inspirational motivation leadership and normative commitment. H5= supported.

The Table 22 revealed a p-value of .032 for the indirect impact of organizational climate on inspirational motivation leadership and continuance commitment. This p-value is less than the significant value of 0.05, which means that the indirect influence of inspirational motivation through organizational climate on continuance commitment is significant (Beta = -.034, p-value = 0.032). This leads the study to support H6 and conclude that organizational climate regulates the connection between inspirational motivation leadership and continuance commitment. H6=supported.

The Table 22 revealed a p-value of .006 for the indirect impact of organizational climate on intellectual stimulation leadership and affective commitment. This p-value is less than the significant value of 0.05, which means that the indirect influence of intellectual

stimulation through organizational climate on affective commitment is significant (Beta = -.018 p-value = 0.006). This leads the study to support H7 and conclude that organizational climate regulates the link between intellectual stimulation leadership and affective commitment. H7=supported.

The Table 22 revealed a p-value of .001 for the indirect impact of organizational climate on intellectual stimulation leadership and continuance commitment. This p-value is less than the significant value of 0.05, which means that the indirect effect of intellectual stimulation through organizational climate on continuance commitment is significant (Beta = -.058, p-value = 0.001). This leads the study to support H8 and conclude that organizational climate regulates the link between intellectual stimulation leadership and normative commitment. H8=supported.

The Table 22 revealed a p-value of .004 for the indirect influence of organizational climate on contingent reward leadership and affective commitment. This p-value is less than the significant value of 0.05, which means that the indirect effect of intellectual stimulation through organizational climate on continuance commitment is significant (Beta = .031, p-value = 0.004). This leads the study to support H9 and conclude that organizational climate regulate the link between intellectual stimulation leadership and continuance commitment. H9=supported.

The Table 22 revealed a p-value of .567 for the indirect impact of organizational climate on contingent reward leadership and affective commitment. This p-value is higher than the significant value of 0.05, which means that the indirect effect of contingent reward through organizational climate on affective commitment is not significant (Beta = -0.003, p-value = 0.567). This leads the study to reject H10 and conclude that organizational climate does not mediate the relationship between contingent reward leadership and affective commitment. Similarly, H11 and H12 are rejected as the p values of indirect influence is not significant (Beta= .034;.020 p-value= .064;.115).

The Table 22 revealed a p-value of .216 for the indirect effect of organizational climate on management exception-passive leadership and affective commitment. This p-value is higher than the significant value of 0.05, which means that the indirect effect of management exception-passive leadership through organizational climate on affective commitment is not significant (Beta -.007, p-value = 0.216). This leads the study to reject H13 and conclude that

organizational climate does not mediate the relationship between management exception-passive leadership and affective commitment. H13=rejected.

The Table 22 revealed a p-value of .005 for the indirect effect of organizational climate on management exception-passive leadership and normative commitment. This p-value is less than the significant value of 0.05, which means that the indirect influence of management exception-passive through organizational climate on normative commitment is significant (Beta = .039, p-value = 0.005). This leads the study to support H14 and surmise that organizational climate mediates the connection between management exception-passive leadership and normative commitment. H14=supported.

The Table 22 revealed a p-value of .033 for the indirect effect of organizational climate on management exception-passive leadership and continuance commitment. This p-value is less than the significant value of 0.05, which means that the indirect impact of management exception-passive through organizational climate on continuance commitment is significant (Beta = .022, p-value = 0.033). This leads the study to support H15 and conclude that organizational climate mediates the link between management exception-passive leadership and continuance commitment.

5. SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Summary of Findings

This sub-section abridges the results in perspective of empirical findings from the investigation. In effect, this section provides the synopsis of the findings in conformance with the topic under investigation. During this study, a sample of 300 employees were covered from the company with which all the respondents gave responses to each item on the questionnaire. Descriptive, quantitative, SEM and regression analysis were performed on the variables.

