

**THE IMPACT OF STRATEGIC LEADERSHIP ON
ORGANISATIONAL COMMITMENT:
CASE STUDY OF REAL ESTATE FIRMS IN SOUTHWEST, NIGERIA**

By

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DECLARATION

I, **Oboma Ruth Wofai**, hereby declare that this master's dissertation titled "*The Impact of Strategic Leadership on Organisational Commitment: A Case study of Real Estate Firms in Southwest Nigeria*" is my original work and have not been submitted for an award in any other University or College.

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ABSTRACT

Research Background: Strategic leadership plays a very significant role in the performance and success of all organisations regardless of type. In the absence of sustained commitment from employee and the absence of strategic leadership, it becomes almost impossible for organisations to maintain profitability, productivity and competitive advantage(Lussier and Achua, 2007). To this end, this study will provide empirical data that can spur further research in studies relating strategic leadership to organisational commitment in the real estate sector. This is in consideration of the critical role being played by this sector, coupled with the lack of studies investigating the subject matter in Nigeria.

Research Purpose: Studies have consistently reported a significant impact of strategic leadership on organisational commitment and performance. However, not much has been done to relate strategic leadership and organisational commitment, especially in the real estate sector in Nigeria. This study aims to assess the impact of Strategic Leadership on Organizational Commitment among the employees of real estate firms in Southwest Nigeria.

Research Questions: this study provides answers to the following research questions.

- i. What is the perception of strategic leadership among employees of real estate firms?
- ii. How does strategic leadership foster organisational commitment among the workforce in the real estate firm?
- iii. What are the factors that foster organisational commitment among the workforce in real estate firms?

Method: Adopting a quantitative research method, the study carried out a survey of employees in the real estate sector. The study sampled a total of one hundred employees using a structured questionnaire. Series of descriptive and inferential analysis were performed to arrive at the findings for the study.

Conclusion: This study demonstrated that strategic leadership is positively associated with organisational commitment, particularly among employees in the real estate sector of the economy. The study participants scored high in the continuance domain of organisational commitment. It was also found that organisational characteristics influenced organisation commitment better than job characteristics.

Keywords: Strategic Leadership, Organisational Commitment, SMEs, Real Estate

CHAPTER ONE

1.0 Introduction

The term Leadership has been described in different ways by different scholars. Worldwide, more than 400 definitions of leadership have been described (Mullins, 2002). This statement was rightly acknowledged by Burns (1978, pp.1-2) in his statement that, “Leadership is the most observed and least understood phenomenon on earth.” According to Ibrahim and Daniel (2019), leadership can be defined as the continuous influence on people to direct their efforts towards achieving specific goals. The role of leadership in any group or organisation, be it small or large, is vital for the continued growth of such an organisation. This, however, is distinctly different from the role strategic leadership has to play (Egbuta, 2019).

Strategic leadership, on the other hand, describe the process used by a leader to affect the achievement of a desirable and clearly understood vision by influencing organisational culture, allocating resources, directing through policy and directive and building consensus within a volatile, uncertain and complex global environment characterised by opportunities and threats (Kitonga, Bichanga & Muema, 2016). Simon et al., (2015) also posit that strategic leadership controls the organisation by coordinating the organisation's culture, systems, and structure to ensure that there is alignment with the overall organisational strategy. In a similar thought, Gerow, Thacher and Grover (2015) believed that strategic leadership involves highlighting business strategies to ensure that high strategic performance is achieved and articulated for organisational effectiveness.

Different authors have tried to provide a distinction between leadership and strategic leadership. According to one school of thought, leaders want something to be done to achieve a set goal, while strategic leaders look beyond getting it done and are more concerned about the implication of getting something done or not (McCullough, 2020). In other words, McCullough opined that strategic leaders tend to focus more on the long-term implication of their actions, even though this can make them lose sight of the current reality. Also, while the leader (regarded as the tactical leader in this case) involves himself in activities of the organisation, the strategic leader leads from a distance by providing guidance when needed. In addition, while the tactical leader focuses more on systems and processes, the strategic leader focuses more on vision and the overall strategic intent of the organisation. Thus, the issue of strategic leadership has been receiving research attention. More so, in this 21st century, one of

the key determinants of the successful performance of any organisation is the strategic leadership driving the wheel of management of the organisation.

The question that comes next is why the real estate sector. The real estate sector in Nigeria is regarded as the fifth-largest contributor to the country's economy (Nwannekanma, 2018). However, the issue of strategic leadership is worthy of investigation in the sector, considering the recent decline in the contribution of the sector to the GDP, which has been attributed to lack of government support and issues surrounding strategic leadership, among others (Obiora, 2019).

In the first instance, the fundamental cause of Nigeria's economic crisis has been linked to the decline in the Gross Domestic Product in Nigeria coupled with the devaluation of the naira, thereby increasing the cost of real estate development (Central Bank of Nigeria, 2016; Obi & Ubani 2014). Also, the high cost in real estate development increased in real estate price, which subsequently caused a decline in demand for real estate services and eventually resulted in cessation in operations of several real estate agencies in Nigerian, majorly because of the low return on investment in the sector (Central Bank of Nigeria, 2016; Obi & Ubani 2014).

However, according to Obiora (2019), the fundamental factors that led to the cessation of several real estate businesses in the country can be linked to the absence of strategies needed to survive during those periods of economic slowdowns. Specifically, Obiora (2019) argued that Nigeria's real estate managers lacked strategy for improving and ensuring business sustainability and performance, resulting in poor performance in the real estate sector. This brings to play the importance and needs for strategic leadership for business success.

Among the few studies that have researched the relationship between strategic leadership and performance in Nigeria, positive relationships have been reported. For instance, Adesiyani (2016) while assessing leadership strategies that can be used to maximise profit in the real estate sector in Nigeria found strategic leadership in the real estate sector for ensuring business performance include: planning with available resources, employing and investing in competent staff and increasing leadership influence and knowledge of the business environment. On the other hand, there seems to be rising competition in the real estate sector. Experts have attributed it to globalisation, making the real estate business more competitive locally and globally (Obiora, 2019). This exposure of the Nigerian real estate market to foreign investments, according to Schuur (2016) will require higher visibility and also demand skilled and strategic leadership. Thus, Schuur suggested key managers and leaders in the real estate industry will

require highly competitive and excellent planning and teamwork skills and being proactive and global in their approaches.

On the other hand, organisational commitment refers to the extent to which employees of organisations identify with the organisation and wants to continue participating actively in the affairs and activities of such organisation (Newstrom and Davies, 2002). Also, Robbins (2006) conceptualise organisational commitment as a stage where the employee of an organisation recognises a certain group to maintain membership status in the group. Studies (Tolentino, 2013; Ahmad, Ahmad & Shah, 2010) have found that an employee's level of organisational commitment significantly impacts their job performance.

Scholars have also stressed that when employees are strongly committed to an organisation, they are not likely to quit as strong commitment from employees to the organisation promote job satisfaction, retention and performance (Shahab and Nisa, 2014; Imran and Anis-ul-Haque, 2011; Suki and Suki, 2011). More so, because commitment and performance share some kind of relationship, most studies (Kaplan and Kaplan, 2018; Werang, Agung and Agung, 2017; Yiing and Ahmad, 2009) on performance have often related the two terms. In this study, however, organisational commitment will be the dependent variable, while an attempt is made to relate organisation commitment with strategic leadership in place in the organisation, focusing on the real estate sector in Nigeria. Therefore, this study seeks to investigate the impact of strategic leadership on organisational commitment among employees of real estate firms in Southwest Nigeria. The high level informs the choice of Southwest Nigeria of real estate activities in the region relative to other regions of the country.

1.1 Research Purpose

Investment in the real estate sector is considered a gateway through which the housing problem can be adequately addressed. However, even though investors in the real estate and property developers are increasingly working either as private individuals or collaborating with the government towards increasing investment in the real estate sector, this has not helped bridge the housing demand-supply gap (Singh, Gupta and Mondal, 2012).

With a population of over 200 million, housing shortage remains a serious problem in Nigeria and this is a common feature of most low- and middle-income residential areas and spaces. Also, with the growth in Nigeria's population, more pressure is placed on the demand for houses especially given the huge gap between demand and supply of housing (Nweke, 2020). For instance, it is believed that Nigeria has a housing deficit of 17 million and experts have

argued that providing affordable housing and accommodation must be given adequate priority if the real estate sector in the country is to deliver at a rate that is needed to boost their contribution to the nation's economy (Nweke, 2020).

Furthermore, experts have argued that the real estate sector in Nigeria has experienced very little growth and have therefore not contributed significantly to the growth of the National Gross Domestic Product. This has been attributed to low investment in the sector by both private investors and the government (Nweke, 2020). According to the argument from the author above, there is the claim in some quarters that people who invest in the real estate sector in Nigeria are individuals with idle money to spend, who instead of investing such money into more promising sector, rather chose to imprison their funds by investing it in the real estate. Also, the real estate sector in Nigeria, which is predominantly involved in the provision of housing, has been scored poor and unproductive even amid sound policies (Mukhtar, Amirudin, Sofield and Mohamad, 2017).

The important role played by strategic leadership in the success of any business cannot be overemphasised. For instance, the absence of strategic leadership has been attributed to several business failures. According to Dokes (2017), in the United States as much as \$300 billion performance loss is incurred annually due to infective leadership behaviour. The implication of this is that since small scale businesses are regarded as the major drivers of the economy, effective and strategic leadership becomes fundamental for the success of these businesses. In the words of Macht (2016), business leaders make of strategies to influence organisational culture of quality for both short- and long-term benefits. In Nigeria, available data indicates Nigeria has a housing deficit of between 17-20 million with an annual increase of 900,000 units estimated at ₦6 trillion (US\$16 billion). According to this report, it will take a strategic leader with an innovative and creative mindset to unlock the huge potentials available in the construction and real estate sector to be able to bridge the demand-supply gap (Lagos Business School, 2020).

In addition, the failures of organisations which has been linked to poor leadership could account for why studies on strategic leadership are increasingly seeking research attention. Yet, gaps still exist in literature concerning how strategic leadership affects organisational commitment, especially among real estate firms in Nigeria. That research gap, added with the importance of bridging the gap between organisational leaders and good organisational procedure to enhance organisational commitment, forms the basis for embarking on this study. To this end, this study

examines the impact of strategic leadership on the organisational commitment of real estate firms in Nigeria.

1.2 Significance of the Study

Similar to other sectors of the economy, the property sector of Nigeria, which is yet to recover from the 2016 recession, has been reported to be adversely affected by the COVID-19 pandemic. Recent data from the Nigerian Bureau of Statistics indicates the real estate contributed 5.3% to the Nigerian economy in the second quarter of 2020. However, the above contribution was lower than the 6.4% reported in the second quarter of 2019 (Okafor, 2019). Also, according to Okafor, despite efforts from different individuals and investors to increase the real estate properties in the country through the development of more houses, these attempts have not contributed significantly to reducing the demand-supply gap in housing in the country. To stressed the argument above, the author argued that despite Nigeria being the largest economy on the continent of Africa, the country still lags behind in terms of house ownership level put at 25% when compared with 84% in Indonesia, 75% in Kenya and 56% in South Africa. (Lussier and Achua, 2007). As a matter of fact, the absence of strategic leadership practice in an organisation is predicted to fail such organisation to win public trust and eventually leads to poor performance (Karuma, 2015), which to a large extent can be attributed to a low level of commitment from the employees.

Studies (Al-Sada, Al-Esmael and Faisal, 2017; Warric, 2017; Kwantes, 2009) have consistently reported a significant impact of strategic leadership on organisational commitment and performance. However, not much has been done to relate strategic leadership and organisational commitment, especially in the real estate sector in Nigeria. This study, however, becomes important considering the recent trend in the real estate sector in Nigeria. Also, the study will provide empirical data that can spur further research in studies relating strategic leadership and organisational commitment in the real estate sector of the country considering the key role being played by this sector coupled with the paucity of studies investigating the subject matter.

1.3 Research Objectives

This study aims to assess the impact of Strategic Leadership on Organizational Commitment among employee of real estate firms in Southwest, Nigeria.

1.3.1 Specific Objectives

Specifically, the study was guided by the following research objectives:

- i. Assess the perception of strategic leadership among employees of real estate firms
- ii. Examine how strategic leadership foster organisational commitment among the workforce in real estate firms?
- iii. Ascertain factors that foster organisational commitment among the workforce in the real estate firm

1.3.2 Research Questions

The study provided answer the following research questions:

- iv. What is the perception of strategic leadership among employees of real estate forms?
- v. How does strategic leadership foster organisational commitment among the workforce in the real estate firm?
- vi. What are the factors that foster organisational commitment among the workforce in real estate firms?

1.4 Structure of the study

This study will be structured into four chapters. The first chapter will introduce the study by setting the context in which the study will be conducted and its importance to the subject matter under consideration. Key concept such as strategic leadership and organisational commitment were briefly described in this chapter. Also, the chapter highlights key research questions to be answered and the specific objectives to be addressed. The purpose of the study, which gives a picture of gaps identified and further translates into the significance of the study, are also captured in this chapter.

The second chapter presents the review of previous studies on strategic leadership and its influence on organisational commitment. The section includes; concepts of leadership, organisational commitment, an overview of the real estate sector in Nigeria, factors associated with organisational commitment, a review of different theoretical models and a conceptual framework for the study. The section ended with a statement of hypotheses to be tested for the study.

The third chapter will present the overall research approach, including the methodology, research design, research philosophy, study population, sampling, sample size, instrument,

ethics, and data analysis method. It also discusses ethical issues and how the data will be collected from the respondents.

Chapter four will be detailing the analysis of data collected, interpretation and presentation of the results. The last chapter will discuss findings from the study and link up the findings with previous studies that either support or reported contrasting findings.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter aims to present an overview of relevant literature on the impact of strategic leadership on organisational commitment to identify research gaps. The review discusses real estate and recent happenings within the Nigerian context, the concept of leadership and strategic leadership, organisational commitment and reviewed some theoretical frameworks for the study, presents the conceptual framework and ends with hypotheses testing.

2.2 The Real Estate Sector

The main theoretical foundation for this study is Action Centered Leadership. According to this model, leadership can be view in terms of three interlocking circles of responsibilities and concern and stressing the relationship among them. The three circles, namely task, team and individual, represent the core area of concern for the leader. The task is concerned with archiving the common task of the organisation, the individual is concerned with developing and meeting the needs of individual team members and building and sustaining the team. What makes the team to be effective is the satisfaction of all three core elements. According to this framework, each of the components is equal in terms of importance. Therefore, success can only be achieved when there is a balance between the three components. However, the degree of emphasis placed on each of the components by an effective leader will have to vary, depending on the situational need at a particular point in time. Notwithstanding, the leader must also be mindful of the relationship existing among the three components (Adai, 2006). A more detailed description of this framework and other framework reviewed for this study is discussed under the theoretical framework section of the dissertation.

Globally, the real estate sector continues to receive significant attention largely due to the important role it plays, especially with respect to its contribution to the national economy and socioeconomic development of nations (Elile, Akpan and Raju, 2019) and provision of housing and spaces for both residential and commercial purpose. It has been well documented that real estate contributes well to the provision of housing (one of the basic needs of man), providing job opportunities, enhancing income and redistribution and alleviating poverty (Mukhtar, Amirudin and Mohamad, 2016; FGN, 2009; UN-Habitat, 2010).

