

**University of Tartu**

**Faculty of Economics and Business Administration**

**Judah Opeyemi Ajani**

**THE RELATIONSHIP BETWEEN AUTHENTIC LEADERSHIP AND  
ORGANIZATIONAL COMMITMENT IN THE NIGERIAN BANKING SECTOR**

**Master's Thesis**

**Supervisor: Isaac Nana Akuffo**

**Tartu, 2022**

Name and signature of supervisor: .....

Allowed for defence on ..... (date)

I hereby confirm that I have written this Research paper independently. Any ideas or data taken from other authors or other sources have been fully referenced

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(signature of author)

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### **Abstract**

This thesis studied the relationship between authentic leadership and organizational commitment in commercial banks across Lagos state of Nigeria. The study used survey research design and convenient sampling technique to sample 233 respondents. Pearson correlation and linear regression were used to examine the relationship between authentic leadership competencies and organizational commitment. The results from the regression analysis conducted showed that authentic leadership competencies namely relational transparency, self-regulation, internalized moral perspective, balanced processing and self-awareness and had a positive and significant relationship with organizational commitment - affective, normative and continuance. It is recommended that organisations should continuously organize leadership training programs for their leaders to further develop their authentic leadership qualities. Banks should also provide capability that will encourage employee to be affectively committed to the organization.

## 1. Introduction

Leadership is very important especially when organizations want to succeed. Leadership is defined by Northouse (2007) as the capacity to persuade people to execute the vital procedures to realize the goals of the organization. Leadership is evolving and so many theories are attached to its evolution. Examples of them been transformational leadership, transactional leadership, laissez-Faire leadership theory, servant, ethical, charismatic, and authentic leadership styles. All these styles of leadership have defined who a leader should be. This study focuses more on the authentic style of leadership

Organizational leaders are now faced with the new challenges of retaining their workforce and at the same time keeping them productive, committed, and happy. It appears that if we want to retain the work force generally, the change must begin from the leaders being responsible, consciously, and deliberately creating an enabling environment for the employee to enhance their commitment to the organization. Workers are willing to be committed and efficient provided the leadership is sincere. (Mohammed et al 2015)

A quality level of leadership is non-negotiable from the leaders of organizations as their behaviors and attitudes can influence the level of commitment of their employees. In Nigeria, it appears most banks lack quality and integrity leadership, which results to numerous fraud cases on record. Olaoye and Dada (2014) in their research on frauds in Nigerian banks stated inappropriate supervision of subordinate as one of the reasons for fraud. This is related to bad leadership which in return might affect the level of commitment of the employees. The dedication of the employees to their job is very crucial in achieving the goals and targets of the company and if there is low commitment from the employee, it is hard to achieve the goals and objectives of the organization. According to. Mowday (2003) for organizations to be successful and effective, the employee should be treated very valuable, for without them, effectiveness is not guaranteed.

George et al. (2007) discovered from their research those authentic leaders (AL) are the types of leaders that have a healthy relationship with their employees, and in return, employees are likely to be more committed and efficient. Rego and others have described authentic leaders as leaders who are forthright, frank, and sincere with others, following their traits, beliefs, and evaluations (Rego et al., 2016), while Emuwa says that for a leader to be called an authentic leader, he must be real and genuine (Emuwa, 2013).

Authentic leadership is still a new concept of modern leadership gaining popularity among leadership researchers. Walumbwa et al. (2008) defined authentic leadership as leader behaviors that foster self-awareness, balanced information processing, internal moral viewpoint, and relational transparency in circumstances where leaders collaborate with followers, resulting in positive self-development). Authentic leaders are not bothered neither do they shy away from expressing their feelings, accepting their flaws and always relate better with those following or working for them. Researchers have classified authentic leadership into four main dimensions, including relational transparency, self-consciousness, internal moral perspective, and balanced processing of information (e.g., Avolio & Gardner, 2005).

Authentic leadership have been discussed and researched in relation to other components like emotional intelligent, trust, transformational leadership among others. Authentic leadership have been researched and discussed to influence the organizational commitment level of employees according to Tijani and Okunbanjo, in 2019 who showed from their regression analysis that authentic leadership has a positive and significant effect on organization commitment

Organizational commitment (OC) is then seen as a bond between employees and their employers (Jacobs & Roodt, 2007). (Zheng, Sharan, and Wei, 2010) described organizational commitment as workers' mindset to organization. It can also be described in terms of employee's psychology towards his feeling to the organization he is working for. Organization commitment has been viewed from three points of view by Anthony (2017); Dixit and Bhati (2012); to be continuance commitment; affective commitment; and normative commitment.

There are so many studies and research on authentic leadership, with indicators like organizational effectiveness, work performance, firm size, employee intention, employee creativity, job

satisfaction, turnover intention, employee engagement, employee performance, work engagement, employee commitment, absenteeism among others with different methodologies.

Lee (2018) examined the moderated mediation effect of grit, hope and growth mind set on the connection between authentic leadership and organizational effectiveness of workers. Although the study shows a significant and positive correlations among authentic leadership, hope, growth mind set, grit and organizational effectiveness. The focus was not directly on the relationship between authentic leaders and organizational commitment

Penger and Černe (2014) performed a similar study, but their study developed and tested a multilevel model of cross level relationship between authentic leadership at the team level and job satisfaction and work engagement at the individual level. Additionally, they also studied perceived supervisor support as a mediator in the cross-level relationships. Their study reported that a positive relationship exists between authentic leadership, employees' job satisfaction, and work engagement and that perceived supervisor support fully mediated the relationship between authentic leadership and job satisfaction.

Baek-Kyoo and Sung (2017) investigated the effect of the perceived authentic leadership of supervisors and employees' core self-evaluations on their organizational citizenship behaviour (OCB) and examined the role of psychological empowerment as a partial mediator of those relationships. Their study also is not focused on authentic leadership and organizational commitment alone.

The most important fact to state is that this research is the first to study all the five competencies of authentic leadership in relation with all the components of organizational commitment unlike previous research that studies four competencies of the authentic leadership. Like the research of Tijani and Okunbanjo, in 2019 who gathered their data from the technology sector in Nigeria, the research studied internalized moral perspective, relational transparency, self-awareness and balanced processing against organizational commitment, they left out self-regulation as a component of authentic leadership. Since self-regulation has been identified as a component of authentic leadership by researchers in the field, no study has been conducted with the addition of self-regulation, hence new studies are essential to reassess the correlation between authentic

leadership and organizational commitment, to examine the effect of self-regulation solely and also in relation to other components of authentic leadership and how they all combined as authentic leadership competencies to influence organizational commitment in the Nigerian banking sector

According to Boekaerts, Pintrich, and Zeidner (2000), self-regulation is described as the process whereby an individual displays control over self by setting specific standards to be met and then assessing the performance with the standard set to correct the gaps. Avolio and Luthans (2003) described self-regulation as an essential part of authentic leadership because it helps authentic leaders become more transparent and open.