The first goal of the study was to determine the leadership styles existing within the FMCG Industry in Ghana. The responses on the leadership style were grouped under Idealized influence leadership style [II--Transformational], Inspirational motivation leadership style [IM--

Transformational], Intellectual stimulation leadership style [IS--Transformational], Individualized consideration leadership style [IC--Transformational], Contingent reward leadership style [CR-Transactional], Management by exception—Active leadership style [MA--Transactional] and Management by exception--Passive leadership style [MP--Transactional].

The responses on Idealized influence leadership style [II--Transformational], revealed that on frequent basis, their manager exudes authority and confidence, the boss emphasizes the significance of having a shared sense of goal, and the manager behaves in ways that earns the employees' respect. Also, the manager put the group's interest ahead of his own, and the manager discusses his/her most crucial values and beliefs.

With respect to Inspirational motivation leadership style [IM--Transformational], it was noted that on a more frequent basis, the manager is optimistic about the future, the manager is ecstatic about the tasks that must be completed, the manager frequently presents a compelling future vision, and the manager is confident that the goals of the company will be achieved.

Concerning Intellectual stimulation leadership style [IS--Transformational], it was made clear that frequently, the manager gets the employees to examine problems from many a variety of perspectives, and the manager suggests new approaches to completing

assignments. Furthermore, the boss revisits underlying assumptions to see whether they are still valid, and often the boss looks for different viewpoints when resolving issues.

On the issue of Individualized consideration leadership style [IC--Transformational], the results indicated that the superior invests time teaching in coaching and teaching frequently treats them as a person rather than just a member of the team. More so, the manager assists them to develop strengths, and considers them to have diverse needs, qualities and expectations than others.

When it comes to Contingent reward leadership style [CR--Transactional], it was noted that frequently their manager specifies who is accountable for meeting performance objectives, and the boss is pleased when his expectations are met. Also, the boss explains what they can expect to receive if performance targets are met, and the boss provides them with assistance in return for their efforts.

With regards to Management by exception—Active leadership style [MA--Transactional], the results indicated that the manager frequently shifts their attention toward shortfalls to meet expectations and focuses attention on discrepancies, errors, exclusion, and anomalies from standards. In addition, the superior maintains records of all errors and frequently concentrates his/her full attention on dealing with errors, grievances, and breakdown.

The last aspect of the leadership style concentrated on Management by exception--Passive leadership style [MP--Transactional]. The findings under this indicated that the manager does not intervene until problems becomes serious and the manager demonstrates that he/she is a substantial believer in “if it will not break, don’t fix it”. However, the manager waits patiently for errors to occur before taking action and their boss shows that challenges must escalate before a decision is taken.

It was finally noted that the leadership style at FMCG Industry in Ghana is more of Inspirational motivation leadership style [IM--Transformational], Idealized influence leadership style [II-Transformational] and Management by exception--Passive leadership style [MP--Transactional]. However, less interest in the leadership style is shown towards Intellectual stimulation leadership style [IS--Transformational], Management by exception—Active leadership style [MA-Transactional] and Contingent reward leadership style [CR--Transactional].

Another objective of the study was to analyze the commitment level of employees within the FMCG Industry in Ghana. Employee's commitment levels were assessed by grouping the commitment into affective commitment, normative commitment, and continuance commitment.

The responses on affective commitment revealed that the employees do not feel like "part of the family" at their organization, the organization holds a lot of personal significance for them, and they would be glad to spend the rest of their career with this organization. Also, employees do not feel an emotional connection to this organization, and do not experience a deep sense of belonging to the organization.

Under normative commitment, it was asserted that even if it were to their advantage, the employees do not feel obligated to stay with their current employer. They do not feel it would be appropriate to leave their organization now and they owe this organization a great deal. In addition to these are that the employees would feel bad if they left their organization at the moment because, they would not leave their organization at the moment because they feel a sense of responsibility to the inhabitants., and this organization deserves their devotion.