Furthermore, it is believed that having an effective real estate sector can help bridge the gap of inadequate housing resulting in provision of security of tenure, social amenities such as good water supply and electricity, good sanitary and environmental management and protection system among others (UN-Habitat, 2010). Thus, in view of the enormous opportunities available in the real estate sector, its growth and development should be of great concern to the relevant stakeholders and regulating agency, especially in Nigeria, where the sector has not fully developed when compared to global practices. Also, while studies have consistently demonstrated how strategic leadership influences organisational commitment and performance, the researcher's impact on employee commitment from the real estate firm has been mainly under explored despite recent argument attributing the negative trends to leadership failure within the sector.

2.2.1 Overview of the Nigerian Real Estate Sector

Available statistics from the Nigeria Real Estate outlook for the year 2021, showed an irregular trend in the contribution of real estate to the Nigeria economy. For instance, the contribution of real estate to the Gross Domestic Product (GDP) in 2010 was 1.6%, which rose to 4.0% a year later in 2011, but declined to 1.7% in 2012. However, in 2015, the contribution of the real estate to the GDP was 8.3%, which declined to 7.6% in 2017, down to 6.2% in 2019 and further declined to 5.2% in the first quarter of 2020 and down to -5.3 in the second quarter of 2020 (Nigeria Real Estate Market Outlook, 2021, pg. 23).

Experts have argued that one of the major factors that has been attributed to the poor performance of the real estate sector in Nigeria is the inability of the government to play a leading role in the sector especially with regards to provision of enabling environment and incentives that can boost performance in the sector. As a result of this non-involvement of government in real estate, private investors dominate the sector (Chinedum, 2020). More so, recent data from the National Bureau of Statistics revealed the real estate sector contracted by -4.75% in the first quarter of 2020 from -3.45% previously reported in the fourth quarter of 2019 and 0.93% in the first quarter of 2019. With the above statistics, experts in the real estate sector have lamented how the government has neglected the sector despite its huge potential for economic growth with multipliers on other developmental areas such as employment creation, manufacturing, environment among others (Chinedum, 2020). This has at least two major implications.

In the first instance, this neglect by the government can account for the high cost of rentals in the country since private individuals are the major investors in the sector and private sector investment are solely driven by the desire to make a profit. This is in addition to the high cost of housing construction when compared to other countries of the world. For instance, variations in the cost of constructing a house in Nigeria relative to some other African and Asia countries, which in turns affect the rental value, has been attributed to the exchange rate, since most of the building materials are imported from other countries (Mwathi & Karanja, 2017; Makinde, 2013). According to Iweala (2014), while it cost US\$50,000 to build a three-bedroom apartment in Nigeria, to build the same apartment in South Africa and India cost US\$36,000 and US\$26,000, respectively. Nevertheless, COVID-19 has brought more blessing to the real sector, unlike the previous neglect from the government. This can be seen with the recent approval of US\$520 million in mortgage finance to fast track the construction of 300,000 social housing units for low-income households in addition to creating new employments through increase in construction activities expected to provide between one- and three-bedroom apartments across the six geopolitical zones in the country. This move has been applauded by stakeholders in the real estate sector (Chuka, 2021).

The real estate sector will undoubtedly provide an important channel through which Nigeria's housing problems can be addressed, especially with the high population growth, which is putting pressure on demand for housing, rapid urbanisation, and industrial growth, among others (Elile, Akpan and Raju, 2019). Also, recent rises in real estate prices where rents in most places are reported to double or even tripled within the past few years call for serious attention (Federal Republic of Nigeria, 2012). All these can also be linked to the demand for housing that has outstripped supply, making the real estate sector an important and profitable sector for prospective investors (Omboi, 2011). Hence, studies into ways through which the sector can be better improved in the delivery of her mandate, such as this one which seeks to investigate the influence of strategic leadership on organisational commitment of real estate employees, can be said to be coming at the right time. More so, Nigeria's economy is largely dependent on oil, which accounts for why the economy is vulnerable to recent changes in global economic crises (Ngwube and Ogbuagu, 2014). One of the effects of the economic crises is rise in the cost of real estate development which invariably led to a decline in the demand (Obi and Ubani, 2014). This drop in demand will no doubt bring about changes in the operations and activities of the real estate sector. This now brings to play the importance of strategic leadership for ensuring the continuance and survival of business even during economic crises. Thus, aside

from several other factors that will be discussed, a strategic leader must demonstrate a good understanding of the business condition, the operating environment, and other aspects of the business that can pose challenges in the future (Serfontein, 2010). Thus, researching strategic leadership in the real estate sector will undoubtedly contribute to the literature regarding the dearth of studies in the sector.

2.2 The Concept of Leadership and Strategic Leadership

According to Ibrahim and Daniel (2019), there is relative scarcity of effective leadership, resulting in constantly searching for one by organisations. According to them, leaders are required to lead and develop all the effective leadership potentials possible in those associated with corporate management. Lisa Cash Hanson defines leadership as the ability to guide others without force into a direction or decision, making them feel empowered and accomplished. Leadership, therefore, can be seen to be one of the most important and essential factors for success in any organisation (Ibrahim and Daniel, 2019). Several pieces of research have been conducted on leadership styles and practices. Avery (2004) categorises leadership into four distinct forms: Classical, Transactional, Visionary (transformational), and Organic. Transformational leaders focus on the development of their followers, including addressing their needs. Such leaders exchanged targets or expectations from their followers or employees for rewards, which can be promotion and bonus. However, the major problem associated with this leadership style is that of expectation from their followers (Ojukwu, Odetayo and Sajuyigbe, 2012). Within the business context, managers with such style are more focused on their employees' growth and development (Ismail, Halima, Munna, Abdullahi, Shminan and Muda, 2009). Transactional leaders play an exchange role between managers and subordinates (Jung, 2001). The classical leaders are usually authoritative, less creative and only promote one-sided conversation. Their leadership style generally affects motivation and satisfaction among employees (Ebrahim, 2018). Using an example of the head of a school (or school head), the classical leadership form seen in situations when the school head holds all the power to make and enact decisions in the institution. Teachers or non-academic staff are given little to no room for opposition in this paradigm. In almost direct contrast, transactional leadership is seen when the school head discusses pressing issues with teachers and allows them to voice their opinions on the subject. The decision here ultimately lies with the school head themselves, but a way is given for contribution and input.

Visionary leadership is seen when the school head's goals and “vision” is made known to the teachers and they are obliged to follow it. The organic form of leadership when all the organisation members are equally responsible for the fulfilment of set goals, and a leader is selected only as the situation demands it. Various researches, over the years, have risen to either challenge this statement or support it. Bass (1985), for example, asserts that the visionary form of leadership is always more effective than the transactional, but this is disputed by many others (Judge and Piccolo, 2004).

However, the emphasis among scholars these days goes beyond just leadership but strategic leadership. Strategic leadership in the words of Banzato and Sierra (2016), describes the ability of leaders to predict and coordinate the activities of an organisation so it can successfully achieve its goals and objectives. Moving forward, Fibuch and Arif (2016) argued that strategic leadership is more than just deciding and providing directions. It includes promoting excellence through intellectual toughness, stimulate the desire and drive to achieve greatness and creating a culture of achievement. Strategic leadership is also seen as how executives of organisations affect the performance of their organisation through their leadership skills (Phipps & Burbach, 2010). This implies strategic leadership goes beyond the ability to lead; instead, it demonstrates the capacity to initiate and implement strategies that can produce the desired change and result in the organisation.

Furthermore, strategic leadership requires a mix of capabilities such as demonstrating a good understanding of the current state of the market, how products can be structured to serve the market even amid competition, understands and attends to the different needs across the different sections of the organisation and also use accountability and power to improve the skills and competencies of the employees (Harris, 2008). Similarly, Goleman and colleagues (2002) argued that if organisations are successful, there must be a strategic leader who must ensure that all individuals who have a stake in the organisation work towards achieving a common vision, objectives and goals. Several empirical studies have predicted effective and successful organisation using strategic leadership makes the subject matter worth investigating. More so, it has been shown that organisations that integrate and align vision, purpose and objectives perform better than their counterparts in the similar industry because of the kind of resources employed and the strategic leadership put in place, which provide them with competitive advantage there by ensuring organisational commitment (Yousaf and Majid, 2016).

2.3 Organisational Commitment

Organisational commitment refers to how an employee identifies self with an organisation (Newstrom and Davies, 2002). Generally, three types of organisational commitment have been commonly cited in the literature (Yousef, 2017), namely, effective dedication, continuance commitment and normative commitment – these three are discussed in detail under the theoretical framework section.

Organisational commitment undoubtedly constitutes a key component in human resource management and is linked to work value, motivation in the workplace and involvement (Lee and Chen, 2013). The need to investigate organisational commitment is because the concept itself impacts and is also impacted by other variables. For instance, organisation commitment has been established to influence job satisfaction (Ahmed et al., 2014), performance (Thamarin, 2012) and attitude towards the organisation (Nafei, 2014). On the other hand, a variable such as job involvement has been found to affect organisational commitment (Nongo and Ikyanyon, 2012). More so, organisational commitment is usually created using variables such as job satisfaction, job involvement, incentives, and a good working environment (Al-Nsour, 2012; Scheepers, 2009; Garbers and Konradt, 2014).

In the words of Rogier (2020), organisational commitment within the work environment refers to the bond employee experience with their organisation. He added that employees who display high level of organisational commitment tend to feel a sense of connection with their organisation. This gives them a sense of feeling that they fit well into the organisation and have a good understanding of the organisational goals. These employee qualities help them be more determined in their work, display a relatively high level of productivity, and are more proactive when offering support to the organisation. On the other hand, the absence of organisational commitment among employees has been argued to result in a negative psychosomatic consequence when people have a poor perception of themselves and their environment (Southcombe et al, 2015).

In the assertion of Lamba and Choudhary (2013), organisational commitment can be viewed as a psychological condition which explains the kind of relationship an employee has with the organisation, which has implication on the choices made by the employee to continue with the organisation and having the feelings of commitment to stay back in the organisation to sustain the interest of the organisation and enhanced her wellbeing. This organisational commitment is a key human element that determines how successful an organisation will be (Alsiewi and

Agil, 2014). This is because how successful an organisation is is highly dependent on the level of organisational commitment exhibited by the employee. The employees constitute the key elements of the organisation as no organisation can exist on its own without the elements of human resources represented by the employees.

According to Sabiha, Saidur, Hussani, Said and Mekhilef (2015), organisational commitment is a subjective measure that captures the perception of employees to their identification with the core value of the organisation, their intention to remain in the organisation and their desire to put in more effort that surpasses the expectations of the organisation. Similarly, organisational commitment has been reportedly associated with how employees behave in an organisation and this behaviour is linked to the level of turnover by the employee because when the employee displays high level of organisational commitment, they tend to work in the organisation for a longer period of time by giving their best in their job role. Consequently, organisational commitment is regarded as one of the fundamental psychological factors that can be used to maintain and retain talented individuals (Chanpoom and Intrawong, 2019). Thus, investigating factors that bring about good organisational commitment, such as strategic leadership, becomes highly imperative.

2.4. Impact of Strategic Leadership on Organizational Commitment

One of the functions of strategic leadership is to ensure the control of an organisation through adequate coordination of the culture, systems, and organisational culture to ensure that they align with the overall strategy (Simon et al., 2015). The culture, systems, and organisation represent core components that ensure other workings of the organisation function in alignment with the organisational goal and objective. It is also the responsibility of strategic leaders to ensure that the organisation succeed. Thus, in ensuring the success of the organisation, some of the roles performed by the strategic leader include; being able to ascertain strategic directions in the organisation, have a good understanding of how to discover and maintain unique competencies; how to build and sustain organisational culture and to emphasise ethical practices among others (Hristov and Zehrer, 2015).

A strategic leader is responsible for directing the subordinates to perform the organisational tasks effectively (Mason, 2011) to ensure the organisation's continual growth. According to Ibrahim and Daniel (2019), every organisation must consist of four major elements that interrelate to achieve the organisational goals and objectives. These elements are: the management, time, people and task. The strategic leader embodies the management function.

As such, the role of such a leader is to provide direction, coordinate the activities of the individual members constituting the organisation and ensure consistency.

Investigating the impact of strategic leadership on organisational performance continues to attract research attention, especially as business owners and managers continue to look for ways to improve their organisation's performance in a dynamic and highly competitive business environment. Jabbar et al., (2017) stressed that strategic leadership as a process transforms organisations into successful ones by applying proper strategies. It can be said then that strategic leaders who understand the job, environmental issue, and employee can affect organisational performance (Chen et al., 2016). The knowledge and experience acquired over time through constant interaction with individuals, and the working environment tends to place such leaders in a better position to drive performance in their organisation.

Vast bodies of literature (Witts, 2016; Khan and Adnan, 2014; Al Khajeh, 2018) have demonstrated a significant relationship between strategic leadership and organisational commitment resulting in better performance. The study by Witts, in particular which investigated the role of strategic leadership in banking profitability, found a linear relationship between strategic leadership and organisational performance. Although, this study did not control for any external variables such as external environment and organisational change that could have influenced the researcher's findings. Another similar study by Kitonga (2017) which investigated the influence of strategic leadership practices on the performance of not-for-profit organisations in Kenya, also found a positive correlation between strategic leadership practices and performance.

Dunn, Dastor and Sims (2012) conducted a study among professional employees from large multinational and high-tech corporations in United States and Israel to assess the relationship between transformational leadership behaviour and the employee's commitment to the organisation. The organisational commitment was evaluated using the Meyer and Allen (1991) three-dimensional organisational commitment scale. The authors found evidence supporting the relationship between leadership behaviour and organisational commitment in both the US and Israel. This particular measure of organisational commitment will be adopted in this study and has been fully discussed under the theoretical framework section.

Nordin (2012) investigated how leadership behaviour and organisational commitment influenced the readiness for a change in a higher institution in Malaysia. The study recruited nearly 200 academic staff draw from a selected higher institution in the country. The author found that the desire and readiness for change were significantly associated with organisational

commitment and leadership style, although the relationship was indirect. According to findings from the study, organisational commitment and leadership style accounted for more than one-third of the variance explaining readiness for change among the respondents.

Most studies have chosen to relate strategic leadership to organisational performance because when employees are committed under a strategic leader, the most likely result is better performance or productivity. The study by Alhyasat and Sharif (2018), investigated the relationship between strategic leadership and organisational performance in Jordan Industrial Estates Company. Data were collected using a questionnaire administered to 30 employees. The study found a positive relationship between strategic leadership and organisational performance. It was stressed that organisations need to emphasise the development of both human and social capital between the employee and the strategic leadership for better performance.

However, some other studies (Fitza, 2017; Hambrick, 2015) have reported that the impact of strategic leadership on organisational performance is very negligible. The study by Fitza in particular which assess the effect of Chief Executive Officers (CEOs) on organisational performance found no significant relationship. Like most studies, this study also did not include any intervening variables that could have influenced the study outcome. The contradictory findings may be due to the different methodological and measurement approaches used in these studies. For instance, differences in study context and measurement of variables such as the use of subjective versus an objective measure of performance might have accounted for the pattern found. The literature review suggests that not much has been done, especially in Nigeria, especially within the real estate sector, to relate strategic leadership with organisational commitment, particularly in the real estate sector, this knowledge gap this study will attempt to fill.