Although Hlongwane and Olivier (2017) also studied the relationship between authentic leadership and organizational commitment in a state hospital in south Africa where 222 respondents were sampled, and the results showed that there is a positive significant connection between overall authentic leadership and organizational commitment. The research did not study the effect of each of the competencies of authentic leadership on organizational commitment, but rather studied the effect of the overall authentic leadership against the three dimensions of organizational commitment.

Emuwa and Fields (2017) studied authentic leadership as a contemporary leadership model applied in Nigeria.

Apart from the fact that they did not include self-regulation as part of the competencies of authentic leadership, the study was conducted from a sample of 212 Nigerian employees from 16 organizations across different sectors. Unlike this study that focused mainly on authentic leadership and organizational commitment, their study assessed the perceived leader effectiveness (LE) among Nigerian employees and studied the moderation result of the leader's contingent reward behaviors. The result from their analysis showed a positive correlation between AL behaviors and the outcome variables of OC and perceived leader effectiveness (LE) among employees in Nigeria.

Also, the study of Aziza, Saad and Fadhah(2019) on the effect of Authentic Leadership Educational Program for Head Nurses on Staff Nurses' Organizational Commitment conducted in



all inpatient's units at Benha University Hospital, Egypt gave a statistically significant correlational improvement in both the studied head nurses' knowledge and attitude regarding authentic leadership after implementation of the program. The study also did not include self-regulation.

Apart from these studies above which were conducted in Africa on the variables under consideration, most of the studies were conducted outside the jurisdiction of Africa. Also, with the exception of the study by Awoyemi (2018) that used banking sector. The rest of the studies were conducted using different sectors such as health, ICT, compared to the incumbent study which studied the relationship from the banking sector. Awoyemi(2018) studied the banking sector using data from Ekiti state of Nigeria, but based on leadership styles and organizational commitment. The relationship between AL and OC using data from Nigerian banks is yet to be established even with the numerous reported unethical behaviors of banks leaders including, nepotism, favouritism, fraudulent activities committed by the leadership of banks, (Amarachi, 2021) which in turn, affect employee's organizational commitment. It was reported by National Deposit Insurance Company (NDIC) from its Off-Site Supervision of the banks that the number of fraud cases attributed to internal abuse by staff of banks increased from 231 in 2016, to 320 in 2017, or 38.53 percent above the figure reported for the previous year. (Nosa, 2021)

The author used Nigerian banks in this study because they serve as the center for all financial and economic transactions in Nigeria, they contribute directly to the development of the country's economy as well as their image outside the nation. The Nigerian banking sector has contributed some N168. 4trillion to the country's Gross Domestic Product (GDP) from 2017 to 2020, and that is quite impressive, considering the two difficult recessions (Anthony, 2022). Nigerian banking industry began during the colonial era when Colonial Banks were established, and the primary focus was to meet the commercial needs of the Colonial Government. However now, the banking system in Nigeria is regulated by two bodies. The Central Bank of Nigeria, (CBN) and the Nigerian Deposit Insurance Company (NDIC).

CBN is the apex authority body with the superior power and NDIC is generally used to control and regulate the banking sector. These bodies were established through Act of parliament to

coordinate and control the general activities within the banking system. CBN's major function is to ensure that policies are formulated, and standard procedures are strictly followed by the financial institutions in Nigeria, including commercial banks. (Central bank of Nigeria, n.d) NDIC as a body ensures that money deposited in banks by depositors are safeguarded and protected, they also make sure that unethical, shady, and fraudulent activities are prevented. (Nigeria deposit insurance corporation, n.d)

However, despite the growth and regulations in the industry, it appears bank managers have many resources available to them, which can cause them to develop unethical behaviors like embezzlement and fraud and which in return affect the way they treat their employees. All these supports the reason to finding the relationship between authentic leadership and organizational commitment in Nigerian banks.

Another reason for using the banking sector is due to the fact that apart from people that studied banking and finances, people from other discipline also works in bank. People of different studies and discipline get employed into the Nigerian banks and this gives a wider, robust and an all-capturing view.

Perhaps all the factors listed above can be avoided if the leader practices and exhibit authentic behaviors and it is therefore important to study the link between authentic leadership and organizational commitment and how all the components of AL and OC might link together to predict positive or negative organizational commitment.

This study examined all the components of authentic leadership which are balanced processing, self-awareness, relational transparency, internalised moral perspective and self-regulation added by Beddoes-Jones and Swailes (2015) and all indicators for organizational commitment affective, normative and continuance commitments pointed out by Anthony (2017); Dixit and Bhati (2012)

### **Aim of Research Paper**

The main aim of this research work is to determine the relationship between authentic leadership and organizational commitment in the Nigerian banking sector in Lagos state.

To achieve that, the following research task will be performed.

1. To review literature on authentic leadership and organizational commitment
2. To review literature on the relationship between authentic leadership and organizational commitment
3. To describe the methods of this research
4. To analyze the data and examine the relationship between authentic leadership and organizational commitment
5. To discuss the findings within the context of the hypotheses; and provide implications for research and practice and study limitation

## **2. Literature Review**

Leadership has been in discussion since the beginning, and researchers have practiced and researched various leadership styles over time. Followers are believed to be influenced by their leaders. As the world is changing, it is crucial that leaders also equip themselves with the appropriate leadership style to discharge their duties effectively and in relation to their followers. However, authentic leadership is a new concept of modern leadership gaining popularity among leadership researchers.

Part of what makes employees remain committed to their employers is when they are treated fairly, carried along while making decisions, and given a sense of belonging. The above statement exactly describes authentic leaders and what they can do.

This style of leadership is seen to affect the commitment level of employees. As a result of this, this section studies authentic leadership and how they have influenced employees to remain committed.