For continued commitment, the employees made it clear that, even if they wanted to, it would be very difficult for them to depart the company at this time. One of the main reasons they start to operate for this institution is that departure would involve a lot of selfless effort, and besides, a different organization might not fit the rewards that they have in the current company. A lot in their life would be disrupted if they decided they wanted to leave the organization now.

The employees demonstrated more of normative commitment, ensued by affective commitment and, then continuance commitment.

The last goal of the test was to examine the facilitating role of organizational climate on leadership styles and employee commitment. According to the findings, organizational climate variable is a mediator of the Intellectual Stimulation Leadership Style (IS) and all dimensions of organizational commitment as affective, normative and continuance. The findings have shown that organizational climate indirect- only (Zhaou et al, 2010) or fully mediate (Baron and Kenny, 1986) normative commitment and continuance commitment. The similar indirect only or fully mediation can be seen in other transformational leadership style of Inspirational Motivation Leadership Style (IM) on normative commitment dimension and

competitive (Zhaou et al, 2010) or partial (Baron and Kenny, 1986) mediation on continuance commitment. Regarding to the findings, Management by Exceptions- Passive Style (MP) has also indirect only mediation on normative and partial mediation on continuance commitment variable. The company has a good organizational climate. For example, when employees perform well, their leaders applaud them; the correlation between the job role and the tasks they undertake is good; the impact of innovative ideas is urged; and their administrators value the sequence and consistency in their work and their bosses were willing to listen to their employees. In addition, the relationships with their bosses were good, the bosses are approachable; in their job, innovative contributions were appreciated; and the goals of their work were clearly defined. Furthermore, their workplace was pleasant; their job is well-defined; they really feel supported by their bosses; their work was adequately valued; and socially, their work has the prestige it deserves.

5.2. Conclusion

The test assessed the impact of organizational leadership styles on employee commitment the facilitating role of organizational climate within the Fast-Moving Consumable Goods (FMCG) Industry in Ghana. Several key findings were noted and discussed. Important issues such as leadership styles existing within the FMCG Industry in Ghana, the dedication level of workers within the FMCG Industry in Ghana, the connection between the leadership styles and employee commitment within the FMCG Industry in Ghana and the mediating role of organizational climate on leadership styles and employee commitment were examined and discussed in the research.

The study employed descriptive research design and with quantitative study method. SEM was performed to study the mediating role of organizational climate on each leadership styles and each employee commitment separately to test hypothesis. Also, exploratory and confirmatory factor analysis was conducted on the individual items on the questionnaire.

The inferential and the first findings of the survey results revealed that the company followed all the leadership constructs which included Idealized influence leadership style [II--Transformational], Inspirational motivation leadership style [IM--Transformational], Intellectual stimulation leadership style [IS--Transformational], Individualized consideration leadership style [IC--Transformational], Contingent reward leadership style [CR--

Transactional], Management by exception—Active leadership style [MA-Transactional] and Management by exception--Passive leadership style [MP--Transactional].

Among these leadership styles at FMCG Industry in Ghana, the leadership style was more of Inspirational motivation leadership style [IM--Transformational], Idealized influence leadership style [II--Transformational] and Management by exception--Passive leadership style [MP-Transactional]. However, less interest in the leadership style is shown towards Intellectual stimulation leadership style [IS--Transformational], Management by exception—Active leadership style [MA--Transactional] and Contingent reward leadership style [CR--Transactional] in terms of inferential statistics.

Moreover, in terms of the commitment level, the employees demonstrated more of normative commitment, ensued by affective commitment and, then continuance commitment. The relationship between the various leadership styles with commitment of the employees revealed varied results. For instance, there was a strong positive and substantial connection between II and affective commitment, there was a very weak positive and substantial association between IM and affective commitment. There was very weak positive and substantial association between IS and normative commitment, there was a very weak positive and significant association between IC and normative commitment. There was a very weak negative and insignificant association between MA and continuance commitment.

The results on the facilitating role of organizational climate on the IS, IM and MP leadership styles and affective, normative and continuance commitment revealed that organizational climate was a mediator for the connection between tested leadership styles as IS and affective, normative and continuance. Additionally, organizational climate was a mediator for the connection between tested leadership styles as IM and MP on normative and continuance employee commitment.