2.5 Factors that foster organisational commitment

Several factors have been cited in the literature to influence organisational commitment among employee. These factors ranged from personal factors such as level of education, years of working experience, job characteristics, and organisational factors, which include incentives and enabling environment that promotes job satisfaction. In Ayeni and Phopoola (2007) statement, a strong relationship exists between job satisfaction and organisational commitment. In their argument, job satisfaction is an important factor that determines the extent to which an organisation meets its employee's expectations. Studies have documented employees who

demonstrate a high level of organisational commitment tends to feel attached to and relate well with the organisation. As a result of their happiness, there is likelihood that they will put in their maximum effort to perform their job task. This will ultimately result in the promotion of the overall interest of the organisation (Grego-Planer, 2019; Manap, 2017).

Personal characteristics of the employee have been documented in the literature to significantly associated with the level of organisational commitment. Kamau (2012) investigated factors influencing employees' organisational commitment at Kenya plant health inspectorate service corporation. The author found personal characteristics such as employee level of educational attainment, age and number of years spent working at the organisation were significantly associated with organisational commitment. According to Kamau, concerning the length of years spent in an organisation, younger employees are considered more committed relative to the older ones. This is attributed to the fact that the younger folks are initially motivated to start building their career and can therefore cope with changes unlike the older employees who have a better understanding of the workings of the organisation. On the other hand, Meyer and Allen's organisational framework (1997) suggests highly committed employees are more likely to remain in the organisation, thereby implying a positive association between organisation commitment and work experience. Although the author did not elaborate further on the impact of education, Iqbal et al. (2013) found an inverse relationship between the level of education and organisational commitment. A possible explanation for this was that increase in the level of education increases employee chances for external job alternatives. This is so because highly educated people tend to have more opportunities to change their job, they, therefore, tend to show a lower level of commitment (Joiner and Bakalis, 2006).

In another similar study by Visanh and Xu (2018) to assess factors affecting organisational commitment among employees of Lao development bank in Vientiane capital, Lao PDR, the authors found a significant relationship between personal characteristics of the employee, job characteristics and organisational commitment. Regarding unique characteristics, differentials in the level of commitment were found between employees according to the length of time spent with the organisation.

The influence of incentives on organisational commitment among employee cannot be ignored. According to Boxall and Macky (2019), employees who receive a good salary and who also work in an organisation where job security is guaranteed are more likely to be more committed relative to those with poor salary and absence of job security. Similar findings were reported

in the study by Malik and colleagues (2010), who found a positive relationship between satisfaction with payment received and level of organisational commitment among university teachers. This suggests the critical role of a good working environment and incentive/remuneration in motivating employees, thereby resulting in greater organisational commitment. This effect of these incentives has been widely reported in the literature (Okanga and Kamara, 2017; Garbers and Kondradt, 2014; Al-Nsour, 2012)

On the other hand, strategic leadership is also another key variable implicated in literature to affects the level of organisational commitment among employee. Asree, Zain and Razalli (2009), while assessing the influence of leadership competency and organisational culture on responsiveness and performance of hotel firms in Malaysia, found a positive relationship between leadership competency, organisational culture and organisational commitment. Competent leadership will undoubtedly possess the required skill and stamina needed to enforce organisational culture in the workplace. Similarly, another important factor that promotes organisational commitment is the leadership style. The different leadership styles such as transitional, transformational, and autocratic, will all have their strengths and weaknesses. It is also believed that leadership style (democratic leadership) that allows for participation, where managers and employee jointly make decision and share opinions when compared with a dictatorial management style (autocratic leadership) tends to enhance higher level of organisational commitment among the employee and this is promoted as a result of the open communication that grants employee the autonomy to come up with their own opinions thereby contributing to the effective running of the organisations (Kamau, 2012).

Assessing factors associated with the level of organisational commitment is very important because in the long run, whether an organisation performs well or not is highly dependent on the level of motivation and commitments of the employee (Redmond & Alderton, 2016). Also, because organisation commitment is linked to several key variables such as job satisfaction, job performance, level of absenteeism, among others which in turns affects the attitude of the employee towards their job, the subject matter of employee commitment continues to attract research attention (Sungu, Weng and Xu, 2019; Dinc, 2017; Akhtar, Durrani and Waseef-Hassan, 2015).

In the field of education, Fako and colleagues (2018) investigated factors associated with organisational commitment among employees in academia in Botswana. The authors found acceptance of new criteria for assessing academic staff and perception of research opportunities

were the two most important factors that predicted employee commitment. Overall, the study found three out of every five employees were committed to their institution. Other factors that were significantly associated with employee commitment were absenteeism from work, satisfaction with university management, aspirations for managerial job, perception of working habits of students, job satisfaction, and contribution to policymaking. Although this pattern observed among the academia might not necessarily hold for another sector due to the differences in structure and operations.

In conclusion, the literature review has revealed most studies found a positive impact of strategic leadership on organisational culture. However, it was observed that studies investigating the effect of strategic leadership on the organisational commitment of employee in the real estate sector have not received sufficient attention. This constitutes one of the key research gaps that this study seeks to bridge. This is also very important because the real estate sector comprises one of the key contributors to the nation's GDP.

The working environment is another factor cited in the literature to be strongly associated with organisational commitment. Studies (Vanaki and Vagharseyydin, 2009; Hanasysha, 2016) found a significant positive association between the working condition of an organisation, work environment and organisational commitment among the employee.

2.5.1 Summary of Review

This chapter has discussed various issues to the subject matter under consideration. The section started by examining the real estate sector to the main theoretical framework the study will be adopting. An overview of the real estate sector was presented. It was found that despite the real estate sector being one of the major contributors to the country's GDP, the sector was reported to be experiencing a downward trend in performance. With regards to the contribution of the sector to the economy, after the rebasing of Nigeria's economy, which places Nigeria ahead of South Africa as the largest economy in Africa, data from the National Bureau of Statistics puts the contribution of the real estate sector to Nigeria's GDP at 7.5%. According to experts, Nigeria did nothing extra to become the largest economy in the continent instead, the rebasing enabled her to capture markets and sectors that were previously excluded.

Stakeholders have however described this percentage contribution as a very poor rating from the statistical body. Thus, the argument is that the federal government can only appreciate the contribution of the real estate sector to the country's GDP if they integrate the construction and building industry into the formal sector; that way, they will be able to accurately capture their

contribution (Nweke, 2020). Besides, despite the relatively low contribution of the real estate sector to the country's GDP, their importance cannot be seen as negligible. Although, while acknowledging the critical role strategic leaders play in an organisation, not much studies have been conducted to investigate how strategic leadership affects organisational commitment especially in the real estate sector in Nigeria notwithstanding evidences from literature demonstrating relationship between strategic leadership and organisational commitment (Rose, 2019; Ozsahin, Zehir, Acar and Sudak, 2013).

Regarding the impact of strategic leadership on organisation commitment, most of the studies reviewed found a significant relationship between the two variables except for few studies (Fitza, 2017; Hambrick, 2015) who reported that strategic leadership has negligible or no significant effect on organisational performance. Although, most of the studies reviewed were outside the context of the real estate sector. This also points to the lack of research relating strategic leadership and organizational commitment among employee in the real estate sector. More so, most of the studies related strategic leadership with performance. However, one can safely assume that a strong organisational commitment should lead to better performance. the studies reviewed cut across different sectors such as the academic, not-for-profit organisations, and multinational corporations.

Concerning factors that promote organisational commitment, the literature review found variables such as incentives, job satisfaction, and working environment as important factors. While the study by Kamau (2012) found personal characteristics such as employee level of educational attainment, age and number of years spent working at the organisation to be significantly associated with the level of organisational commitment, much is not known with regards to the pattern and direction of the relationship. Thus, the influence of personal characteristics on organisational was tested as one of the hypotheses for the study.

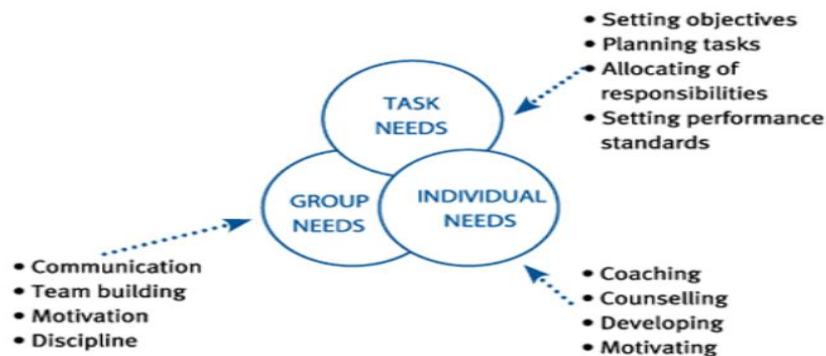
2.6 THEORETICAL FRAMEWORK

2.6.1 Action Centred Leadership (ACL)

John Adair first published this model in 1973. The model primarily highlights the key actions that leaders should employ to efficiently manage their teams, groups, organisations, and others. According to this model, leadership can be view in terms of three interlocking circles of responsibilities and concern and stressing the relationship among them. The three circles, namely task, team and individual, represent the core area of concern for the leader. The study is concerned with archiving the common task of the organisation, the individual is concerned

with developing and meeting the needs of individual team members and building and sustaining the team. What makes the team be effective is the satisfaction of all the three core elements. Also, the three core elements for the conceptual framework for this study are discipline, action and coherence. The impact of these elements of strategic leadership will be examined on organisational commitment.

The Action Centered Leadership model emphasises that group or organisational leaders must balance these three areas if their organisation or group succeeds (i.e. show an increase in overall performance). Suppose too much focus is given to one area over the other two. In that case, it is almost certain that the organisation in question develops problems in its workings (i.e. leading to decreased overall performance). The ACL model is worthy of being noted because it so succinctly illustrates the necessity to move beyond simple personality traits and focus on the activities that a strategic leader can, should, and must do to form an efficient team to help meet its goals objective (Caredda, 1999). The actions centre leader aligns with the concept of the implementation leadership scale of Serfontein and Hough (2011).



Action Centered Leadership. (Adair, 1973)

2.6.2 Strategic Leadership Theory

Kirmi and Minja (2010) posit that strategic leaders shape strategic intent and strategic mission and influence successful strategic actions necessary for formulating strategies and implementing strategies that will result in strategic competitiveness above-average returns. Several scholars have applied this theory to investigate how SL predicts organisational performance. For example, Carter and Greer (2013) were curious to know how SL affects organisational performance. Kirmi and Minja (2010) revealed organisations fails as a result of the failure of the leadership to sell their vision for the organisation to the followers and also as

a result of their inability to persuade their followers on the need to be passionate and be loyal to the agenda of the organisation.

Serfoni (2010) also postulates that a leader's key and the fundamental goal is to gain a better understanding of the business conditions, environment, and other aspects that helps in identifying challenges in the future. Strategic leadership gives the organisation the ability to create and recreate why an organisation should continue to exist (Kitonga, Bichanga and Muema, 2016).

2.6.3 The Three Component Model of Commitment (Meyer and Allen, 1991)

Meyer and Allen 1991 developed the three-component model of commitment. According to the model, commitment to an organisation is a psychological state and has three distinct components that describe employees' perception about their organisation. The three dimensions are affection for the job (affective commitment), fear of loss (continuance commitment) and sense of obligation (normative continuance).

Explaining further, affective commitment has to do with affection for job. This occurs when an employee has a strong emotional attachment to his/her organisation and the work they performed. As such, such employees are believed to identify with the goals and values of the organisation and will have a genuine to want to be there.

Regarding continuing commitment, it is a type of commitment said to occur when an employee weighs up the pros and cons of leaving the present organisation. This commitment is a result of the feeling that the employee has towards the organisation. By this feeling, an employee may feel the need to stay at the organisation because the loss of leaving the organisation for another might likely be higher than the anticipated benefits. These losses could be in terms of finance, professional/opportunity for advancement and social, namely loss of friends and allies, among others.

The normative commitment domain is said to occur due to a feeling of a sense of obligation to the organisation. This is a type of feeling an employee has such that the employee is determined to with the organisation regardless of whether they are happy with their job function or not but believed it is better to stay back. This model has been applied in several studies (Aranki, Suifan and Sweis, 2019).

2.7 CONCEPTUAL FRAMEWORK

The conceptual framework shows the direction of a relationship between the explanatory and outcome variable. First of all, from the framework, it can be observed that strategic leadership is hypothesised to influence organisational commitment directly. Strategic leadership was measured using three domains, namely: action, coherence and discipline. The scale has been validated by Serfontein and Hough (2011). Apart from the fact that the scale has enjoyed wide application in studies on strategic leadership, it tenants also aligned with the thoughts of the action centred theoretical framework reviewed in this study.

From the conceptual framework, organisational commitment will be the outcome variable. This will be measured using Meyer and Allen (1991) scale. The scale has 18 items measured on a Likert scale with response ranging from Strongly Disagree (1) to Strongly Agree (4). The higher the score, the higher the level of organisational commitment. According to the scale, commitment to an organisation is a psychological state and has three distinct components that describe employees' perception of their organisation. The three dimensions are: affection for job (affective commitment), fear of loss (continuance commitment) and sense of obligation (normative continuance). This scale has been used in previous studies (Aranki, Suifan and Sweis, 2019; Visanh and Xu, 2018). The effect of each domain of strategic leadership on the different dimensions of organisational commitment will be assessed. This will allow for determining the independent/individual effect of each of the domains of the explanatory variable on each of the domains of the outcome variable. It will also provide more information on the direction and strength of relationship among the variables and to also know the amount of variations accounted for by each of the domains.