### **2.1 Authentic leadership**

Avolio and Gardner (2005) went back to discuss authentic leadership right from the very beginning. They discussed the findings of Carl Rogers and Maslow, who concentrated on the development of people who agree with their basic selves. According to the authors, authentic leadership is all about being trustworthy and honest to oneself. According to the authors, components of authentic leadership are self-awareness, positive moral perspective, self-regulation, positive psychological capital and process and behaviors.

The impact of authentic leadership behavior on employee engagement and organizational ethical culture in Nigeria was studied by Peter (2016) in Nigerian organizations. Sample size of 457 was collected from three Nigerian organizations. The data was analyzed using Structural Equation Modeling to test four hypotheses that examined the correlation between authentic leadership, employee engagement, and ethical culture. Although the result from the study supported the

hypotheses and showed the positive relationship between authentic leadership, employee engagement, and ethical culture, the dependent variables are different from this current study.

In Nigeria, Allen-Ile, Mahembe and Balogun (2020) conducted a confirmatory factor analytic analysis of an authentic leadership measure. Their study tested the psychometric properties of the authentic leadership inventory developed by Neider and Schriesheim (ALI). It was carried out using a sample of 213 bank employees in Nigeria. They measured authentic leadership with ALI and the reliability was evaluated using SPSS. They found moderate levels of reliability for the subscales of the ALI. The study was not carried out in relation to organizational commitment.

Authentic leadership is about self-confidence and self-direction that shows one has control of his actions in relation to his followers. The leader selflessly conducts himself and radiates positive energies, encouraging employees to work better in the workplace (Walumbwa et al., 2008).

George and Sims (2007) described authentic leaders as being genuine and truthful to what they believe in. These leaders understand their job and trust the process; they do not wait for others to encourage them; instead, they motivate other employees to perform their duties effectively. Their definition also agrees with what Shamir and Eilam (2005) indicated. They think that authentic leaders present their real and true selves. They do not shift blame, take responsibility for the behaviors, are authentic and not fake, and are consistent with what they say and do.

However, Ilies et al. (2005) divided authentic leadership models into four dimensions namely authentic behavior, unbiased processing, self-consciousness, and authentic relational orientation. Akuffo and Kivipõld (2019) took it further by segmenting the concepts of authentic leadership into two components namely internal and external competencies. Internal competencies are leaders' recognition of the capabilities and flaws they have, what they can do or not, being stable emotionally, and deciding matters based on their moral upbringings. The authors relate internal competencies to internalized moral perspective, self-awareness, and self-regulation. External competencies, however, are the ability of the leader to be open-minded and treat their employees with equity. External competencies consist of balanced processing and relational transparency. The authors employed five dimensions instead of the existing four dimensions (Walumbwa et al.,

2008) and three dimensions (Beddoes-Jones and Swailes, 2015) due to weakness in the existing models (Meerits, Kivipõld, and Akuffo, 2021). As a result, the extended AL model, which contains five dimensions used by Akuffo and Kivipõld (2019), was adopted for this study (see Table 1 below).

## 2.2 Authentic Leadership Dimensions

Table 1

*Authentic leadership dimensions*

Internal competences dimensions. Akuffo and Kivipõld (2019)	External competences dimensions. Akuffo and Kivipõld (2019)
Self-regulation	Relational transparency
Self-awareness	Balance processing
Internalized moral perspective	

Source: prepared by the author

### Self-Regulation

According to Boekaerts, Pintrich, and Zeidner (2000), self-regulation is described as the process whereby an individual displays control over self by setting specific standards to be met and then assessing the performance with the standard set to correct the gaps. Avolio and Luthans (2003) described self-regulation as an essential part of authentic leadership because it helps authentic leaders become more transparent and open.

Self-awareness as described by Walumbwa et al. (2008) is when leaders can accept their flaws and errors and know their strengths and capabilities. It is a matter of personal reflection and knowing who you are. Self-awareness was also described by (Avolio & Gardner, 2005) as when a leader understands his distinct abilities, experience and what he can do.

Internalized moral perspective. George, (2007) and Sparrowe, (2005) opined that this is more on the leader, his inner strength, and moral qualities. It reflects on the leader using their moral qualities and competencies to paddle the activities of the organization effectively.

Relational transparency, according to Penger and Cerne (2014) is all about showing openness and sincere relations with colleagues and followers, which is real and not acted. This brings a healthy and sincere relationship between the leader and the follower which enhances flow of information between them. (kernis, 2003).

Balanced Processing of information - it is important for the leader to process situations carefully and make the right decision without being biased. (Penger & Cerne, 2014). Lee-Ann (2015) also added that while taking decision, leaders should also consider the opinion of both followers and leader.

In summary, authentic leadership is important in organizations. This makes leaders to be consciously aware of who they are, developed them the more which in return brings about positivity that rubs off on the employees. In this study, it is important for leaders to exhibit authentic leadership competencies to be able to deal effectively with the employees, manage all crises, influence them positively and makes them remain committed to the organization

### **2.3 Organizational commitment**

This part discusses the commitment level of employees and how the leaders influence them.

Different authors discuss organizational commitment, and it is discussed below. When leaders are intentionally mindful of their followers and treat them well, it is expected that followers move in the direction of their leaders and remain committed to the organization. For this study, organizational commitment is studied in relation to authentic leaders.

Table 2.

*Summary of organizational commitment definitions*

Authors	Definitions of commitment	Dimensions used to measure commitment
Meyer and Herscovitch(2001)	It's a force that influences employees' behavior	Affective, Normative and Continuous Commitment
Ongori (2007)	Feeling and reaction to the organization	Affective, Normative and Continuous Commitment
Liou (2008)	Relationship an employee has with the organization	Affective, Normative and Continuous Commitment

Source: prepared by the author

From table 2 above, Meyer and Herscovitch (2001) stated that all the definitions of organizational commitment agreed with the fact that commitment is a force that influence employees' behavior. Also, according to the authors, organizational commitment is a multidimensional construct that is capable of accepting various methods and can encourage effectiveness of organizations and well-being of employee

Ongori (2007) described organizational commitment as a feeling, reaction to the organization and how employees are dedicated towards the organization. This is also in line with the view of Liou (2008) who also defines organizational commitment in terms of relationship that an employee has with the organization which makes the employee participate in the effectiveness and well-being of the organization

From the above table 2 above, one could see that the similarity about the definitions is their attitude towards their organization, and they all use the three components of commitment in their study. We can then say that their reactions and attitudes towards their organization must have been influenced by some factors including authentic leadership, which is been studied in this case.