Finally, from the results the study concludes that the company demonstrate all the leadership styles but with more attention on other leadership styles than other. Also, the normative commitment level of the employees was more than the other commitment level and that organizational climate did not mediate the connection between overall leadership style and employee commitment. The study recommends that managers of the company have to interfere as early as possible to prevent problems becoming serious, focus more in using

Idealized influence leadership style [II-Transformational] and also focus more in improving the organizational climate of the company.

5.3. Recommendations

The study formulates the subsequent suggestions to address some of the issues found in the study based on the findings and discussions.

The results under the management by exception--passive leadership style [MP--Transactional], revealed that manager does not take intervene until the problem becomes serious. It is therefore recommended that the managers of the company have to interfere as early as possible to prevent problems becoming serious. By doing so, the risks it would have created for the company and the cost to be spent in solving such an escalating problem would be minimal. Another recommendation is that the manager should not wait until something bad happens before taking action and manager should not wait until issues become recurring before acting. Problem solving at the early stage is keen to preventing the problem from spreading.

It is also recommended to the managers to focus more on Idealized influence leadership style [II-Transformational]. This is because, Idealized influence leadership style [II--Transformational] was noted to have a strong relationship with the affective commitment of the employees. To accomplish this, management must continue to project strength and assurance, stress the value of a shared sense of purpose, and behave in a way that earns the respect of the workforce.

The study also noted that organizational climate was a mediator of the connection between IS, IM and MP leadership style and affective, normative and continuance employee commitment in separate analysis. As a result of this, the study recommends that the organizational climate of the company should be intensified so as to have a good impact on the dedication level of the workers. This can be made by congratulating the employees, creating a good and conducive work environment for the employees, providing opportunities for training; encouraging a critical spirit, the suggestions of the employees about the job should be considered and value the ideas they put forward for improving the job.

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APPENDIX

I am from the Anadolu University and conducting a study to examine The Effects of Organizational Leadership Styles on Employee Commitment the Mediating Role of Organizational Climate Within the Fast-Moving Consumable Goods (FMCG) Industry in Ghana. I will be grateful if you will set aside some time of your busy schedules to answer the following questions. The responses provided will be held in confidentiality and will be used for academic purposes only.

SECTION A

1. Gender of respondent: Male [] Female []

2. Age group: 1) 18-29 [] 2) 30-39 [] 3) 40-49 [] 4) 50-59 [] 5) 60-64 []

3. Educational level: 1) No formal education [] 2) JHS/SHS []
3) Diploma [] 4) bachelor's degree [] 5) Master's degree []
6) PhD []

4. For how long have you been working? 1) Less than 1 year [] 2) 1 - 3 years []
3) 3 - 7 years [] 4) 7 - 10 years [] 5) Above 10 years []

SECTION B: Multifactor Leadership Questionnaire [MLQ 5x Short] (*Bass and Avolio, 2004*)

Scoring: Not all true (1); Once in a while (2); Sometimes (3); Fairly often (4); Frequently if not always (5)

	Scale				
	1	2	3	4	5
<i>Idealized influence leadership style [II--Transformational]</i>					
My manager instills pride in me for being associated with him/her					
My manager goes beyond self-interest for the good of the group					
My manager acts in ways that build my respect					
My manager displays a sense of power and confidence					
My manager talks about his/her most important values and beliefs					
My manager specifies the importance of having a strong sense of decisions					
My manager emphasizes the importance of having a collective sense of mission					
<i>Inspirational motivation leadership style [IM--Transformational]</i>					
My manager talks optimistically about the future					
My manager talks enthusiastically about what needs to be accomplished					
My manager expresses a compelling vision of the future					
My manager expresses confidence that goals will be achieved					
<i>Intellectual stimulation leadership style [IS--Transformational]</i>					
My manager re-examines critical assumptions to questions whether they are appropriate					
My manager seeks differing perspectives when solving problems					
My manager gets me to look at problems from many different angles					