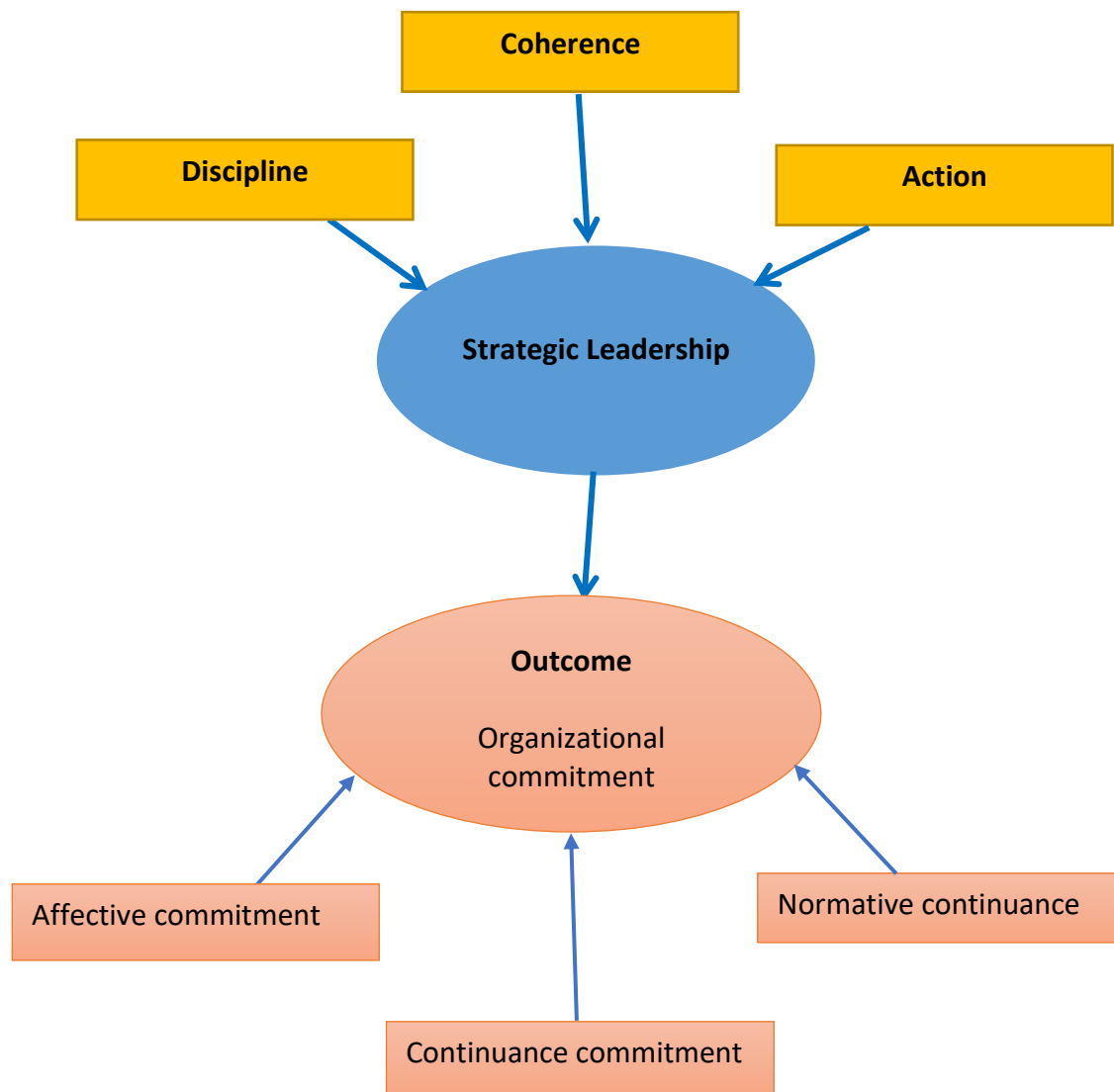


Fig. 1: *Conceptual framework adapted from the Implementation leadership scale and Serfontein and Hough (2011) and Meyer and Allen, 1991*

2.8 HYPOTHESES TESTING

In line with the theoretical framework reviewed for this study, the following research hypotheses were tested. Also, while the study by Kamau (2012) found personal factors such as employee level of educational attainment, age and number of years spent working at the organisation to be significantly associated with the level of organisational commitment, much is not known with regards to the pattern and direction of relationship. On the other hand, the study by Iqbal et al., (2013) found an inverse relationship between the level of education and

organisational commitment. A possible explanation for this was that increase in the level of education increases employee chances for external job alternatives. This is so because highly educated people tend to have more opportunities to change their job, they, therefore, tend to show lower level of commitment (Joiner and Bakalis, 2006). Thus, the influence of personal characteristics on organisational commitment was tested as one of the hypotheses proposed for the study.

Null Hypothesis One: All the dimensions of strategic leadership will be significantly associated with organisational commitment

Null Hypothesis Two: Personal factors (age, education, years of work experience) of the employee will not significantly predict organisational commitment

Null Hypothesis Three: Job characteristic and organisational characteristics will be significantly associated with organisational commitment

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 OVERVIEW

3.1 RESEARCH PHILOSOPHY AND OVERALL RESEARCH APPROACH

Research philosophy describes research assumption, knowledge and nature (Pranas, Jolita and Regina, 2018). The research philosophy serves as the foundation upon which thoughts and approaches for the study is built. Three main philosophical research paradigms have been identified and applied in empirical research. These research paradigms are the positivism approach, interpretivism and the critical theory approach (Collins, 2010). Before embarking on any research activity, it is very important to have a good understanding of the different approaches. It will help the researcher determine the overall and most appropriate research paradigm upon which the study will rest. Generally, research paradigms will guide the researcher in deciding the appropriate research context, the research design, the methodological approach and even the analysis method. For whatever approaches a researcher is choosing, the researcher must be mindful of the set of rules and assumptions guiding such research philosophies. With the research paradigm specified, the researcher has a clear direction of the overall research process and how the research questions will be addressed.

3.2 Positivist and Interpretivist Philosophy

In a more elaborate term, the two commonly used research paradigms are the positivism and interpretivism approach. For the positivism approach, quantitative data is collected, while for the interpretivism approach, qualitative data is collected (Collins, 2010). Some key features of the positivist approach include the researcher being independent of the study, the principle of objectivity, which makes the researcher's interest irrelevant, statistical probability (has to do with data collection/sampling procedure), the principles of causality, collecting data from the large population using random sampling technique and also involves making hypotheses and deductions (Wilson, 2010). In contrast, the fundamental features of the interpretivist include: the researcher being part of what is being observed, the result aims to increase a general understanding of a situation instead of establishing causality, involves theoretical abstraction instead of statistical probability and sample selection often requires a small number of cases, thereby making generalisation almost impossible if not impossible. Aside from the two approaches mentioned above, there is a third category that aligns with pragmatism philosophy (Creswell, 2014; Patterson, 2013). This approach combines the two previous approaches and

is generally referred to as the mixed-method research design. The extent to which the two approaches are mixed is usually dependent upon the research questions

In deciding the appropriate research paradigm to be adopted by this study, consideration will be given to several factors which include how the data will be collected, what type of research design is considered appropriate, how the data will be analysed, and to what extent will the result of the study be generalised (Kabir, 2016). Notwithstanding some weakness that has been associated with the use of the positivist approach, a very close assessment of the research questions proposed for this study gives a pointer to which research paradigm will be considered appropriate for this study. The research questions are: what is the impact of strategic leadership on performance; how does organisational culture affect performance; how will strategic leadership and organisational culture predicts performance; to what extent will organisational commitment mediate the relationship between strategic leadership, organisational culture and performance.

As shown from the research questions, to properly address these questions, quantitative data will be required. This is the kind of data that can appropriately answer the research questions being posed by this study. Therefore, the study aligned itself with the positivism research approach. This is so because only quantitative data can be used to examine the impact of one variable on the other, predict a particular outcome using sets of independent variables, and assess mediators' influence. Overall, the research questions fully capture and fulfil the key features and assumptions of the positivism research approach.

3.2 DATA SOURCE

This study elicited primary data. Primary data were collected through the administration of a questionnaire to collect data on the subject matter under consideration.

In addition, secondary data source was also consulted. This source includes information from peer-reviewed journals, books and internet sources.

3.3 RESEARCH DESIGN

The research design refers to the planned strategies and techniques for conducting research and answering the research question (Kabir, 2016). The research design involves the procedures and strategies that allow for decisions from expansive assumptions to comprehensive methods of collecting data and analysis (Ridder, 2017). The study primarily adopted a quantitative research method. This method is considered appropriate as reliable quantitative data

generalized to a larger population was collected. Also, the survey research design allowed for a relationship between variables to be assessed. Previous studies (Chanpoo, and Intrawong, 2019; Nordin, 2012) on strategic leadership and organizational commitment have also adopted this approach.

3.4 RESEARCH APPROACHES

The three main research approaches are briefly presented in this section. These approaches are deductive, inductive and abductive approaches. These three approaches are distinct in terms of methodology and processes and assumptions. In addition, their applications also come with some strengths and weaknesses depending on the subject matter being investigated (Saunders, 2009).

3.4.1 Deductive Approach – this is also known as inductive reasoning. It is generally used when the researcher is interested in collecting data that can be quantified numerically. It forms the basis for the researcher hypothesis. Also, they involve using quantitative research tools such as standardised questionnaires for gathering data (Antwi and Hamza, 2015). Variables being tested are usually quantifiable and expressed in numbers to perform statistical analysis (Kabir, 2016). A significant strength of this method is its wide application in collecting large amounts of data from a sub population known as sample and analysed to make inferences about the population (Saunders, Lewis & Thornhill, 2016).

A fundamental principle of the method is objectivity since the researchers always ensure whatever instrument is being used for gathering data measures what is expected, a concept known as validity in research (Kabir, 2016). Also, it allows for investigating relationships among variables.

3.4.2 Inductive Approach – this method has been linked to the social constructivist paradigm. It focuses on analysing and attempting to dig deep into the meaning and significance of human behaviour and experiences. The method is used when the researcher's goal is to investigate a matter to gain deep insight. This approach does not test a hypothesis but develops a theory or explores meanings based on data collected (Saunders, Lewis & Thornhill, 2016). Unlike the deductive approach, where the researcher is not part of what is being observed due to the principle of objectivity, the inductive approach accommodates the researcher to be part of what is being observed and apply the principle of subjectivity (Wilson, 2010).

3.4.3 Abductive Approach – this method combines the strength and weakness of the inductive and deductive approach. It provides a more robust research outcome, although the approach can be cumbersome and time-consuming (Cresswell, 2013). This study, however, applied the deductive method for gathering data. The choice of the inductive approach was that it will allow for the collection of quantitative data that can be analysed for relationships and associations. Basically, the approach will allow the researcher to test hypotheses to test already established theory within the subject matter being investigated.

3.5 POPULATION

The population of the study refers to the sum total of all subjects being investigated. The population for this study were employees of real estate firms in South-west Nigeria. Although the Southwest region comprises six States, the population for this study was limited to three states, randomly drawn to represent the Southwest region of the country. The justification for this is presented under the sampling technique. In general, the study was conducted among the employee of real estate firms in Southwest, Nigeria.

3.6 SAMPLING AND DATA COLLECTION METHOD

Sampling describes how the study participant will be selected. According to Vale and Stabile (2016), researchers can use either probability or non-probability sampling to choose the target population for the study. Probability involves the use of random selection unlike non-probability which generally involved the discretion of the researcher.

There are six states in the South-west region of Nigeria, and these six states are very homogenous in terms of ethnic, religious and socio-economic status. Thus, three conditions were randomly selected to represent the region. Administration of online questionnaire was done in the three chosen states namely Lagos, Oyo and Ondo. A total of hundred (100) employees from real estate firms operating within the study area were selected purposively.

Purposive sampling was used because the researcher's interest is to collect data from a sample population that possesses the required attributes (employee of real estate firms), which also aligns with the study objectives (De Vos, Fourie & Strydom, 2011). However, one major weakness of using purposive sampling is that it will not generalise findings from the study to a larger population.

3.7 VALIDITY AND RELIABILITY

Validity is a measure of the truthfulness of the research concerning reliability (Nueman, 2006). It tells how well a particular instrument is measuring what it intends to measure. Reliability is a test of how consistent a measuring instrument is measuring what is being measured. It is used to ascertain how free an instrument is from error and bias. For this study, the Cronbach alpha test was used to ascertain the reliability of the research instrument. The Cronbach Alpha value ranged from 0-1. However, the minimum recommended value for an instrument to be considered reliable is 0.70 (Cronbach, 1951). The Cronbach alpha reliability test was used to ascertain the reliability of the scales used in this study.

3.8 ETHICS AND ACCESS

Within the context of this study, ethics can be defined as the principle guiding the conduct of research. One of the ethic requirements for collecting data from respondents is informed consent. In this study, informed consent was obtained from the respondents before they could complete the questionnaire online. Before completing the questionnaire online, participants were required to indicate their consent. Therefore, participation in the study was made voluntary. Also, adequate assurance was given to the respondents regarding the protection of their privacy and ensuring the anonymity of the data collected. These were all stated in the google form which the respondents had to read and provide their consent before completing the questionnaire. Overall, approval for the conduct of the research was gotten from the research supervisor before sending out the link to the respondents.

3.9 DATA ANALYSIS

Data analysis involved performing both descriptive and inferential analysis. The descriptive analysis was performed at the univariate level. The descriptive analysis involved frequency count and percentages, use of charts, among others. Inferential statistics on the other hand was used for analysing the relationship among variables. Thus, inferential statistics involved Chi Square test, correlation and regression analysis. The level of significance for all level of analysis was set at $\alpha=0.05$. Data collected was performed using statistical software such as the International Business Machine Statistical Package for Social Sciences (IBM-SPSS) version 23 and Microsoft Excel.

CHAPTER FOUR

4.0 PRESENTATION AND DISCUSSION OF FINDINGS

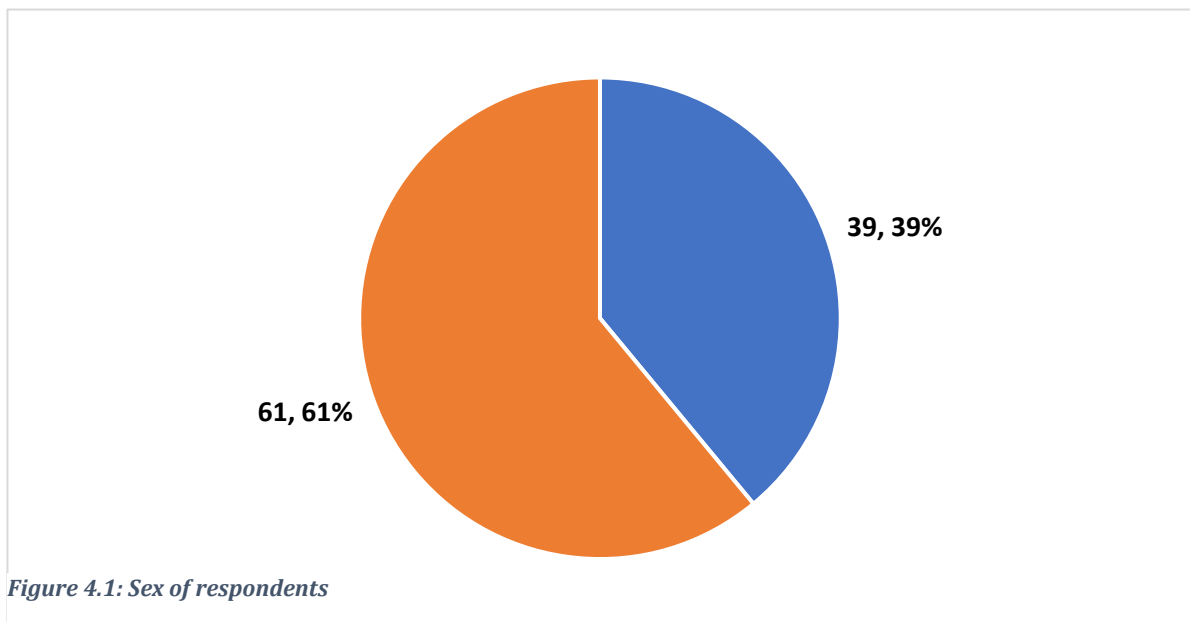
4.1 Overview

The study is on the impact of strategic leadership on employee organisational commitment in the real estate sector in southwest, Nigeria. The study sampled a total of a hundred participants. Data was collected using a structured questionnaire. The result of the findings are presented in this section. The section starts with the presentation of the demographic data of the respondents, the reliability analysis of for the pilot study and the main research is presented, and lastly, the findings for each of the study objectives are also presented. The study ends with a discussion of findings.

4.2 Characteristics of the Study Participants

4.2.1 Gender of Respondents

The distribution of the study participants is shown in figure 4.1. The result revealed that 61% of the study participants are males. The remaining 39% were females. This implies higher participation among the males relative to their female counterpart.



4.2.2 Age Group of Respondents

According to age growth, the distribution of respondents shows that most, 45% of the survey participants were in the age bracket 35-44 years. This was followed by respondents in the age group 25-34 years, representing 38%, while respondents in the age group 45 years and above constitute the remaining percentage of 17% of the total sample surveyed.