Continuous commitment is when an employee continues to work due to the fear of what he can lose after leaving (Singh and Gupta, 2015). This is related to sunk cost. The feeling that you have



invested time or energy too much to back out. According to Dixit and Bhati(2012), continuous commitment is when employees realize they have what to lose if they leave the organization.

Affective commitment is said to depend on the employee. Anthony (2017) is of the opinion that employee who believed in the goals and objective of the organization will intend to stay with the organization.

Normative commitment according to Dihit and Bhati (2012) is a feeling of how much an employee believes he is ethically obligated to stay with the organization after considering his achievement with the organization. It is a measure of how much the worker believes in the organization.

#### **2.4 The Relationship between authentic leadership and organizational commitment**

The author discusses studies that have been conducted regarding the relationship between the authentic leadership and organizational commitment in Nigeria and beyond in this part of the research. Authentic leadership has been studied and discussed in Nigeria in relation to organizational commitment and with several variables, like work engagement, organizational citizenship behavior, trust, job satisfaction, psychological factor among others. As this study focused on authentic leadership and organizational commitment, it is important to check this relationship to ascertain the influence of authentic leaders on employees. It is believed that leaders are the capable of increasing the commitment level of employees and influence them positively.

The relationship between authentic leadership and organizational commitment have been researched and discussed by researchers in the field, among them is Tijani and Okunbanjo, in 2019 and the results from the regression analysis showed that authentic leadership has a positive and significant influence on organization commitment. Their data was gathered from the technology sector, exactly 151 employees were sampled, but this study intends to gather data from the banking sector of Nigeria. The banking sector is different from the IT sector in Nigeria because you must have the IT skills before you can be recruited into the IT sector, while in the banking sector, any qualification could work in the bank if employees have more connections and leads to some

potential unethical work climate which could in turn affect employees commitment if employees identify some unfair decisions by leaders to satisfy their in group or their hiring managers.

Another research was also conducted in Taiwan by Shih-Hao, Hui-Lin and Yuan-Duen(2020) among nursing staffs to find out the effect of authentic leadership on organizational commitment and the most important findings from this study revealed a significant association between authentic leadership and organizational commitment through psychological ownership and leader group prototypically. The aim of their study was to look into the connection among authentic leadership and other constructs. Purposeful sampling method was adopted, and 342 nurses' data were collected, they then used HLM methods to test the hypotheses. The tested model provides empirical evidence about the pattern of authentic leadership in health care workplace in Taiwan. As said, the author intends to carry out the research in the banking sector

Ma and Amelita(2020) studied authentic Leadership And Teacher Morale effects On Organizational Commitment in Higher Education. 150 samples were collected from different universities in the Philippines and although the results revealed that authentic leadership positively influences teacher morale and organizational commitment of the teachers in higher education. The research studied the effect of authentic leadership on teachers' morale and organizational commitment and still did not capture the self-regulation competencies of authentic leadership

The research of Aziza, Ehsan and Fadhah(2019) on the Effect of Authentic Leadership Educational Program for Head Nurses on Staff Nurses' Organizational Commitment conducted in all inpatient's units at Benha University Hospital, Egypt gave a statistically significant correlational improvement in both the studied head nurses' knowledge and attitude regarding authentic leadership after implementation of the program. 32 head nurses and 120 staff nurses in total were studied and they concluded that authentic leadership educational program for head nurses on the staff's nurses organizational commitment. Their study did not capture all the properties of authentic leadership

Belal, Khaleel and Wael in 2017 also carried out research in the Alazhar university- Gaza concerning authentic leadership and organizational commitment, but their study focused on the

mediating role of positive psychological capital. Survey method was used to collect the data and they use Cronbach's  $\alpha$  and Composite Reliability (CR) to explore the variables' reliability. From their structural equation model, result showed that authentic leadership had influence on organizational commitment. The result also revealed that positive psychological capital is an insignificant mediator of the correlation between authentic leadership and organizational commitment.

The literature above showed that authentic leadership tend to influence organizational commitment positively, except for Quraishi and Aziz (2018) who found a mixed relationship between two variables. However, these studies did not consider all the five components of authentic leadership, and also, they were conducted in continents outside Africa, countries outside Nigeria and outside banking sector. Considering this gap, this study examined the relationship between AL and OC using data from Nigerian banking sector. The hypothesis for this study were formulated below.

**H1: AL competencies will be positively related to the affective dimension of OC**

**H2: AL competencies will be positively related to the continuance dimension of OC**

**H3: AL competencies will be positively related to the normative dimension of OC**

### **3. Methodology**

#### **3.1 Population and research design**

Population for this study were employees from Nigerian banks across Lagos state. The study employed the survey design using questionnaires. Data was collected through questionnaires distributed to workers in different Nigeria banks in Lagos state. This is important because it would enable the effective gathering of undiluted information directly for the employee. Lagos state was chosen because all the tribes and ethnic in Nigeria are very much represented in the state. It is the center for business in Nigeria. Through the questionnaires, they were asked questions regarding the authenticity of their branch managers or leaders and how these managers have influenced them to be more committed to their work.

#### **3.2 Sample size and technique**

Convenient sample technique was used in sampling banks in Lagos state of Nigeria. Many researchers find this technique very convenient and effective as it is widely used. Purposeful sampling technique was used to sample subordinates because the study specifically wants employees who work and take instructions from branch managers of the sampled banks.

Table 3.

*Descriptive Statistics of Respondents*

Participant	Frequency	Percentage
<u>Gender</u>		
Female	88	37.8
Male	145	62.2
Total	233	100
<u>Age</u>		
18 – 25	91	39.1
25 – 36	126	54.1
36 – 45	15	6.4
45 – 55	1	0.4
55 years and above		
Total	233	100
<u>Education</u>		
ND/NCE	3	1.3
HND/Bachelors	185	79.4
Master's Degree	45	19.3
Total	233	100
<u>Tenure</u>		
Up to one year	14	6.0
1-2 years	72	36.9
3 – 5 years	125	53.6
5 – 10 years	19	8.2
Above 10 years	2	9
Less than a year	1	4
Total	233	10

*Notes.* ND/NCE = National Diploma/Nigeria Certificate in Education, HND = Higher National Diploma

Source: prepared by the author

As seen above in Table 3. 54.1% of the respondent are 25- 36 years of age. Therefore, the bank studied in this case could be described as a youth-dominated work environment. The results also show that there is more male than female in the banks studied in this case, this perhaps is due to the early hour resuming and late hour closing policy of banks, which might not be convenient for

females who are married and can't take much stress. In terms of respondents' qualifications, the majority of them are with bachelor's degrees/HND

### **3.4 Procedure for data collection**

The author obtained permission from the managers of the various bank branches that was studied and due to the ongoing covid 19 pandemics, the banks were comfortable to participate via online survey. The questionnaire was then electronically administered to the employees from 10th of January 2022 and was returned electronically in a survey application on the 11th of February (32) days. The total numbers of responses received was 257 and during data sorting and preparation, 24 responses were removed, because they didn't fill the questionnaires completely. In the end, 233 responses were cleared valid and as a result, 29 branch managers were sampled.

