

## **Impact of Leadership on Organisational Commitment and the influence of culture: A Systematic Literature Review**

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### **ABSTRACT**

Organizational commitment has been extensively examined and proven to be of paramount importance for the success of any company, offering a multitude of benefits to both employers and employees. Similarly, leadership and organizational culture play pivotal roles in shaping an organization's present and future. This systematic literature review aims to establish a connection between leadership and organizational commitment by analyzing available literature from the past two decades. The review follows the PRISMA guidelines as its research methodology, utilizing specific keywords and predefined inclusion and exclusion criteria to shortlist articles published in the last two decades.

The article introduces the concept of organizational commitment, delves into various types of leadership, underscores their significance, and explores how organizational commitment can be influenced by different leadership styles, such as transactional and ethical leadership. Additionally, the review investigates the relationship between organizational commitment and organizational culture, highlighting the potential negative impacts of toxic and transactional leadership styles. Furthermore, the article examines existing research gaps, acknowledges limitations, and proposes future research directions in this area.

**Keywords:** Organisational commitment, Leadership and Organizational culture

### **INTRODUCTION**

According to Harvard Business Review (2003), management heavily relies on commitments as they are a means for organizations to secure the necessary resources for their survival. Failure of management to publicly commit to a plan and back it up with investments could lead to the alienation of investors, clients, and employees. Another highly referenced work by John Crawford (2004) drew attention by highlighting the positive influence of culture and leadership styles on organizational commitment. This served as motivation to delve into the effects of leadership and organizational culture on organizational commitment through a systematic literature review.

The literature review explores the significance of organizational commitment and its relationship with leadership and organizational culture by examining existing literature. It commences by providing a clear understanding of organizational commitment, offering definitions, and emphasizing its importance from an organizational perspective. Subsequently, the systematic literature review delves into research conducted over the past two decades that has contributed to the examination of the impact of leadership and organizational culture on organizational commitment.

The methodology adhered to in this systematic literature review follows the PRISMA guidelines, and it focuses on studies published in well-cited journals over the last 20 years. The findings of these studies reveal the influence of leadership on organizational commitment, with transformational, ethical, and charismatic leadership styles demonstrating a positive effect on organizational commitment. Furthermore, the articles investigate the relationship between organizational culture and organizational commitment.

### **Organisational Commitment**

Brickman (1987) defines commitment as "a stabilizing force that prevents individuals from altering their behavior in situations where they might otherwise be inclined to do so." Brown (1996) offers an alternative definition, describing it as "an obliging force that compels an individual to honor their commitment, even when faced with changing attitudes and inclinations."

Organizational commitment, as explained by Porter et al. (1974) and Mowday, Porter, & Steers (1982), pertains to the extent of an individual's identification with and involvement in a specific organization. Allen & Meyer (1996) provide another perspective, defining it as a "psychological bond between an employee and their organization, which reduces the likelihood of voluntary departure from the organization."

Mowday et al. (1979) offer a nuanced definition, characterizing organizational commitment as "an active relationship with the organization where individuals are willing to contribute to the organization's well-being by offering their own resources." Essentially, organizational commitment represents an employee's psychological state characterized by shared values, identification, loyalty, pride, and support toward their employer, as highlighted in studies by Le Rouge et al. (2006), Kim et al. (2005), Cho et al. (2012), and Aghdasi et al. (2011).

Numerous factors within a company can influence organizational commitment, with leadership and organizational culture being prominent contributors. Extensive literature has explored the impact of leadership and organizational culture on organizational commitment. Hence, this systematic literature review offers valuable insights into existing research, contributing to a deeper understanding of this subject and providing direction for future research endeavors.

## **METHODOLOGY**

### **A. Research Design**

The review was carried out following the guidelines outlined in the "Preferred Reporting Items for Systematic Reviews and Meta-Analyses" (PRISMA) framework developed by Moher et al. (2010). This review encompasses a span of 20 years, from April 2001 to April 2022, with a specific focus on the latest research pertaining to the influence of leadership styles on organizational commitment..

### **B. Search Strategy**

A crucial phase in the research journey is the literature review, as emphasized by Borrego et al. (2014). It serves as a valuable means for scholars to amalgamate and contemplate previous research findings, forming a robust basis for the progression of knowledge, as highlighted by Paré et al. (2015). During literature searches conducted on platforms such as Google Scholar, EBSCO, and Web of Science, the terms "leadership" and "organizational culture" were frequently employed..