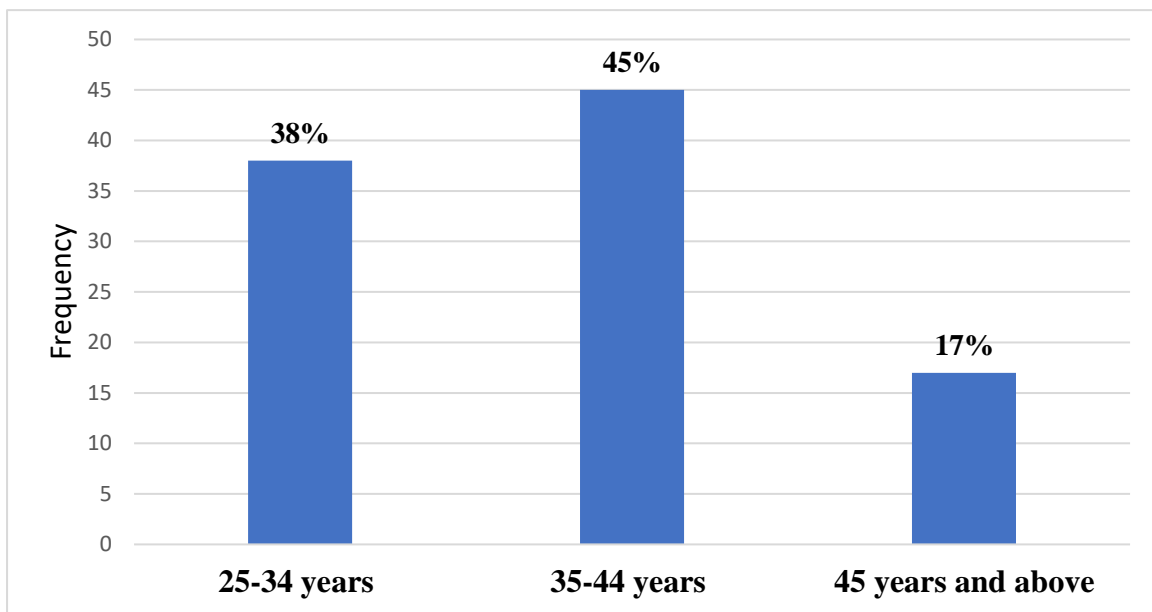


Figure 4.2: Age distribution of respondents

4.2.3 Level of Education

The assessment of the highest level of educational qualification of the respondents is presented in figure 3. Findings revealed that the majority 53%, were first-degree holders comprising of those with Bachelor of Science (B.SC) and Higher National Diploma Degree (HND). Respondents with National Diploma (ND) and Nigerian Certificate in Education (NCE) constitute 24% of the total sample, while those with postgraduate degree accounts for 22% of the total sample. The educational distribution of the respondents suggests a more significant proportion of the employees surveyed demonstrated a higher level of education and therefore implies highly skilled workforce in the organisation.

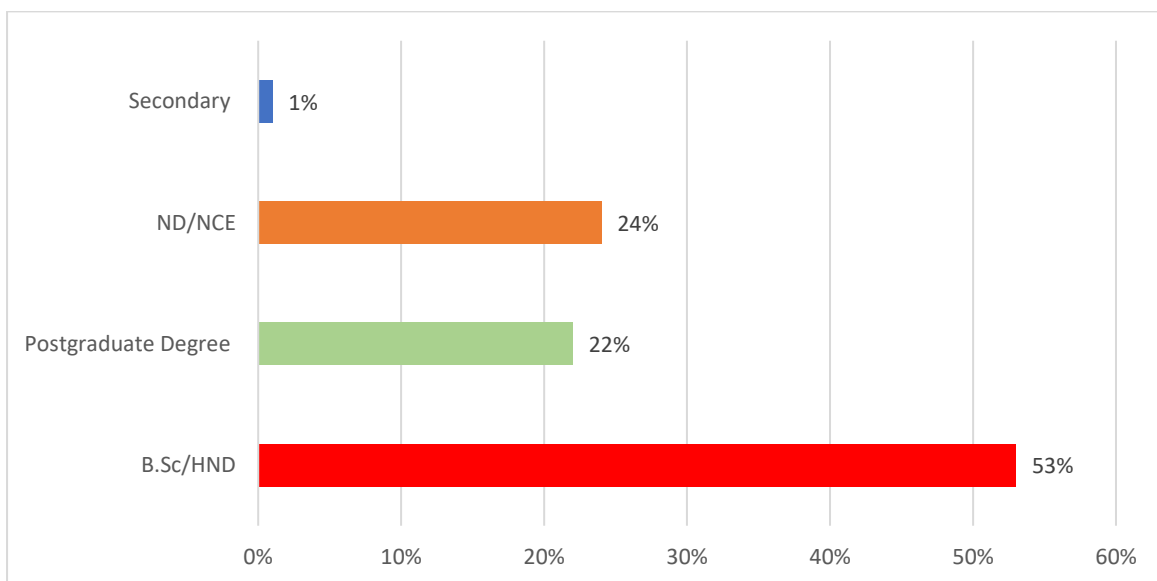


Figure 4.3: Respondents' level of education

4.2.4 Years of Work Experience

The years of working experience of the respondents in the organization was also assessed. The result indicates respondents who had spent between 5-9 years and 10-14 years each accounted for 30% of the total sample population. Also, those who had spent less than five years and between 15-19 years, each constitute 11% of the total sample. Respondents who had spent at least 20 years in the organization constitute 18% of the total sample. In general, the result indicates that a good number of the respondents surveyed have spent a considerable number of years sufficient to have a good understanding of the organisational and leadership structure in place.

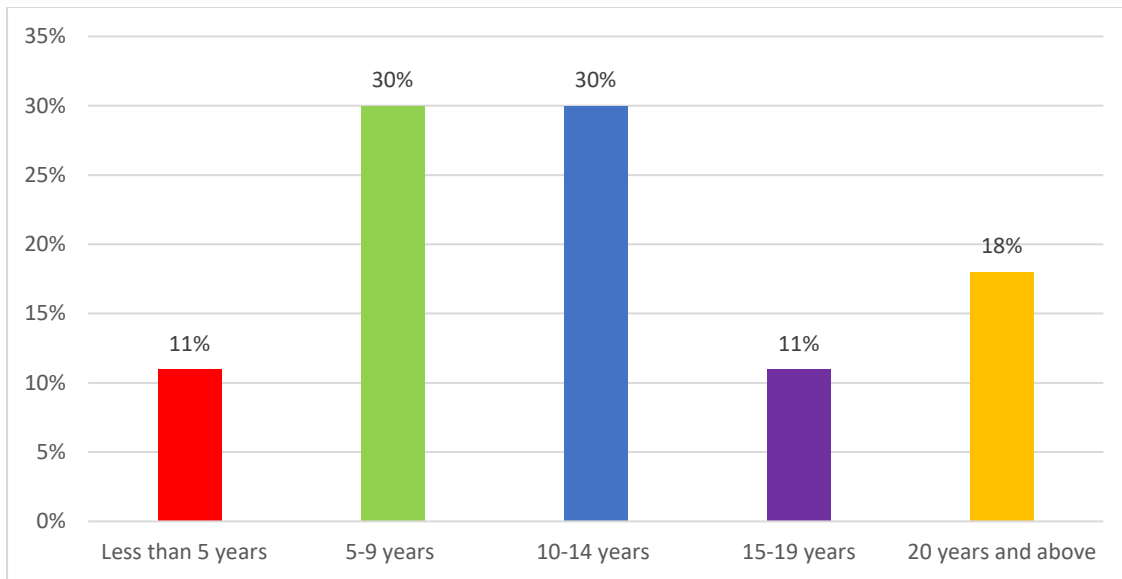


Figure 2.4: Employees' year of work experience

4.2.5 Number of Hours worked per week

Findings from the number of hours worked per se among the respondents is presented in figure 4.5. The result revealed that a significant proportion 83% of the study participants, worked for at least 40 hours per week, while the remaining 15% was accounted for by those who work for a minimum of 40 hours per week. The result suggests most of the respondents reported working more than the usual 40 hours of work per week. This could also imply working extra hours outside the normal working hours.

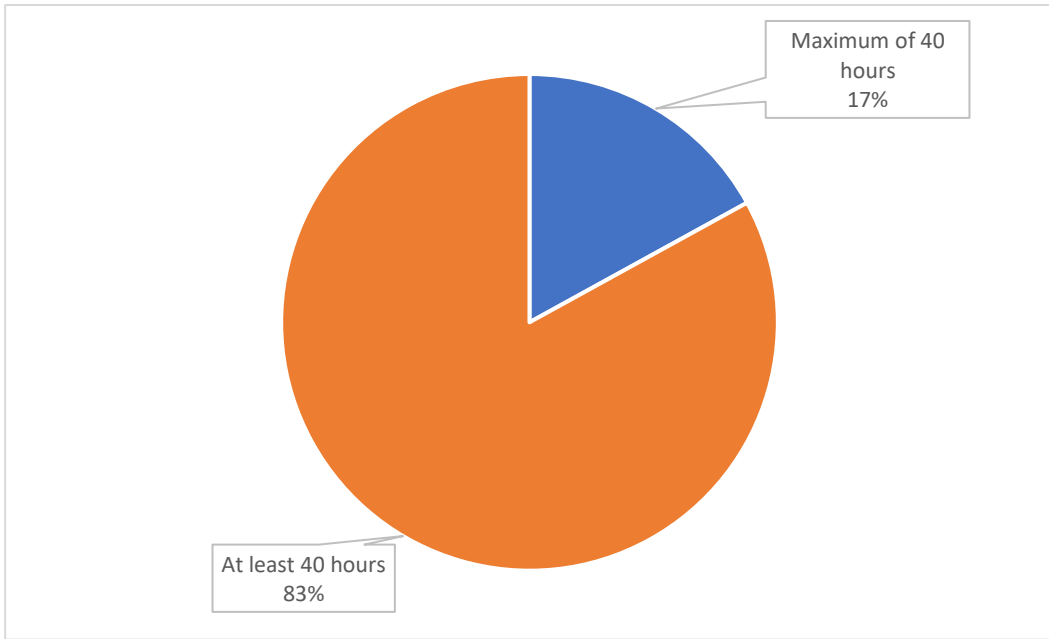


Figure 4.3: Distribution of respondents according number of hours worked per week

4.3 Reliability Analysis

The pilot study was conducted using a sample of ten respondents outside the study area. To determine the reliability of the scale, Cronbach alpha reliability statistics were performed to check for the internal consistency of the scale. The result of the reliability analysis is presented in table 1. According to Hair *et al.* (2013), reliability analysis is used to measure the extent to which variables are consistent to what it intends to measure. The Cronbach's alpha coefficient ranges from 0 to 1. The closer the value is to one, the greater the internal consistency of the items in the scale. According to Field (2006), Cronbach's alpha value within the range of 0.7 and 0.8 is considered an acceptable internal consistency value. Therefore, Cronbach's alpha was computed for each of the domains and overall scale used in this study.

For the strategic leadership scale, the overall scale and the subdomain reached the minimum recommended value of 0.70 except for the action sub-domain. This suggests the scale has good internal consistency and measure what was expected. All the Cronbach alpha value obtained for each of the domains and overall scale reached the minimum recommended value for the main study for the organisational commitment scale. However, the Cronbach alpha value obtained fell below the minimum recommended value for the factors influencing organisational commitment, although the values improved relative to those obtained during the pilot study. The improvement might be as a result of re-wording of some of the questions based on the result of the pilot study. Although, a previous study Abdullah (2011) also revealed the none of the domains reached the minimum recommended value. In the study of Abdullah (2011), the Cronbach alpha obtained were: affective (0.67), continuance (0.53) and normative (0.67). Notwithstanding, the instrument's high internal consistency indicates that the respondents had a good understanding of the leadership structure in their organization. In addition, it can also suggest the respondents had a good understanding of the subject matter being investigated.

Table 1: Reliability Statistics

Strategic Leadership	Statistics	<i>Cronbach Alpha</i>	
Scale	<i>Number of items</i>	Pilot study	Main study
Action Domain	4	0.609	0.600
Coherence Domain	3	0.705	0.703
Discipline Domain	5	0.725	0.730
<i>Combine scale</i>	12	0.802	0.821
Organizational Commitment			
Affective commitment	6	0.516	0.738
Continuance commitment	7	0.593	0.753
Normative	5	0.633	0.701
<i>Combine scale</i>	18	0.490	0.866
Factors influencing organisational commitment			
Job Characteristics	5	0.345	0.600
Organizational characteristics	7	0.480	0.601
<i>Combine scale</i>	12	0.227	0.615

OBJECTIVE ONE:

PERCEPTION OF STRATEGIC LEADERSHIP AMONG EMPLOYEES

4.4 Strategic Leadership

The research objective one for this study is investigating the perception of the employee in the real estate firm about strategic leadership in their organization. Strategic leadership was measured using Fujimoto's (1998) framework adopted in the study of (Serfontein, 2010). The strategic leadership scale consists of three domains, namely action, coherence and discipline.

4.4.1 Descriptive Analysis

Descriptive analysis was performed. Descriptive statistics include mean, median, mode, standard deviation among others. While the mean is computed by summing all the variables divided by the number of observations, the standard deviations measure the average dispersion of values in a set of responses around the mean. Simply put, standard deviations measure the spread in values around the mean. Both the mean and standard deviation will be used.

For each of the construction and dimension, a composite score was obtained by summing the individual scores of each domain and dividing by the number of variables to get the average score. The scores for each domain were compared against each other. The result is presented in table 4.5 and figure 4.6.

4.4.2 Action

The action domain is defined as strategic leadership that determines strategic directions and exploits core competencies. Findings from the descriptive analysis using frequency and percentage is shown in table 2. The result suggests the majority of the respondents had perceived their leader to be the action type. Although, less than one third rated their leader low in terms of capability to implement processes that address employee resistance to change. For instance, nearly all 94% of the respondents agreed that their organization can implement ideas and strategies. Also, 50% of the respondents agreed that procedures and implementation plans are developed to support change in their organization, while the other half disagreed. However, only 31% of the respondents agreed that processes are implemented in their organization to address employee resistance to change. Similarly, 49% of the respondents agreed that when changes occur in their organization, they are well informed and adequately communicated, while the remaining 51% disagreed.

Table 2: Action domain of strategic leadership

Action	Strongly Agree	Agree	Disagree	Strongly Disagree
In my organization, procedures and implementation plans are developed to support change	9 (9.00)	41 (41.00)	28 (28.00)	22 (22.00)
When changes occur in this organization, the employee are well informed and properly communicated	9 (9.00)	40 (40.00)	36 (36.00)	15 (15.00)
In this organization, processes are implemented to address employee resistance to change	0 (0.0)	31 (31.00)	56 (56.00)	13 (13.00)
My organization has the ability to implement ideas and strategies.	35 (35.00)	59 (59.00)	5 (5.00)	1 (1.00)

Source: Online Survey

4.4.3 Coherence

The coherence domain is the component of strategic leadership that maintain core competencies, develop human capital and emphasises ethical practices. However, the result showed respondents rated their organization high in terms of preserving these core competencies, although the monitoring seems to be low. Thus, findings from the coherence domain revealed that the majority 73% of the respondents agreed that their organisation maintains a common sense of value for all employees, while the remaining 27% disagreed. Similarly, 68% of the respondents agreed that their organisation applies high standards of integrity and openness in everything they do, while the remaining 32% disagreed. In contrast, only 37% of the respondents agreed that their organization has formal monitoring processes to identify and resolve problems.