### **3.5 Instruments for data collection**

Two different instruments were employed in this study. The first was employed to measure authentic leadership and the second measured organizational commitment. Details of the questionnaire are explained below.

The AL questionnaire used by the author is a combined items from Walumbwa et al. (2008), Neider and Schriesheim (2011), and Beddoes-Jones and Swailes (2015). The total number of the questionnaire's item is 27. The questions were rated on a 5-point scale, starting from Not at all, once in a while, sometimes, fairly enough to frequently, if not always. Not at all = 0 while frequently, if not always = 4. The questionnaire has five factors: relational transparency = 6 items, self-awareness = 6 items balanced processing = 4 items internalized moral perspective = 6 items and self-regulation = 5 items.

Organizational Commitment was measured with Organizational Commitment Questionnaire (OCQ) developed by Meyer and Allen (1997). The questions were ranked on a 7-point Likert scale starting from strongly disagree, fairly disagree, disagree, Neutral, agree, fairly agree to strongly agree. Strongly disagree = 1, Fairly disagree = 2, Disagree = 3, Neutral = 4, Agree = 5, Fairly

agree = 6, Strongly agree = 7. Organizational commitment has three components. Affective Commitment = 8 items, Normative Commitment = 6 items, Continuous Commitment = 8 items

Table 4 below lists the Cronbach's Alpha values of components obtained in this study.

Table 4

*Cronbach's alpha values*

AL and OC's Components	Cronbach's Alpha
SA	0.91
SR	0.86
IMP	0.91
BP	0.90
RT	0.91
AC	0.85
NC	0.80
CC	0.78

*Note:* SA= Self-awareness, IMP=Internal Moral Perspective, SR = Self-Regulation, BP= Balanced Processing, RT= Relational Transparency, AC= Affective Commitment, NC= Normative Commitment, CC= Continuous Commitment

Source: prepared by the author

We can see from the table 4 above that all competencies of Authentic leadership and components of organizational commitment both have alpha values above the accepted value of .70. Nunnally (1978) and this proves that the instruments were reliable, usable, and consistent.

#### **4. Results and Interpretation**

The main aim of this study was to determine whether there is a statistically positive significant relationship between AL competencies and components of OC. The author presented below, the means, standard deviations, and correlation matrix of the analysis in the Table 5. Pearson correlation coefficient indicates the strength of the connection that exist between authentic leadership competencies and organizational commitment items. According to Mukaka (2012), when a correlation coefficient is less than 0.3, it shows a weak statistical relationship between variables; when it's between 0.3 and 0.6, it shows an average statistical relationship. A correlation coefficient above 0.6 shows a correlation coefficient strong statistical relationship.



Table 5

*Descriptive Statistics and correlations among study variables*

	Mean	SD	Age	Gen	Edu	Ten	RT	SA	BP	IMP	SR	AC	NC	CC
<b>Age</b>			1											
<b>Gen</b>	-	-	0.02	1										
<b>Edu</b>	1.18	0.42	0.24**	0.06	1									
<b>Ten</b>	1.68	0.78	0.24	0.05	0.24**	1								
<b>RT</b>	2.61	0.89	0.01	-0.02	0.03	0.07	1							
<b>SA</b>	2.59	0.92	-0.06	-0.04	0.00	0.08	0.82**	1						
<b>BP</b>	2.55	0.92	-0.05	-0.10	0.01	0.04	0.81**	0.85**	1					
<b>IMP</b>	2.56	0.88	-0.03	-0.11	-0.02	0.05	0.78**	0.81**	0.88**	1				
<b>SR</b>	2.87	0.70	0.04	-0.11	0.03	0.03	0.53**	0.59**	0.59**	0.59**	1			
<b>AC</b>	4.16	1.01	0.04	-0.15*	0.05	0.08	0.68**	0.62**	0.67**	0.66**	0.49**	1		
<b>NC</b>	3.98	0.98	-0.06	-0.14*	0.05	-0.05	0.58**	0.52**	0.57**	0.57**	0.39**	0.72**	1	
<b>CC</b>	4.39	0.73	0.03	-0.13	0.03	-0.01	0.52**	0.43**	0.48**	0.46**	0.34**	0.72**	0.62**	1

Notes: \* $p < 0.05$ , \*\* $p < 0.01$ , + $p \leq 0.1$ , SD –standard deviation, Gen =Gender, Edu = Education, Ten = Tenure, RT = relational transparency, SR= self-regulation, SA= self-awareness, IMP=internalized moral perspective, BP= balanced processing, AC = Affective Commitment, NC = Normative Commitment, CC = Continuance Affective

Source: prepared by the author

The highest correlations were found between relational transparency of authentic leadership and affective commitment of organizational commitment ( $r = .68$ ,  $p < 0.01$ ), then balanced processing (BP) and Affective commitment, ( $r = .67$ ,  $p < 0.01$ ), followed by AL's internalized moral perspective and affective commitment ( $r = .66$ ,  $p < 0.01$ ) and followed by self-awareness, self-regulation, and relational transparency.

In summary, the results shows that AL in general positively influence OC

Regression Analysis

Linear regression analyses were conducted with all the dimensions of AL as the independent variable and all the three dimensions of OC as the dependent variables. The regression was conducted to capture the internal competencies and external competencies of authentic leadership as shown below. The purpose of the regression analysis was to establish whether all dimensions of AL could predict OC and its dimensions.