### **C. Inclusion and Exclusion Criteria**

In accordance with Moher et al.'s (2010) guidelines outlined in the "Preferred Reporting Items for Systematic Reviews and Meta-Analyses" (PRISMA), this systematic literature review adhered to two simultaneous inclusion criteria. These criteria involved the inclusion of articles that focused on the influence of leadership on organizational culture, as well as the incorporation of early foundational research that either provided fundamental insights or contributed to the development of related ideas (a) b). This systematic literature analysis deliberately omitted studies that were not directly related to the "impact of leadership on organizational commitment" and those that assessed different outcomes rather than the "influence of leadership on organizational commitment." Additionally, unpublished data and conference papers were intentionally excluded from the review process.

Putting keywords in title	Google Scholar	EBSCO	Web of Science
Leadership and Organisational commitment	196	182	152

Table 1 by Author

This literature review was conducted in accordance with the guidelines outlined in the "Preferred Reporting Items for Systematic Reviews and Meta-Analyses" (PRISMA). A total of 9,94000 articles were initially identified through Google Scholar, while an additional 311 articles were identified using advanced search techniques across all three databases (as indicated in Table 1). Following a thorough screening process, which involved reviewing abstracts and identifying duplicates relevant to the topic, 119 articles were removed. Subsequently, the full texts of the remaining 112 shortlisted articles were carefully examined, resulting in the exclusion of 71 articles for various reasons. These reasons encompassed factors such as a lack of topical relevance and the inclusion of materials such as conference papers with incomplete texts, thesis abstracts, book chapters, or magazine articles. For a visual representation of this process, please refer to Figure 1.

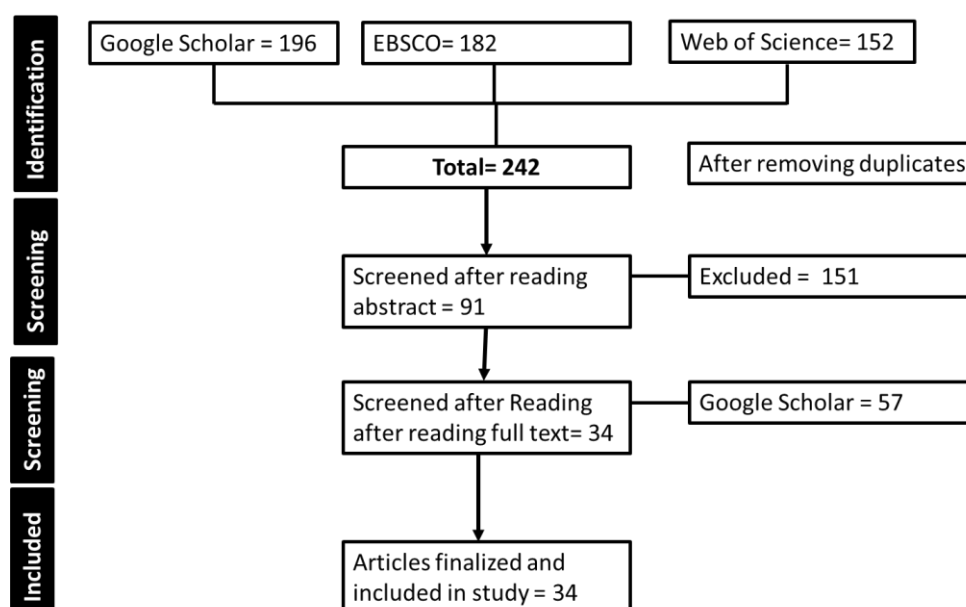


Figure 1 developed by Author- exclusion or Inclusion following PRISMA guidelines

In the end, 34 studies that were focused on how leadership affects organisational culture and met the inclusion criteria were chosen for a comprehensive literature review. Journals listed below that have published some of the articles that were used in this study include :

Journal Name	Numbers		
International journal of academic research	1		
Journal of Business and Retail Management Research	1		
International Journal of Intercultural Relations	1	Journal of Applied social psychology	1
International Journal of Nursing Studies	1	Journal of Business and Retail Management Research	1
International Studies of Management & Organization	1	Journal of Business research	1
Academy of Management Journal	2	Journal of contemporary management issues	1
Administration in social work	1	Journal of educational administration.	1
Administrative science quarterly,	1	Journal of Educational and Social Research	1
Business and Management Research	1	Journal of Healthcare Management	1
Business and Management Review	1	Journal of International Business and Management	1
Educational Administration Quarterly	1	Journal of Leadership & Organizational Studies	1
European Journal of Business and Management	1	Journal of Management and Enterprise Development	1
European Journal of International Management	1	Journal of Management Development	1
European journal of marketing	1	Journal of managerial psychology	1
European Journal of Scientific Research	1	Journal of occupational and organizational Psychology	1
Harvard Business Review	1	Journal of occupational psychology	1
Human and Social Science Research	1	Journal of Organisational Behavior	1
Human resource management review	3	Journal of Psychology in Africa	1
International Journal of Advance Research	1	Journal of vocational behavior	3
International Journal of Business and Management	1	Management research and practice	1
International Journal of Business and Management	1	Oxford University Press	1
International Journal of Business and Management	1	Personality and individual differences	1
International Journal of Business and Social Research	1	Procedia-Social and Behavioral Sciences	1
International journal of commerce and management.	1	The Journal of Developing Areas	1
International Journal of Hospitality Management	1	The Journal of Organizational Management Studies	1
International Journal of Police Science & Management	1	The Journal of Social Psychology	1
International Journal of Productivity and Quality	1	The Leadership Quarterly	1
International Review of Administrative Sciences	1	The Leadership quarterly	1
Journal of Applied psychology	3	Work & Stress	1