Table 3: Coherence domain of strategic leadership

Coherence	Strongly Agree	Agree	Disagree	Strongly Disagree
My organisation maintains a common sense of value for all employees.	25 (25.00)	48 (48.00)	23 (23.00)	4 (4.00)
My organisation applies high standards of integrity and openness in everything we do.	21 (21.00)	47 (47.00)	24 (24.00)	8 (8.00)
My organization has formal monitoring processes to identify and resolve problems	4 (4.00)	33 (33.00)	51 (51.00)	12 (12.00)

Source: Online Survey

4.4.4 Discipline

The discipline domain refers to the component of strategic leadership that has to do with establishing strategic controls and sustaining an effective corporate culture. The result generally suggests high level of discipline in the organisation as perceived by the respondents. As shown in table 4, the findings revealed majority 67% of the respondents, agreed that there are clear consequences for not implementing changes in the organization, while the remaining 33% disagreed. Likewise, 85% agreed to the existence of a bold and aggressive posture in making decisions, while 15% disagreed. Furthermore, 79% of the respondents agreed that their organisation can effectively balance short term and medium-term issues, while 21% disagreed. More so, 78% of the respondents agreed with the statement that their organization has a strong value for time, while 22% disagreed. On the other hand, only 37% agreed that there is a strong emphasis on research and development in this organization, while the remaining 63% disagreed

Table 4: Discipline domain of strategic leadership

Discipline	Strongly Agree	Agree	Disagree	Strongly Disagree
There are clear consequences for not implementing changes in the organization	13 (13.00)	54 (54.00)	29 (29.00)	4 (4.00)
There exist a bold and aggressive posture in making decisions	32 (32.00)	53 (53.00)	13 (13.00)	2 (2.00)
There is a strong emphasis on research and development in this organization	6 (6.00)	31 (31.00)	44 (44.00)	19 (19.00)
Our organisation is able to effectively balance short term and medium-term issues.	18 (18.00)	61 (61.00)	20 (20.00)	1 (1.00)
My organization has strong value for time.	28 (28.00)	50 (50.00)	20 (20.00)	2 (2.00)

Source: Online Survey

4.4.5 Mean comparison of Action, Coherence and Discipline domains of Strategic Leadership

The result shown in figure 6 compares the scores on the different domains of strategic leadership. For instance, the mean score was highest for the discipline domain (M=9.04, SD=2.7). This was followed by Action domain (M=7.71, SD=2.5) and coherence domain (M=5.70, SD=2.0).

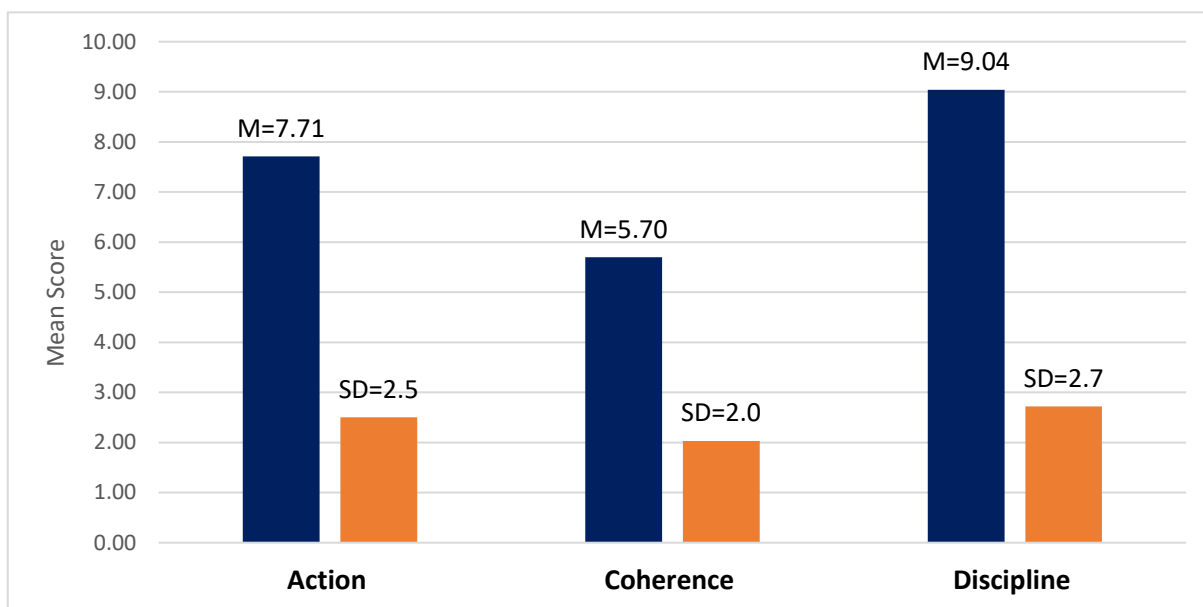


Figure 4.6: Mean comparison of Action, Coherence and Discipline domains of Strategic Leadership

Table 5: Comparison of means, standard deviations and Cronbach alpha for strategic leadership constructs

Domains of Strategic Leadership	N	Mean	Standard Deviation	Cronbach Alpha
Action	100	7.71	2.50	0.600
Coherence	100	5.70	2.03	0.703
Discipline	100	9.04	2.72	0.730

OBJECTIVE TWO:

HOW STRATEGIC LEADERSHIP FOSTER ORGANISATIONAL COMMITMENT AMONG THE WORKFORCE IN THE REAL ESTATE FIRMS

4.5 Organizational Commitment

Organizational commitment was measured using Meyer and Allen (1991) three-component of organizational scale. The scale has three domains, namely affective, continuance and normative commitment

4.5.1 Descriptive Analysis

4.5.2 Affective Commitment

The level of affective commitment among the respondents to their organisation in this study was found to be considerably high. The previous study by Vandenberghe and Tremblay (2019) have reported a high level of affective, continuance and normative commitment. The findings suggesting a considerable level of affective commitment could be associated with the organisational and leadership structure in place. The result indicates 89% of the respondents agreed that they are proud of their organization, while the remaining 11% disagreed. Also, only 38% saw their organisations problems as theirs, while more than half of them (63%) saw themselves in the organization as members of the same family. The majority of them felt very devoted to their organization and feel that they belong to the place, although only 44% felt emotionally attached to the organization.

Table 7: Affective Commitment domain of Organisational commitment

Affective Commitment Statements	Strongly Agree	Agree	Disagree	Strongly Disagree
I am proud to be part of this organization	21 (21.00)	68 (68.00)	9 (9.00)	2 (2.00)
I see this organization's problem as my own	5 (5.00)	33 (33.00)	46 (46.00)	16 (16.00)
I see myself in this organization as a member of the same family	18 (18.00)	45 (45.00)	34 (34.00)	3 (3.00)
I feel emotionally attached to this organization	6 (6.00)	38 (38.00)	52 (52.00)	4 (4.00)
I feel very devoted to this organization	14 (14.00)	65 (65.00)	17 (17.00)	4 (4.00)
I have a strong feeling that I belong to this organization	4 (4.00)	50 (50.00)	38 (38.00)	8 (8.00)

Source: Online Survey

4.5.3 Continuance commitment

Despite the level of affective commitment reported by the respondents, the level of continuance commitment seems generally low. For instance, only 31% of the respondents agreed that it will be challenging for them to leave the organization now even if they want. Thus, exactly half of the respondents agreed that the organization could adequately fulfil their needs. Also, 38% think their organization can meet their need more than others, while 34% of the respondents reported that their career would be disrupted if they leave their present organization. Furthermore, 71% of the respondents agreed that staying with the organization is the best for them, while 39% believe that there are not many options for them to consider leaving the

organization. Notwithstanding, only 24% agreed that they will work with the organization till they retire.

Table 8: Continuance Commitment domain of Organisational commitment

Continuance commitment Statements	Strongly Agree	Agree	Disagree	Strongly Disagree
It will be very difficult for me to leave this organization now even if I want to	4 (4.00)	27 (27.00)	49 (49.00)	4 (4.00)
This organization can adequately fulfil what I need	3 (3.00)	47 (47.00)	39 (39.00)	11 (11.00)
I think this organization can fulfil my need more than others	2 (2.00)	36 (36.00)	50 (50.00)	12 (12.00)
My career will be disrupted if I leave this organization	1 (1.00)	33 (33.00)	49 (49.00)	17 (17.00)
For me now, staying with this organization is best for me	16 (16.00)	55 (55.00)	26 (26.00)	3 (3.00)
I believe there are not many options for me to consider leaving this organization	8 (8.00)	31 (31.00)	44 (44.00)	17 (17.00)
I think I will work with this organization until I retire	5 (5.00)	19 (19.00)	28 (28.00)	48 (48.00)

Source: Online Survey

4.5.4 Normative Commitment

The majority of the respondents can score low in normative commitment, which might be attributed to a low level of satisfaction among the employee. Several factors have been cited in the literature to influence organizational commitment among employee. These factors ranged from personal factors such as level of education to job characteristics and organizational factors, including incentives and enabling environment that promotes job satisfaction, among others. For instance, Ayeni and Phopoola (2007) stressed that a strong relationship exists between job satisfaction and organizational commitment. In this study, despite the strong relationship with colleagues, about half 45% of the respondents agreed that they don't think they will resign from the organization now because they have a strong relationship with their colleagues. Although a significant proportion (79%) of the respondents agreed that their current organization deserves their loyalty, only 30% agreed they would feel guilty if they leave the organization. Also, 45% of them decided that they will not go to the organization due to their sense of obligation, and only 44% of them feels highly indebted to their current organizations.

Table 9: Normative Commitment domain of Organisational commitment

Normative Statements	Strongly Agree	Agree	Disagree	Strongly Disagree
I don't think I will resign from this organization now because I have a strong relationship with my colleagues	10 (10.00)	35 (35.00)	48 (48.00)	7 (7.00)
The organization deserves my loyalty	23 (23.00)	56 (56.00)	19 (19.00)	2 (2.00)
I will feel guilty if I leave this organization	3 (3.00)	27 (27.00)	53 (53.00)	17 (17.00)
I will not leave this organization now because of my sense of obligation to it	11 (11.00)	34 (34.00)	46 (46.00)	9 (9.00)
I am highly indebted to this organization	7	37	45	11

	(7.00)	(37.00)	(45.00)	(11.00)
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Source: Online Survey

4.5.5 Mean comparison of affective, continuance and normative domains of organisational commitment

The result shown in figure 7 compares the scores on the different domains of organizational commitment. For instance, the mean score was highest for the continuous commitment domain (M=14.47, SD=4.50). This was followed by the affective commitment domain (M=10.43, SD=3.47) and the normative commitment domain (M=9.57, SD=3.09).

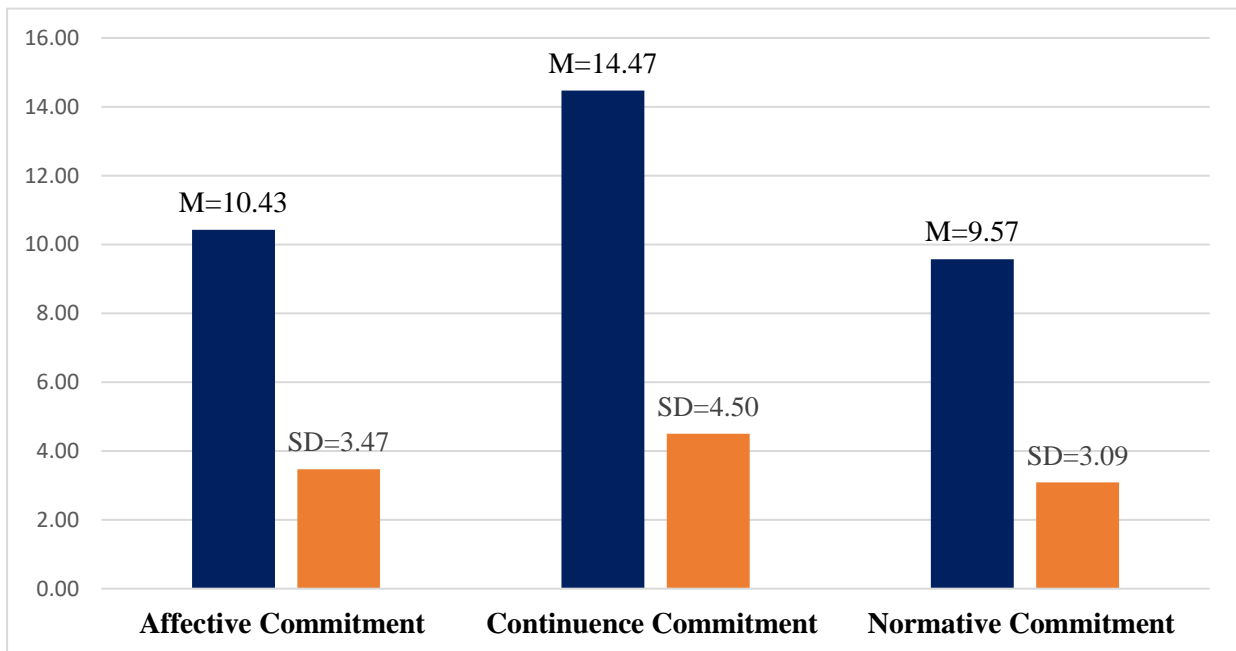


Figure 4.7: Mean Comparison of Organizational Commitment

4.6 INFERENCE ANALYSIS

4.6.1 Relationship between strategic leadership domains and organisational commitment

A strategic leader is responsible for directing the subordinates to perform the organizational tasks effectively (Mason, 2011) to ensure the organisation's continual growth. The result of the multiple regression analysis indicates only the discipline domain of strategic leadership ($\beta=0.320$, $p=0.002$) significantly predicted organizational commitment. However, the correlation coefficient ($R=0.378$) indicates a weak positive relationship between strategic leadership and organisational commitment. The coefficient of determination adjusted ($R^2=0.12$) shows strategic leadership accounted for 12% of the variance in organisational commitment, while the remaining 88% is accounted for by other factors not examined in the model. Further assessment of multicollinearity among the variables suggests multicollinearity ($d=1.487$) although, the value does not concern serious concern. The result of the bivariate analysis indicates the employees scored their leaders high on the discipline domain of strategic leadership. Thus, the discipline domain was the only dimension of strategic leadership that affect organisational commitment suggest that the discipline domain, the domain of strategic leadership responsible for establishing strategic controls and sustaining an effective corporate culture, is a strong determinant of organisational commitment.

Table 10: Regression analysis showing relationship between strategic leadership domains and organisational commitment

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.378 ^a	.143	.116	8.817	1.487
a. Predictors: (Constant), discipline, action, coherence					
b. Dependent Variable: organizational commitment					

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1241.133	3	413.711	5.321	.002 ^b
	Residual	7463.777	96	77.748		
	Total	8704.910	99			

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	20.338	3.837		5.300	.000		
	Action	.392	.402	.105	.975	.332	.774	1.293
	Coherence	.199	.508	.043	.391	.697	.741	1.349
	Discipline	1.104	.342	.320	3.223	.002	.904	1.107
a. Dependent Variable: organizational commitment								

4.6.2 Relationship between strategic leadership and organisational commitment

The multiple regression analysis results show that strategic leadership predicted organisational commitment significantly ($\beta=0.342$, $p=0.000$). However, the correlation coefficient ($R=0.342$) indicates a weak positive relationship between strategic leadership and organisational commitment. The co-efficient of determination adjusted ($R^2=0.11$) shows strategic leadership accounted for 11% of the variance in organisational commitment, while the remaining 89% is accounted for by other factors not examined in the model. Further assessment of multicollinearity among the variables suggests multicollinearity ($d=1.482$), although the value does not call for serious concern. Although, previous analysis showed only the discipline domain of strategic leadership predicted organizational commitment. The overall strategic leadership scale predicted organisational commitment implies the discipline domain of strategic leadership is a major component of strategic leadership responsible for explaining the observed variance in organisational commitment.