Table 6

*Internal and external competencies of authentic leadership against organizational commitment*

Variables	Affective Commitment Model 1 ( $\beta$ )	Normative Commitment Model 1 ( $\beta$ )	Continuance Commitment Model 1( $\beta$ )
<b>Internal Competencies</b>			
Const	1.85***	2.18***	3.22***
IMP	0.52***	0.44**	0.25***
SR	0.16	0.07	0.09
SA	0.20*	0.18	0.11
$R^2$	0.47	0.33	0.22
$Adj.R^2$	0.46	0.33	0.21
$F-sig$	66.32***	38.16***	21.88***
<b>External Competencies</b>			
Const	2.01***	2.20***	3.23***
RT	0.44***	0.39***	0.30***
BP	0.40***	0.30**	0.15
$R^2$	0.50	0.37	0.28
$Adj.R^2$	0.50	0.36	0.27
$F-sig$	115.29***	66.04***	44.38***

Notes: \*\*\* $p \leq 0.001$  level (2tailed); \*\* $p \leq 0.01$  level (2tailed); \* $p \leq 0.05$  level(2tailed), + $p \leq 0.1$ (2tailed)

RT = relational transparency, SA = Self-awareness, IMP = internalized moral perspective, BP = balance processing, SR = Self-regulation

Source: author's calculation

***H1: AL will be positively related to the affective dimension of OC***

The Table 6 above gives a deeper and more detailed view of the relationship between authentic leadership and organizational commitment. The result indicates that the internal competencies IMP was significant ( $\beta = 0.52$ ,  $p < 0.001$ ) as well as SA ( $\beta = 0.20$ ,  $p < 0.05$ ), while SR was not significant even though it has a positive relationship. The result also shows that RT and BP of external competencies are significant ( $\beta = 0.44$ ,  $p < 0.001$  and  $\beta = 0.40$ ,  $p < 0.001$ ) respectively. Therefore, based on the hypothesis for this study, the author found out that IMP, SA, RT, and BP all have a significantly positive influence on affective commitment.

Additionally, the result shows that the internal competencies have the value ( $r \text{ squared} = 0.47$ ),  $F\text{-sig} = 66.32$ ,  $p \leq 0.001$ ). This implies that 47% of the variance in affective commitment can be attributed to the internal competencies of authentic leadership and overall, it is statistically significant. It also shows that the external competencies have ( $r \text{ squared} = 0.50$ ),  $F\text{-sig} = 115.29$ ,  $p \leq 0.001$ ). This implies that 50% of the variance in affective commitment can be attributed to the external competencies of authentic leadership and overall, its statistically significant.

***H2: AL will be positively related to the normative dimension of OC***

The results gotten showed that internal competencies IMP was only significant in model 2 ( $\beta = 0.44$ ,  $p < 0.01$ ) while SR and SA even though positive, were not significant. However, RT and BP of external competencies were both significant ( $\beta = 0.39$ ,  $p < 0.001$  and  $\beta = 0.30$ ,  $p < 0.01$ ). Therefore, based on the result, the author found that IMP, RT, and BP as a significant positive influence on Normative commitment.

Additionally, the result shows that the internal competencies have the value ( $r \text{ squared} = 0.33$ ),  $F\text{ sig} = 38.16$ ,  $p \leq 0.001$ ). This implies that 33% of the variance in affective commitment can be attributed to the internal competencies of authentic leadership and overall, it is statistically significant. It also shows that the external competencies have ( $r \text{ squared} = 0.37$ )  $F\text{ sig} = 66.04$ ,  $p \leq 0.001$ ). This implies that 37% of the variance in affective commitment can be attributed to the external competencies of authentic leadership and overall, its statistically significant.

***H3: AL will be positively related to the continuance dimension of OC***

The Table 6 shows that IMP of internal competencies is only significant in model 3 ( $\beta = 0.25$ ,  $p < 0.001$ ) while SR and SA even though have a positive relationship with continuance commitment were not significant. Also, RT is only significant in model 3. ( $\beta=0.30$ ,  $p \leq 0.001$ ) Therefore, based on the hypothesis 3, IMP of internal competencies has positive significant relationship on continuance commitment, while RT also have a significant positive effect on continuance commitment.

Additionally, the result shows that the internal competency have the value (r squared = 0.22), F sig = 21.88,  $p \leq 0.001$ ). This implies that 22% of the variance in affective commitment can be attributed to the internal competencies of authentic leadership and overall, it is statistically significant. It also shows that the external competencies have (r squared = 0.28) F sig = 44.38,  $p \leq 0.001$ ). This implies that 28% of the variance in affective commitment can be attributed to the external competencies of authentic leadership and overall, its statistically significant.

From the table 6 result, the author observes an interesting pattern which shows that the variances contributed by the internal competences were lower than the external competences. This implies that the external competences influence OC than internal competences.

## **5. Discussion of the research findings**

This research work contributes to the existing literature by examining the relationship between AL competences and organizational commitment in Nigerian banking sector. The discussion focuses on three aspects. AL's competencies influence on affective Commitment, AL's competencies influence on Normative Commitment, and AL's competencies influence on Continuance commitment. The chapter ends with limitations, implications, and conclusion.

***H1: AL will be positively related to the affective dimension of OC***

The study established that IMP was positively related to affective commitment. This finding was supported by findings obtained by Tijani and Okunbanjo(2019) in their study of Authentic

Leadership and Organizational Commitment in the Information Technology Industry in Nigeria. Additionally, this study is also supported by the findings of Hlongwane and Olivier (2017) in their study of the correlation between authentic leadership and organizational commitment in south Africa using a state hospital. The results obtained implies that when leaders exhibit authentic leadership qualities, employees become more affectively committed. Furthermore, it explains that leaders who uses their good morals to effectively paddle the affairs of the organization George, (2007); Sparrowe, (2005), can also influence the employees positively, which makes them believe more in the goals and objectives of the organization and in turn makes them stay longer with the company. This agrees with what Anthony (2017) said that employees would like to stay with the organization if they believe the organization's goals and objective, which explains the high significance seen in this study.

Furthermore, As described by Walumbwa et al. (2008), SA is when leaders can accept their flaws and errors and know their strength and capabilities. It is a matter of personal reflection and knowing who you are. SA which is an internal component of authentic leadership in this study also shows a significant relationship on affective commitment. This also agrees with the findings of Tijani and Okunbanjo(2019). The result obtained implies that employees are ready to stay when the leaders are big, yet small enough to accept flaws and take responsibility for their actions. This gives employees a good feeling and this possibly explains why employees studied are ready to continue working with the organization

From the literature, RT is when leaders are open, transparent, and fair while dealing with their employees. According to Penger and Cerne (2014), RT is all about showing openness and sincere relations with colleagues and followers, which is real and not acted. This study supports the findings of Emuwa and Fields (2017) who studied authentic leadership as a contemporary leadership model applied in Nigeria and the study of Peter (2016) who studied the effect of authentic leadership on employee engagement and ethical culture in Nigerian organizations. Authentic leadership is seen to positively influence organizational commitment and since the leaders studied are seen as authentic leaders who are open and transparent, this explains the high significance observed between RT and affective commitment. From the study, BP also have a significant effect on affective commitment, and this shows that when leaders can consider all

angles and involve followers before making decisions, employees are more encouraged and committed to continue working for the organization.