**Table-2** created by the author for journal publications used in this review

## ORGANISATIONAL COMMITMENT & IT'S BENEFITS

A recurring theme in the definition of organizational commitment is that individuals with high levels of organizational commitment experience a profound sense of affiliation with the company. They accept, believe in, and aspire to achieve the organization's goals, activities, and values. Moreover, they exhibit a willingness to remain with the organization and are prepared to dedicate themselves to contribute their best to the company's success (Golden and Veiga, 2008; Mowday et al., 1979; 1984; Porter et al., 1974; Yucel and Bektas, 2012; Yang and Chang, 2008; Alniacik et al., 2011; Yamaguchi, 2013).

Organizational commitment (OC) can be defined as employees' commitment to and trust in the organization's goals and values. It also encompasses their readiness to go above and beyond what is required of them (Mowday, Steers, & Porter, 1979; Coetzee et al., 2014; Allen & Meyer, 1990; 1996; 1997;). Organizational commitment reflects an individual's sentiments concerning their tenure with the organization, their alignment with the

organization's objectives and vision, and their eagerness to support the organization in realizing its vision, as noted by Pareek (2004). Additionally, some scholars regard commitment as an individual's degree of identification and engagement with their organization (Mowday, et al., 1982).

Various articles have proposed methodologies to measure organizational commitment (Meyer & Allen, 1991; Savery & Syme, 1996; Becker, 1960; Mowday, Steers, & Porter, 1979;). Furthermore, a multitude of research by scholars has explored the determinants of organizational commitment (Firth et al., 2004; Saha, 2016; Rutishauser & Sender, 2019; Chua et al., 2014; Kumasey, Delle, & Ofei, 2014; Enache et al., 2013; Igbal, 2010; Amangala, 2013; Seston, Hassell, Ferguson, & Hann, 2009; Channar, Zareen, & Imran, 2011; Salami, 2008).

During times of severe economic and financial crises, organizational commitment becomes even more crucial. This is often because committed individuals are more motivated to understand and adapt swiftly to any new company plans or changes (Gennard & Judge, 2005; Cooper & Cooper, 2003). It can also have a positive impact on customer commitment, thereby enhancing the overall reputation of the brand. High organizational commitment can lead to a reduction in staff turnover as committed employees tend to be satisfied with their work environment and are less likely to seek employment elsewhere (Sims, 2003; Ulrich & Smallwood, 2003).

The substantial influence of organizational commitment on both individuals and organizations has been well-documented (Lo, et al., 2009). To effectively manage and foster a productive work environment, it is essential to comprehend the level of commitment among employees (Culverson, 2002). Brown (2003) suggests that organizational commitment is a pivotal indicator of how leadership behavior impacts the organization, emphasizing the need for further research to gain a deeper understanding of this relationship.

Numerous psychologists have established a robust connection between high levels of commitment and favorable outcomes within organizations. High commitment has been associated with significant employee behaviors such as reduced absenteeism, greater engagement in organizational citizenship, lower turnover rates, and improved performance (Gelade & Gilbert, 2006; Meyer et al., 2002). Additionally, high levels of commitment have been linked to increased sales achievements and enhanced customer satisfaction (Gelade & Young, 2005).



In conclusion, understanding and addressing organizational commitment has become a critical issue in enhancing employee performance (Siders, George & Dharwadkar, 2001; Meyer et al., 2002; Jaramillo et al., 2005).

## **TYPES OF ORGANISATIONAL COMMITMENT**

Organizational commitment comprises three primary psychological states that influence an individual's decision to maintain their affiliation with a group. These three types of commitment include affective commitment, continuance commitment, and normative commitment, as identified by Meyer & Allen (1991). Affective commitment stems from emotional ties to the organization, continuance commitment arises from limited alternative job opportunities, and normative commitment is driven by a personal or ethical sense of obligation (Meyer & Allen, 1991).