Table 11: Regression analysis showing relationship between strategic leadership and organisational commitment

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.342 ^a	.117	.108	8.855	1.482
a. Predictors: (Constant), Strategic Leadership					
b. Dependent Variable: organizational commitment					

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1020.042	1	1020.042	13.008	.000 ^b
	Residual	7684.868	98	78.417		
	Total	8704.910	99			
a. Dependent Variable: organizational commitment						

Coefficients ^a						
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Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	21.046	3.826		5.501	.000		
	Strategic Leadership	.598	.166	.342	3.607	.000	1.000	1.000
a. Dependent Variable: organizational commitment								

OBJECTIVE THREE:

FACTORS INFLUENCING ORGANIZATIONAL COMMITMENT

4.7.1 Job Characteristics

Job characteristics has been widely acknowledged to predict organisational commitment. The study by Obi-Nwosu, Chiamaka and Tochukwu (2013) found job characteristics to be a significant predictor of organisational commitment. Similarly, findings from this present study showed a strong agreement among the employee regarding the influence of their job characteristics on their organisational commitment. It was found in this study that 86% of the respondents reported they usually complete their tasks beyond what was required, while 83% agreed that they have a good understanding of the work. Also, a substantial proportion of 77% of them still felt they had some level of freedom to work. More so, 62% of the respondents expected to be promoted from their present position, while almost all 94% of them considered their job to be really challenging. Notwithstanding the fact that substantial proportion of the employee considers their job as really challenging, the result suggests other job characteristics were strong enough to influence their level of organisational commitment.

Table 12: Job Characteristics

Job Characteristics	Strongly Agree	Agree	Disagree	Strongly Disagree
I usually complete my task beyond what is required	32 (32.00)	54 (54.00)	14 (14.00)	0 (0.0)
I have good understanding of my work	31 (31.00)	52 (52.00)	14 (14.00)	3 (3.00)
I feel I have some level of freedom to work	31 (31.00)	46 (46.00)	19 (19.00)	4 (4.00)
I have expectation to be promoted from my present position	12 (12.00)	50 (50.00)	34 (34.00)	4 (4.00)
I consider my job to be really challenging	37 (37.00)	57 (57.00)	6 (6.00)	0 (0.0)

Source: Online Survey

4.7.2 Organisational characteristics

The findings showed organisational factors have positive effect on organisational commitment among the employee. When compared with the influence of job characteristics on organisational commitment, the result revealed organisational variables that promote autonomy and career advancement among employee such as attending and participating in meetings that affect their work and performing extra duties and responsibilities that enhance their career were strongly associated with employee level of commitment. For instance, the result significant proportion 94% of them agreed that they attend and participates in meetings that affects their work. In comparison, 59% agreed that their organisation is very supportive to its employee. More so, all the respondents agreed to perform extra duties and responsibilities that enhance their career. In addition, more than half, 59% of them agreed that their organization provides a good working environment for its employees, while only 35% agreed that they have all they need to perform their work. On the other hand, Overall, only 34% of them think they don't have alternatives if they decide to leave the current organization. In comparison, only 64% think they will work with their organisation for a longer period of time.

Table 13: Organizational characteristics

Organizational characteristics	Strongly Agree	Agree	Disagree	Strongly Disagree
The organization provides good working environment for its employees	11 (11.00)	48 (48.00)	32 (32.00)	9 (9.00)
I have all I need to perform my work	2 (2.00)	33 (33.00)	56 (56.00)	9 (9.00)
I attend and participate in meetings that affect my work	34 (34.00)	60 (60.00)	5 (5.00)	1 (1.00)
My organization is very supportive to its employee	7 (7.00)	52 (52.00)	31 (31.00)	10 (10.00)
I perform extra duties and responsibilities that enhances my career	46 (46.00)	54 (54.00)	0 (0.0)	0 (0.0)
I don't think I have alternatives if I decide to leaving this organization	7 (7.00)	27 (27.00)	56 (56.00)	10 (10.00)
I think I will work with this organization for a longer period of time	22 (22.00)	42 (42.00)	17 (17.00)	19 (19.00)

Source: Online Survey

4.7.4 Mean comparison of job characteristics and organisational characteristics

The result shown in figure 8 compares the scores on job characteristics and organizational characteristics as it affects organizational commitment. The result indicates the mean score was highest for organizational characteristics (M=12.83, SD=3.32), while the mean score for job characteristics was (M=9.06, SD=2.87). This suggests that organizational factors influence organizational commitment than job characteristics.

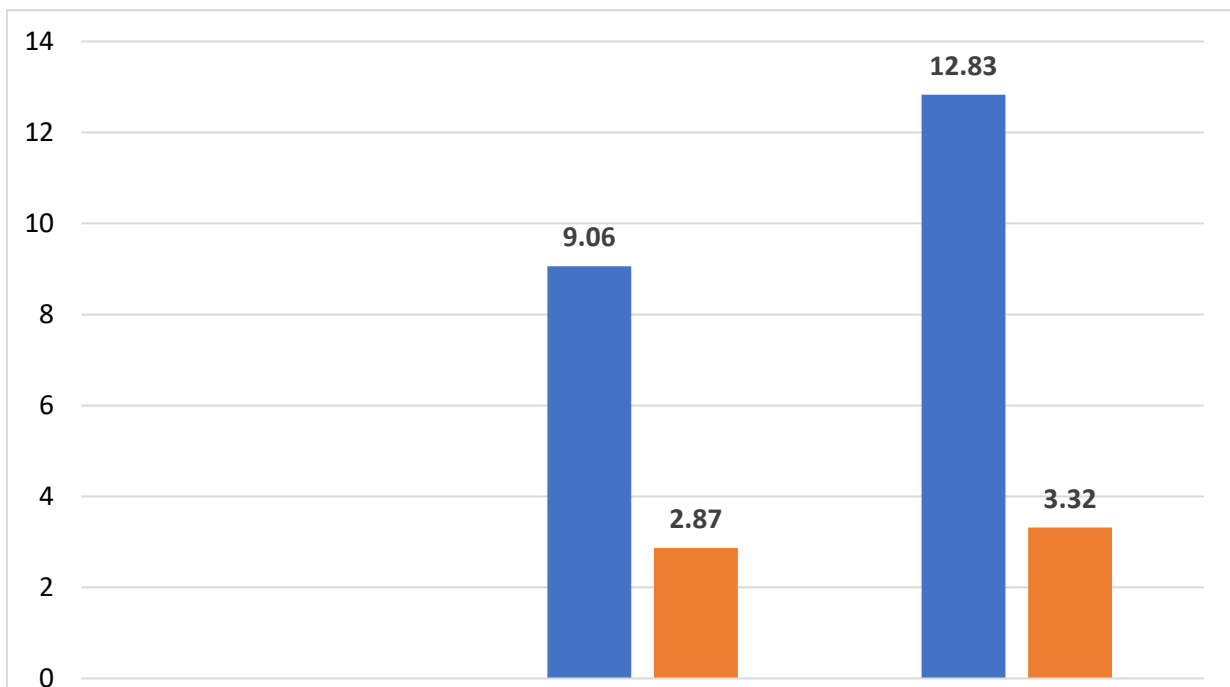


Figure 4.8: Mean Comparison of Job Characteristics and Organizational Characteristics

HYPOTHESES TESTING

Hypothesis one: All the dimensions of strategic leadership will be significantly associated with organizational commitment.

According to Jabbar et al (2017), strategic leadership as a process transforms organizations into successful ones by applying proper strategies. It can be said then that strategic leaders who understand the job, environmental issue, and employee can affect organizational performance (Chen et al, 2016). This can suggest the kind of relationship expected between the different dimensions of strategic leadership with organisational commitment. For instance, in this present study, a weak positive association was found between the action domain of strategic leadership (SL) and the affective domain of organizational commitment ($R=0.231$, $p=0.021$). Also, there was a weak positive association between the action domain of SL and continuance domain ($R=0.218$, $p=0.030$) and normative ($R=0.200$, $p=0.046$) domain of organisational commitment. Similarly, the coherence domain of SL demonstrated a weak but positive relationship with affective ($R=0.203$, $p=0.043$) and normative ($R=0.226$, $p=0.022$) domain of organizational commitment. The weak, but positive relationship suggest strategic leaders who demonstrate strong strategic directions and exploits core competencies in the organisation will likely command higher level of organisational commitment from the employee. The association between coherence domain of SL and the continuance domain of organisational commitment was not statistically significant ($p>0.05$).

Furthermore, the discipline domain of SL demonstrated a weak and positive relationship with affective ($R=0.225$, $p=0.011$), continuance ($R=0.212$, $p=0.034$) and normative ($R=0.372$, $p=0.001$) domain of organizational commitment. Overall, all SL and organizational commitment dimensions correlated with each other except the continuance domain of organizational commitment. The null hypothesis is accepted, and we, therefore, conclude that not all domains of SL correlated significantly with organisational commitment. The fact that strategic leadership did not correlate with continuance might also suggest the desire of an employee to continue in an organisation are not necessarily associated with the quality of strategic leadership in place.

Table 13: Correlation between domains of strategic leadership and organizational commitment

		Action	Coherence	Discipline	Affective	Continuance	Normative
Action	Correlation Coefficient	1.000					
	Sig. (2-tailed)	.					
	N	100					
Coherence	Correlation Coefficient	.379**	1.000				
	Sig. (2-tailed)	.000	.				
	N	100	100				
Discipline	Correlation Coefficient	.147	.222*	1.000			
	Sig. (2-tailed)	.145	.027	.			
	N	100	100	100			
Affective	Correlation Coefficient	.231*	.203*	.255*	1.000		
	Sig. (2-tailed)	.021	.043	.011	.		
	N	100	100	100	100		
Continuance	Correlation Coefficient	.218*	.187	.212*	.545**	1.000	
	Sig. (2-tailed)	.030	.062	.034	.000	.	
	N	100	100	100	100	100	
Normative	Correlation Coefficient	.200*	.226*	.372**	.559**	.518**	1.000
	Sig. (2-tailed)	.046	.024	.000	.000	.000	.
	N	100	100	100	100	100	100
**.							
*.							

Hypothesis two: Personal factors (age, education, years of work experience) of the employee will not be significantly associated with organizational commitment

Examining the personal factors such as education, age and years of work experience of the employees on organizational commitment, none of the personal factors was significantly correlated with organizational commitment. The relationship between individual factors and organisational commitment have revealed contrasting findings in the literature. In a study by Visanh and Xu (2018) to assess factors affecting organizational commitment among employees of a bank in Vientiane capital, Lao PDR, the authors found a significant relationship between personal characteristics, namely the number of years employee has spent in the organisation and organizational commitment. Although the association between personal factors and organisational commitment in this present study was not significant, respondents' age and years of work experience are highly correlated as expected. The null hypothesis is hereby accepted. This result indicates that beyond personal factors such as age and years of work experience, other personal factors such as educational qualification and gender not examined in this study could have a stronger influence.

Table 14: Correlation between personal factors and organizational commitment

Personal factors		Organizational commitment	Age	Years of work experience	Education
Organizational commitment	Correlation Coefficient	1.000	-.054	-.147	-.046
	Sig. (2-tailed)	.	.595	.144	.650
	N	100	100	100	100
Age	Correlation Coefficient	-.054	1.000	.924**	.114
	Sig. (2-tailed)	.595	.	.000	.260
	N	100	100	100	100
Years of work experience	Correlation Coefficient	-.147	.924**	1.000	.140
	Sig. (2-tailed)	.144	.000	.	.165
	N	100	100	100	100

Education	Correlation Coefficient	-.046	.114	.140	1.000
	Sig. (2-tailed)	.650	.260	.165	.
	N	100	100	100	100
**. Correlation is significant at the 0.01 level (2-tailed).					

Hypothesis three: Job characteristic and organizational characteristics will be significantly associated with organizational commitment

To examine how job and organizational characteristics are associated with organizational commitment, correlation analysis was performed. The result revealed only organizational characteristics (R=0.502, p=0.001) was found to be significantly associated with organizational commitment. The association between organizational commitment and organizational characteristics was moderate and positive. This also suggests organisational characteristics have stronger influence on organisational commitment of the employee than job characteristics.

Table 15: Association between Job characteristic, organizational characteristics and organizational commitment

		Organizational commitment	Job characteristics	Organizational characteristics
Organizational commitment	Correlation Coefficient	1.000		
	Sig. (2-tailed)	.		
	N	100		
Job characteristics	Correlation Coefficient	.159	1.000	
	Sig. (2-tailed)	.113	.	
	N	100	100	
Organizational characteristics	Correlation Coefficient	.502**	.259**	1.000
	Sig. (2-tailed)	.000	.009	.
	N	100	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

4.8 Discussion of Findings

This section discusses findings from the study and seeks to corroborate result with previous studies. The first objective of this study seeks to; Assess the perception of strategic leadership among employees of real estate firms. Findings indicate the majority of the respondents perceived their leader as the discipline. In support of this claim, the descriptive analysis indicates significant proportion of the respondents agreed that their leader exhibits a bold and aggressive posture when making decisions. Also, more than two-thirds of the respondents agreed that is a clear consequence for not implementing changes in the organization. Overall, more than three quarter of the respondents agreed that their organization have a strong value for time. In view of the above findings, scholars have argued that strategic leadership in the words, describes the ability of leaders to predict and coordinate the activities of an organization so it can successfully achieve its goals and objectives (of Banzato and Sierra, 2016).

Furthermore, Fibuch and Arif (2016) argued that strategic leadership is more than just deciding and providing directions. It includes promoting excellence through intellectual toughness, stimulate the desire and drive to achieve greatness and creating a culture of achievement. Strategic leadership is also seen as how executives of organizations affect the performance of their organization through their leadership skills (Phipps & Burbach, 2010). This implies strategic leadership goes beyond the ability just to lead, rather it demonstrates the capacity to initiate and implement strategies that can produce the desired change and result in the organization. In most cases, it usually takes a disciplined leader to promote this desired change.

The second research objective seeks to examine how strategic leadership foster organisational commitment among the workforce in the real estate firm. Findings from the level of organisational commitment of the respondents indicate majority scored high on the continuance domain of organisational commitment, implying a desire to continue in the organisation. However, less than one-third of the respondents agreed that they will find it difficult if they decide to leave the organization now even if they want to. According to Ibrahim and Daniel (2019), every organization must consist of four major elements that interrelate to achieve the organizational goals and objectives. These elements are: management, time, people and task. The strategic leader embodies the management function. As such, the role of such a leader is to provide direction, co-ordinate the activities of the individual members constituting the organization, and ensure consistency.

With regards to how strategic leadership fosters organisational commitment, only the discipline domain of strategic leadership significantly predicted organisational commitment. Overall, strategic leadership significantly predicted organisational commitment. These findings corroborate the result of several other studies (Witts, 2016; Khan and Adnan, 2014; Al Khajeh, 2018). These studies have also demonstrated a significant relationship between strategic leadership and organizational commitment resulting in better performance. The study by Witts in particular which investigated the role of strategic leadership in banking profitability, found a linear relationship between strategic leadership and organizational performance. Another similar study by Kitonga (2017) which examined the influence of strategic leadership practices on performance of not-for-profit organizations in Kenya also found a positive correlation between strategic leadership practices and performance. Despite the significant relationship reported by most of these studies, few other studies have revealed contrasting findings. For instance, the study by Fitza in particular, which assess the effect of Chief Executive Officers (CEOs) on organizational performance, found no significant relationship. However, these contrasting findings suggest the need to explore the different dimensions of strategic leadership to be able to have a better and more precise picture of the direction of the relationship.