The study also established that BP was positively related to affective commitment. This study supports the findings of LeeAnn (2015), who says that BP of information is when leaders process situations carefully and make the right decision without being biased, while involving the followers. The findings from this study implies that employees trust and become more committed to leaders that whose sense of processing information is balanced, and this explains the high significance seen between balanced processing and affective commitment.

***H2: AL will be positively related to the normative dimension of OC***

Second, the study established that IMP was positively related to normative commitment. This finding was supported by finding obtained by Tijani and Okunbanjo(2019) and the study of Emuwa and fields(2017) on authentic leadership as a contemporary leadership model applied in Nigeria. Additionally, this study is supported by the results of Belal, Khaleel, and Wael (2017) on authentic leadership and organizational commitment, using Alazhar University. The results obtained implies that leaders who are ethically inclined are likely to build ethically oriented work environment which help employees to be committed because they see it as norm to be emotionally attached to the organization. Employees may consider it as a moral demand or moral obligation to also pay the leaders ethically oriented behaviors by staying with the organization. Another explanation to this is that when leaders display good morals while dealing with employees, it makes the employee to believe more in the organization, believe more in his ethical obligation to the organization and remain committed to the organization, (Dihit & Bhati, 2012). RT and BP also have a positive significant effect on normative commitment. This finding was supported by the findings obtained from Hlongwane and Olivier (2017) that conducted their study in the south Africa using a state hospital. This result implies that leaders who are open and fair enough in their dealings with employees and always carry their followers along when making decisions will influence their employees to see it as a normal or standard to be committed and dedicated.

***H3: AL will be positively related to the continuous dimension of OC***

Third, the study established that IMP was positively related to continuous commitment. According to the opinion of Singh and Gupta (2015) on continuous commitment, it is when employees continue to work due to the fear of what he can lose after leaving. This findings from this incumbent study are also supported by the findings of Hlongwane and Olivier (2017) that studied the relationship between authentic leadership and organizational commitment in south Africa and Peter (2016) that carried out the research within employees in Nigerian organizations The results obtained implies that when a leader can demonstrate justice and a strong level of professionalism, employees are ready to continue working with the organization.

Furthermore, the result from current study also shows that RT was positively related to continuous commitment. This report is supported by Tijani and Okunbanjo(2019) in their study of authentic leadership and organizational commitment in the Information Technology Industry in Nigeria and the study of Aziza, Saad and Fadhah(2019) on the effect of authentic leadership educational program for head nurses on staff Nurses' organizational commitment conducted in all inpatient's units at Benha University Hospital. This suggests that when leaders express truthful and transparent behaviors to their employees when dealing with them, employees tend to have more confidence in the organization's future and stay with them the organization (Gardner., et al 2011). To the author's surprise, only IMP and RT had a significant relationship with continuous commitment, perhaps other factors not captured in this study also influence continuance commitment

The author is of the opinion that IMP and RT been statistically significant here perhaps follows the explanation of Singh and Gupta (2015) that says employees are scared of leaving their organization due to the fear of what they will lose upon leaving and lack of alternatives. The author believes that the continuance commitment displayed by the bank workers in this study could be due to the worldwide economic recession and the aftermath of covid 19, causing a lot of companies to downsize the number of their employees according to the. (National Bureau of statistics, n.d). Nigerian economy is also affected by several factors, for example, bad leadership, Corruption, epileptic power supply, Labor strikes, unemployment and so on and these have caused employees

to lose their jobs, therefore most employees will rather stay with their organization than to look for another alternative that is scarce or not available, according to the report by. (Ijeoma, 2021)

In summary, considering the empirical results obtained in this study, the authentic leadership as a whole is seen to be positively related to organizational commitment even though some were not significant and it is however not a surprise to see this result because authentic leaders are leaders who considers the opinion of everybody around them before making decisions, leaders who have good morals and are sincere, leaders who are unbiased, leaders whose positivity rubs off on their employees(Walumbwa et al., 2008). Authentic leaders can influence employee positively and in return employees remain committed to the organization.

### **5.1 Limitations**

Although there are lots of literature concerning the relationship between authentic leadership and organizational commitment, there is a scarcity of literature on the theoretical relationship between authentic leadership and organizational commitment in the Nigerian context and Nigerian banks. Also, 233 sample size used for this study is small and can be considered a limitation. Additionally, data was collected at a single time, and this might not establish causal effect. Lastly as there are other financial institutions in Nigeria like Micro-finance banks, non-interest banks, merchant banks, only commercial banks among them were studied, and so we cannot generalize the results to other financial institutions in Nigeria. However, despite the limitation in incumbent study, the results obtained were similar to existing studies on AL and OC conducted in Nigeria by Tijani and Okunbanjo(2019), Emuwa and fields(2017).

### **5.2 Recommendations**

It is recommended that authentic leadership been a contemporary leadership style should be further studied against other organizational variables aside from organizational commitment. In addition to this, other financial institutions in Nigeria should be studied. For further studies, the author recommends a larger sample size to capture a larger view.

Furthermore, since the data was collected at a single time, and this might not establish causal effect, the author recommends that future studies be a longitudinal study to have a deeper understanding of the variables.



Additionally, Banks leadership should invest in leadership and development programs to build their managers, who in turn motivate, inspire, and influence their followers to be more committed. Finally, Banks should provide capabilities that will encourage to be affectively committed to the organization.