My manager suggests new ways of looking at how to complete assignments					
<i>Individualized consideration leadership style [IC--Transformational]</i>					
Spends time teaching and coaching					
Treats me as individual rather than just a member of a team					
Considers me as having different needs, abilities, and aspirations from others					
Helps me to develop strengths					
<i>Contingent reward leadership style [CR--Transactional]</i>					
My manager provides me with assistance in exchange for my efforts					
My manager discusses in specific terms who is responsible for achieving performance targets					
My manager makes clear what I can expect to receive when performance goals are achieved					
My manager expresses satisfaction when I meet expectations					
<i>Management by exception—Active leadership style [MA--Transactional]</i>					
Focuses attention on irregularities, mistakes, exceptions, and deviations from standards					
Concentrates his/her full attention on dealing with mistakes, complaints, and failure					
Keeps track of all mistakes					
Directs my attention toward failures to meet standards					
<i>Management by exception--Passive leadership style [MP--Transactional]</i>					
My manager fails to interfere until problems becomes serious					

My manager waits for things to go wrong before taking action					
My manager shows that he/she is a firm believer in “if it will not break, don’t fix it”					
My manager demonstrates that problems must become chronic before taking action.					

SECTION C: Employee Commitment (*Meyer and Allen, 1997*)

Scoring: Strongly disagree (1); Disagree (2); Neutral (3); Agree (4); Strongly agree (5)

	Scale				
	1	2	3	4	5
<i>Affective commitment scale</i>					
I would be very happy to spend the rest of my career with this organization					
I really feel as if this organisation’s problems are my own					
I do not feel like “part of the family” at my organization					
I do not feel “emotionally attached” to this organization					
I do not feel a strong sense of belonging to my organization					
This organisation has a great deal of personal meaning for me					
<i>Normative commitment scale</i>					
Even if it were to my advantage, I do not feel it would be right to leave my organisation now					
I would feel guilty if I left my organisation now					
This organisation deserves my loyalty					
I would not leave my organisation right now because I have a sense of obligation to the people in it					
I owe a great deal to this organization					

I do not feel any obligation to remain with my current employer					
<i>Continuance commitment scale</i>					
[High sacrifice subscale]					
It would be very hard for me to leave my organisation right now, even if I wanted to					
Too much in my life would be disrupted if I decided I wanted to leave my organisation now					
[Lack of alternative subscale]					
Right now staying with my organization is a matter of necessity as much as desire					
I feel that I have too few options to consider leaving this organization					
One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives					
One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice--another organisation may not match the overall benefits that I have here					

SECTION D: Organizational Climate Questionnaire (Peña-Suárez, 2013)

Scoring: Strongly disagree (1); Disagree (2); Neutral (3); Agree (4); Strongly agree (5)

	Scale				
	1	2	3	4	5
My workplace is pleasant					
The relationships with my bosses are good					
My bosses' responsibilities are well defined					
My superiors encourage a critical spirit					
My work hours fit my needs					
I have the means necessary for doing my work					
My efforts are adequately rewarded					
My superiors value the order and accuracy in my work					
My bosses value the ideas I put forward for improving the job					
My bosses encourage me when I have problems so that I can solve them					
My suggestions about the job are listened to					
You really feel supported by your bosses					
Opportunities for training are offered					
I have independence for organizing my own work					
If I need help because of a heavy workload, I am given the necessary means					
The bosses take an interest in my work problems					
The goals of my work are clearly defined					
The bosses are approachable					
The bosses are willing to listen to their employees					

Socially, my work has the prestige it deserves					
My bosses are kind to me					
In my job, innovative contributions are appreciated					
When I do something well, my superiors congratulate me					
The relation between the job description and the tasks I carry out is good					
The contribution of new ideas is encouraged					
My job is well-defined					
It is easy to find help when needed					
The reasons for the decisions made are usually adequately explained					
My work is adequately valued					
Deadlines are adequately met					