The third objective of this study is to ascertain factors that foster organizational commitment among workforce in the real estate firm. Findings from the study indicate the influence of organisational characteristics in fostering organisational commitment was stronger than that of job characteristics. Similarly, a previous study by Malik and colleagues (2010) found a positive relationship between satisfaction with pay received and the level of organizational commitment among university teachers. Also, Fako and colleagues (2018) investigated factors that were associated with organizational commitment among employees in academia in Botswana. The authors found acceptance of new criteria for assessing academic staff and perception of opportunities for research (which represents organisational characteristics) predicted employee commitment. Personal attributes of the employee have been documented in the literature to significantly associated with the level of organizational commitment. Kamau (2012) investigated factors influencing organizational commitment of employees at Kenya plant health inspectorate service corporation. The author found personal characteristics such as employee level of educational attainment, age and number of years spent working at the organization were significantly associated with the level of organizational commitment. According to Kamau, with respect to the length of years spent in an organization, younger employees are considered more committed relative to the older ones. This is attributed to the

fact that the younger folks are initially motivated to start building their career and can therefore cope with changes unlike the older employees who have a better understanding of the organisation's workings. On the other hand, Meyer and Allen organizational framework (1997) suggest highly committed employees are more likely to remain in the organization, thereby implying a positive association between organization commitment and length of work experience.

The findings from the hypothesis testing examining the association between personal characteristics and organizational commitment found no significant association. This is contrary to findings from the study of Kamau (2012) among employees in the health inspectorate sector in Kenya who found a significant association between personal characteristics such as level of education, years of work experience and organizational commitment. Also, in contrast to findings from this present study, Visanh and Xu (2018) study to assess factors affecting organizational commitment among employees of Lao development bank in Vientiane capital, Lao PDR, found significant relationship between personal characteristics of the employee, job characteristics and organizational commitment. With regards to personal characteristics, differentials in the level of commitment were found between employees according to length of time spent with the organization.

CHAPTER FIVE

5.0 CONCLUDING THOUGHTS ON THE CONTRIBUTION OF THIS RESEARCH AND ITS LIMITATION AND SUGGESTIONS FOR FUTURE RESEARCH

5.1 Implications of findings for Research Questions

The overall aim of this study is to investigate the impact of strategic leadership on organizational commitment. Findings from the study revealed the study participants held the perception of their leader as a disciplinarian. Also, in this study, it was found that most of the respondents scored high on the continuance domain of organisational commitment, suggesting their desire to continue with the organization. Nevertheless, less than one-third of the respondents agreed that they will find it difficult to leave the organization now even if they want to. The study also revealed that only the discipline domain of strategic leadership was significantly associated with organisational commitment, although strategic leadership generally fosters organisational commitment. On the other hand, organisational commitment demonstrated a stronger influence on organisational commitment relative to job characteristics.

5.2 Contributions and Limitations of Research

Concerning how this study contributes to knowledge, the outcome of this study has provided important findings. For instance, studies investigating the impact of strategic leadership on organisational commitment with particular reference to the real estate sector in Nigeria are very sparse. Therefore, considering the importance of the real estate sector to the economy, findings from this study will provide useful information that can help policy makers and experts in real estate. This is especially important considering the recent argument from scholars that the fundamental factors that led to the cessation of several real estate businesses in the country can be linked to the absence of strategies needed to survive during those periods of economic slowdowns. argued that real estate managers in Nigeria lacked strategies to improve and ensure business sustainability and performance, thereby resulting in poor performance in the real estate sector. This brings to play the importance and need of studies examining the subject of strategic leadership in the real estate sector.

Regarding the limitation of this research work, the author will like to acknowledge that the small sample size used in this study cannot be said to be representative enough to generalise the findings from this study to a larger population, which is a major limitation. Also, the fact

that most of the measures used in this study are subjective in nature can largely limit the extent to which findings from this study can be considered valid.

5.3 Recommendation for Practice

The recommendation for practice is that organisations, especially those in the real estate sector, most pay attention to and enforce those factors that promote a good working environment. Some of these factors include a good and enabling working environment, encouraging employee participation, and providing relevant employee support. These factors have been found even in this present study to foster good organisational commitment among employee.

Beyond strategic leadership, organisations must look at those organisational factors that foster the organisational commitment of employees. One of them is appropriate incentives. For instance, Malik and colleagues (2010) found a positive relationship between satisfaction with pay received and level of organizational commitment among university teachers. This suggests the important role of a good working environment and incentive/renumeration in motivating employees, thereby resulting in greater organizational commitment. Similarly, according to Boxall and Macky (2019), employees who receive good salaries and work in organisations where job security is guaranteed are more likely to be more committed relative to those with poor salary and the absence of job security.

Although, job characteristics did not predict organisational commitment, previous studies have however reported contrary findings. The study, however showed job certain job characteristics such as autonomy and opportunity for career advancement through training were important factors influencing organisational commitment among the employee. This suggests the impact of job characteristics cannot be overlooked.

Therefore, identifying and promoting factors associated with level of organizational commitment is very important because in the long run, whether an organization performs well or not is highly dependent on the level of motivation and commitments from the employee (Redmond and Alderton, 2016). Also, because organization commitment is linked to several key variables such as job satisfaction, job performance, level of absenteeism, among others which in turns affects the attitude of the employee towards their job, the subject matter of employee commitment continues to attract research attention (Sungu, Weng and Xu, 2019; Dinc, 2017; Akhtar, Durrani and Waseef-Hassan, 2015). Hence, these factors that promote organisational commitment must be identified by organisations and sustained.

5.4 Recommendation for Future Research

Regarding recommendations for future research, the author will like to acknowledge that more study seeking to explore the impact of strategic leadership and organisational commitment should employ a larger sample size. This will help provide more evidence that can also generalise findings to a larger population.

Also, future studies investigating the relationship between strategic leadership and organisation should control for every possible confounding variable that could have a strong effect on the outcome of the study.

5.5 Final Conclusion and Reflections

In conclusion, this study has demonstrated that strategic leadership is positively associated with organisational commitment, especially among employees in the economy's real estate sector. The study also found that organisational characteristics influence organisation commitment better than job characteristics. This, therefore, implies that organisations seeking to foster organisational commitment must pay attention to those organisational characteristics such as good working environment, promoting workers' participation.

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APPENDICES A: INFORMED CONSENT FORM

Change/Replace Items highlighted in Yellow and remove the brackets

INFORMED CONSENT FORM

I. Research Study Title: THE IMPACT OF STRATEGIC LEADERSHIP IN ORGANIZATIONAL COMMITMENTS (CASE STUDY OF REAL ESTATE FIRMS IN SOUTHWEST, NIGERIA)

University: Griffith College, Graduate Business School.

Principal Investigator: Dr Garrett Ryan.

Researcher Name: OBOMA RUTH WOFAI

Email: wofainext@yahoo.com

II. Clarification of the purpose of the research

The aim of this research is to (provide a better understanding of the antecedents, processes and emergent states that regulate effective organizational outcomes or performance) Furthermore, through a combination your participation and the latest research into (Research Subject), this research will add to body of academic understanding of (Research Subject).

III. Confirmation of particular requirements as highlighted in the Plain Language Statement

This project involves taking part in (Taking part in an academic research where participant will be asked few questions through interviews and question naira's) semi-structured interviews and or completion of a survey. The interviews/survey responses will be recorded, and seek to gather information on your experience of my suppose topic which is THE IMPACT OF STRATEGIC LEADERSHIP IN ORGANIZATIONAL COMMITMENTS (A CASE STUDY OF REAL ESTATE FIRMS IN SOUTHWEST,

NIGERIA). Questions are directed towards your thoughts on (My suppose topic). I estimate the interviews/survey will take no longer than 10-15 minutes to complete.

Participant – please complete the following (Circle Yes or No for each question)

Have you read or had read to you the Plain Language Statement **Yes**

Do you understand the information provided? **Yes**

Have you had an opportunity to ask questions and discuss this study? **Yes**

Have you received satisfactory answers to all your questions? **Yes**

Are you aware that interviews will be audiotaped? **Yes**

IV. Confirmation that involvement in the Research Study is voluntary

Involvement in this Research Study is voluntary. Participants who decide to take part may withdraw from the Research Study at any point. There will be no penalty for withdrawing before all stages of the Research Study are complete.

V. Advice as to arrangements to be made to protect confidentiality of data, including that confidentiality of information provided is subject to legal limitations

Every effort is made to ensure the confidentiality of the participant. Participant names will not be recorded, as all participants will be assigned a code. Where used, recorded interviews/survey data will be downloaded to a password-controlled computer, typed transcripts/survey results are held within password-controlled documents. Participant biographical details and or mention of other persons will be omitted in the final report. Confidentiality of information provided is subject to legal limitations.

VI. Participant Signature:

I have read and understood the information in this form. My questions and concerns have been answered by the researcher, and I have a copy of this consent form. Therefore, I consent to take part in this research project

Participants Signature: OBOMA RUTH WOFAI

Name in Block Capitals: OBOMA RUTH WOFAI

Witness: _____

Date: 15/12/2020 _____

APPENDICES B: PLAIN LANGUAGE STATEMENT

PLAIN LANGUAGE STATEMENT

Introduction to the Research Study

Research Study Title: THE IMPACT OF STRATEGIC LEADERSHIP IN ORGANIZATIONAL COMMITMENTS (CASE STUDY OF REAL ESTATE FIRMS IN SOUTHWEST, NIGERIA)

University: Griffith College, Graduate Business School.

Principal Investigator: Dr Garrett Ryan.

Researcher Name: Oboma Ruth Wofai

Email: wofainext@yahoo.com

II. Details of what involvement in the Research Study will require

This project involves taking part (through questionnaires! semi-structured interviews and or completion of a survey. The interviews/survey responses will be recorded and seek to gather information on your experience of XXXXX. Questions are directed towards your thoughts on (What will you ask your participants about?). I estimate the interviews/survey will take no longer than XXX minutes to complete.

III. Potential risks to participants from involvement in the Research Study (if greater than that encountered in everyday life) I do not anticipate any risk to participants as a result of participation in this Research Study.

IV. Benefits (direct or indirect) to participants from involvement in the Research Study

The objective of this Research Study is to gain new knowledge that will enable (What will your research help/improve/understand?) This study may, therefore, be of benefit to you by providing you with the opportunity to contribute to body of knowledge on (Enter your Subject Matter) so that you and or society may benefit.

V. Advice as to arrangements to be made to protect the confidentiality of data, including that confidentiality of information provided is subject to legal limitations

Every effort is made to ensure the confidentiality of the participant. Participant names will not be recorded, as all participants will be assigned a code. Where used, recorded interviews/survey data will be downloaded to a password-controlled computer, typed transcripts/survey results are held within password-controlled documents. Participant biographical details and or mention of other persons will be omitted in the final report. Confidentiality of information provided is subject to legal limitations.

VI. Advice as to whether or not data is to be destroyed after a minimum period

Audio tapes/Survey data will be destroyed on the successful completion of this master's degree in full compliance with GDPR regulations.

VII. Statement that involvement in the Research Study is voluntary

Involvement in this Research Study is voluntary. Participants who decide to take part may withdraw from the Research Study at any point. There will be no penalty for withdrawing before all stages of the Research Study are complete.

If participants have concerns about this study and wish to contact an independent person, please contact:

Dr. Garrett Ryan

MSCIB Programme director

Graduate Business School

Office: A109

Griffith College

South Circular Road, Dublin 8, Ireland

Phone: + 353 1 416 3324

Email: garrett.ryan@griffith.ie

Website: www.griffith.ie

APPENDICES C: QUESTIONNAIRE

QUESTIONNAIRE

Dear Respondent,

This Questionnaire seeks to elicit data meant for a Master's Research titled: ***THE IMPACT OF STRATEGIC LEADERSHIP ON ORGANIZATIONAL COMMITMENT: CASE STUDY OF REAL ESTATE FIRMS IN SOUTHWEST, NIGERIA.*** You have been selected as one of the participants for this survey and your sincere response will be highly appreciated. Please be rest assured that this exercise is solely meant for academic purpose. I am therefore imploring you to kindly respond to questions with all sincerity as every information provided will be treated with utmost confidentiality. The questionnaire should take less than 15minutes to complete.

Thank you for your time.

SECTION A: BACKGROUND CHARACTERISTICS

Instruction: Please tick or write as appropriate

1. Age in years (at last birthday) _____
2. Sex: Male [] Female []
3. Marital status: Married [] Single [] Divorced/Separated []
Widowed []
4. Highest educational qualification: Primary [] Secondary [] ND/NCE []
B.Sc/HND [] Masters [] PhD []
5. Years of experience _____
6. Average number of hours worked per week _____

SECTION B: STRATEGIC LEADERSHIP

<i>How well do you agree with the following as it pertains to the leadership structure in your organization?</i>				
Action	SA	A	D	SD

In my organization, procedures and implementation plans are developed to support change				
When changes occur in this organization, the employee are well informed and properly communicated				
In this organization, processes are implemented to address employee resistance to change				
My organization has the ability to implement ideas and strategies.				
Coherence				
My organisation maintains a common sense of value for all employees.				
My organisation applies high standards of integrity and openness in everything we do.				
My organization has formal monitoring processes to identify and resolve problems				
Discipline				
There are clear consequences for not implementing changes in the organization				
There exist a bold and aggressive posture in making decisions				
There is a strong emphasis on research and development in this organization				
Our organisation is able to effectively balance short term and medium-term issues.				
My organization has strong value for time.				

SECTION C: ORGANIZATIONAL COMMITMENT

Please indicate your level of agreement with the following statements.

Key: SA= *Strongly Agree*; A= *Agree*; D=*Disagree*; SD=*Strongly Disagree*

Statements	SA	A	D	SD
Affective commitment				
I am proud to be part of this organization				
I see this organization's problem as my own				

I see myself in this organization as a member of the same family				
I feel emotionally attached to this organization				
I feel very devoted to this organization				
I have a strong feeling that I belong to this organization				
Continuance commitment				
It will be very difficult for me to leave this organization now even if I want to				
This organization can adequately fulfil what I need				
I think this organization can fulfil my need more than others				
My career will be disrupted if I leave this organization				
For me now, staying with this organization is best for me				
I believe there are not many option for me to consider leaving this organization				
I think I will work with this organization until I retire				
Normative				
I don't think I will resign from this organization now because I have a strong relationship with my colleagues				
The organization deserves my loyalty				
I will feel guilty if I leave this organization				
I will not leave this organization now because of my sense of obligation to it				
I am highly indebted to this organization				

SECTION D: FACTORS INFLUENCING ORGANIZATIONAL COMMITMENT

Please indicate your level of agreement with the following statements as it influences organizational commitment.

Key: SA= Strongly Agree; A= Agree; D=Disagree; SD=Strongly Disagree

Statements	SA	A	D	SD
Job Characteristics				
I usually complete my task beyond what is required				
I have good understanding of my work				

I feel I have some level of freedom to work				
I have expectation to be promoted from my present position				
I consider my job to be really challenging				
Organizational characteristics				
The organization provides good working environment for its employees				
I have all I need to perform my work				
I attend and participate in meetings that affect my work				
My organization is very supportive to its employee				
I perform extra duties and responsibilities that enhances my career				
I don't think I have alternatives if I decide to leaving this organization				
I think I will work with this organization for a longer period of time				

Please indicate any other factor you think influences your commitment to this organization.....