### **5.3 Implications**

From the findings above, the author offers the following implications. First, relational transparency from the end of the leaders helps organizational commitment, and managers are advised to be as transparent as possible in their dealings with the followers under their leadership. They should be completely open and fair in handling the affairs because this would make employees to trust the process the more and continue to commit to the organization. Second, balance processing enhances organizational commitment. Managers are encouraged to cross-check every decision and be sure it's not selfish or one-sided. This would also make the employees believe more in leaders and trust their judgment. Managers must be aware of their strengths and weakness in handling the organization's affairs; therefore, leaders must build themselves to be loved and trusted by their followers. Third, internalized moral perspective increases organizational commitment, and these are leaders that handle cases with the due process alone, following ethical standards. These acts attract employees and make them enhance their commitment. Therefore, training on AL and OC should be conducted for managers to understand the negative effects of employees leaving the organization. Fourth, since leaders can influence the commitment level of the employees, banking stakeholders are advised to be sincere and fair enough during leadership appointments, to ensure the qualified people with the appropriate skills are appointed or promoted as leaders, rather than appointing unethical leaders without positive influence. It is also important that organizations continue to train their leaders to develop authentic leadership competencies

The results obtained prove leaders' influence on followers, and it is advised that managers continue to consciously improve and equip themselves with the authentic leadership competencies enough to influence their followers positively.

As banks are interested in building up effective leadership across all levels, this study suggest that AL behaviors can be integrated into the bank's leadership development programs and seminars to

train bank leaders. Conclusively, it will help bank understand how to retain their workers and ensured they are affectively committed

#### **5.4 Conclusion**

To conclude, this study confirms that authentic leaders, just like magnets, can attract and positively influence their followers. They can cause employees to work to the best of their abilities while keeping them committed and happy with the organization. From this study, it is seen that organizations need to ensure that those appointed as leaders are those with the right skills and authentic leadership qualities. Authentic leaders who understand that their attitudes and ways of doing things can influence the followers and their commitment level.

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## Lühikokkuvõte

Autentse juhtimise ja Nigeeria pangandussektori organisatsioonilise pühendumuse vaheline seos

Judah Opeyemi Ajani

See töö uurib autentse juhtimise ja organisatsioonilise pühendumuse vahelist seost. Uuring näitab, et autentne juhtimine on tänapäevase juhtimisvormina väga oluline ja kaasaegsetele organisatsioonidele vajalik juhtimisviis, ning toob välja autentse juhtimise ja organisatsioonilise pühendumuse vahelise positiivse seose. Organisatsiooni edukuse tagamiseks on õige juhtimisviis äärmiselt oluline, eriti kuna juhid seisavad kiiresti muutuvast maailmast silmitsi uute väljakutsetega hoida kinni oma tööjõudu, tagades samal ajal selle tootlikkust, pühendumust ja rahulolu oma tööga. Tööjõu kinnistamiseks peab muutus üldjuhul algama juhtide vastutustundest - nende võimest luua teadlikult ja tahtlikult töötamiseks soodne keskkond, mis suurendab töötajate pühendumust oma organisatsioonile.

Kuigi Aafrikas on läbi viidud autentse juhtimise ja organisatsioonilise pühendumise uuringuid ka varem, on need teostatud väljaspool Aafrika jurisdiktsiooni, ei ole käsitletud pangandussektorit, samuti ei ole ükski varasematest uuringutest käsitletud autentse juhtimise komponendina eneseregulatsiooni. Lisaks ei vaadeldud autentse juhtimise ja organisatsioonilise pühendumuse vahelist seost Nigeeria pankade andmetel, eriti olukorras, kus töötajate organisatsioonilist pühendumust mõjutab pangajuhtide laialdaselt teada olev ebaeetiline käitumine, sealhulgas onupoja- ja eelistuspoliitika ning pankade juhtkonna poolt toime pandud pettused.

See uuring tugineb varasematele autentse juhtimise ja organisatsioonilise pühendumuse vahelist seost käsitlevatele töödele, nagu Tijani ja Okunbanjo uuring (2019), milles vaadeldi autentset juhtimist ja organisatsioonilist pühendumist Nigeeria infotehnoloogiatööstuses. Selle uuringu aluseks on varasemad uuringud, mis näitavad, et autentse juhtimise ja organisatsioonilise pühendumuse vahel võib täheldada positiivset seost, erandiks on siinkohal Quraishi ja Azizi uuring (2018), mille kohaselt see seos on segane. Aga, nagu juba eespool mainitud, ei ole neis varasemates uuringutes võetud arvesse kõiki autentse juhtimise viit komponenti. Seetõttu on



käesolevas uuringus käsitletud autentse juhtimise komponendina ka eneseregulatsiooni ning uuritud autentse juhtimise pädevuste ja organisatsioonilise pühendumuse vahelist seost Nigeeria pangandussektori andmetel. Uuringu hüpoteesid on sõnastatud allpool.

**H1: Autentse juhtimise pädevused on positiivselt seotud organisatsioonilise pühendumuse afektiivse (emotsionaalse) mõõtmega.**

**H2: Autentse juhtimise pädevused on positiivselt seotud organisatsioonilise pühendumuse jätkuvuse mõõtmega.**

**H3: Autentse juhtimise pädevused on positiivselt seotud organisatsioonilise pühendumuse normatiivse mõõtmega.**

Uuringus kasutati 233 vastaja valimit kasutades meetodina küsitlusuuringut ja sobivat valikumeetodit. Küsimustik saadeti töötajatele elektrooniliselt ja tagastati küsitlusrakenduses samuti elektrooniliselt. Autentse juhtimise pädevuste ja organisatsioonilise pühendumuse vaheliste seoste uurimiseks kasutati Pearsoni korrelatsiooni ja lineaarset regressiooni. Läbiviidud regressioonianalüüsi tulemused näitasid, et autentsetel juhtimispädevustel, nagu suhete läbipaistvus, eneseteadlikkus, tasakaalustatud protsessid, omaksvõetud moraalne perspektiiv ja eneseregulatsioon, oli positiivne ja oluline seos organisatsiooni pühendumusega – emotsionaalse, normatiivse ja jätkuvuse mõõtmega - ja see toetas Tijani ja Okunbanjo (2019) ja Hlongwane'i ja Olivieri (2017) poolt läbiviidud uuringute järeldusi.

Kuna pangad on huvitatud toimiva ja tõhusa juhtimise ülesehitamisest kõigil tasanditel, soovitatakse uuringus integreerida autentse juhtimise käitumismudeleid panga juhtide koolitus- ja arenguprogrammidesse ning seminaridesse. See aitab pangal mõista, kuidas hoida oma töötajaid ja tagada nende emotsionaalne pühendumine. Ka üldiselt on soovitatav, et organisatsioonid korraldaksid oma juhtidele pidevalt juhtimiskoolitusi, et arendada nende autentse juhtimise oskusi.

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Judah Opeyemi Ajani

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