Research has linked each of these commitment levels to employee turnover. Notably, there is a robust association between affective commitment and various positive employee outcomes, such as high attendance, productivity, good health, reduced stress, and minimal conflict between work and personal life. Affective commitment is more influenced by an employee's work experience than by recruitment and selection processes, making the perception of organizational support among employees a crucial factor (Meyer et al., 2002).

Continuance commitment, as defined by Hrebiniak and Alutto (1972), results from ongoing individual-organizational interactions and alterations in investments over time. Affective commitment, according to Mowday et al. (1982), reflects the degree of an individual's identification and involvement with a specific organization. Meyer and Allen (1991) define affective commitment as an employee's emotional attachment, identification, and involvement with the organization.

High levels of affective organizational commitment are associated with enhanced job performance, greater job satisfaction, increased dedication, and reduced intentions to leave the organization compared to individuals with lower levels of affective organizational commitment (Aghdasi et al., 2011). Researchers have also highlighted affective commitment as a consequence of an individual sharing the organization's values, a desire to remain with the organization, and a willingness to exert effort on its behalf (Zeinabadi and Salehi, 2011; Alniacik et al., 2011; Yucel and Bektas, 2012). Affective commitment essentially reflects

employees' feelings towards their organization (Castro & Martin, 2010) and is linked to increased engagement and loyalty (Kumari & Afroz, 2013).

Continuance commitment pertains to the willingness to remain with the organization, while normative commitment relates to the employee's sense of obligation towards the organization (Castro & Martin, 2010). Continuance commitment is influenced by the perceived costs associated with staying or leaving the organization, including the notion of perceived sacrifice (PS). Limited alternatives (FA) also contribute to continuance commitment, as employees may feel they have few alternative employment options (Vandenberghe et al., 2015). Limited alternatives commitment is associated with negative effects on some aspects of job performance, while perceived sacrifice commitment has been found to have positive effects on performance (Vandenberghe and Panaccio, 2012; Vandenberghe et al., 2007).

Lastly, normative commitment arises from a sense of duty towards the organization. Employees with normative commitment may feel obligated to fulfill their job commitments to avoid guilt or worry or to please others, a behavior known as "introjection." Although less attention has been paid to normative commitment in the literature, it has exhibited motivating factors. Employees with normative commitment are motivated to act ethically and responsibly in their roles due to their sense of responsibility to their employer (Allen and Meyer, 1990; Meyer et al., 2004; Gagne and Deci, 2005; Gellatly et al., 2006; Meyer and Parfyonova, 2010).

## **LEADERSHIP**

**Leadership Styles** Leadership is essentially about motivating, envisioning, and inspiring a team (Rad, 2006). As highlighted by Maqsood et al. (2013), leadership serves as a means to influence people toward achieving desired outcomes, allowing managers to steer the organization towards its goals and objectives. Effective leadership entails various skills, including idea generation, planning, dominance, and guidance.

A proficient manager possesses in-depth knowledge of all essential details and instructions required for completing tasks. Leadership, through effective coordination and communication, boosts employees' self-esteem, fostering a new vision (Bohn & Grafton, 2002). The literature recognizes various leadership styles, ranging from authoritarian to charismatic, situational to bureaucratic, democratic to individualistic, and transactional to



transformational (Mosadghrad, 2013). In this context, autocratic, bureaucratic, and democratic leadership styles are frequently observed.

Transformational and transactional leadership styles have been consistently used due to their predictive value. Effective leaders understand the appropriateness of different styles in various situations and can adapt their leadership style accordingly (Rad & Yarmohammadian, 2006). Skillful leaders utilize their leadership styles to guide their teams toward success. This literature suggests that organizational culture should align with leadership style (Rad, 2006).

The Path-Goal theory, proposed by Robbins (2005), is a prominent contingency approach to leadership. According to this theory, a leader's primary objective is to assist subordinates in successfully achieving their goals by providing guidance and motivation for both individual and organizational objectives (Silverthorne, 2001). The theory posits that leaders can motivate followers by either highlighting the rewards awaiting them or enhancing the benefits they already value. Directive leadership clearly communicates expectations to subordinates, specifying what is required of them.

This leadership style, akin to directive leadership behavior, organizes and structures the task environment, allocates roles, defines rules and procedures, clarifies expectations, schedules work, evaluates group performance, and establishes communication networks to guide team activities (Mehta et al., 2003). An effective leadership style fosters a supportive work environment marked by psychological support, mutual respect, trust, friendliness, and helpfulness, as suggested by the literature. Participative leadership involves employee input in decision-making through idea solicitation, participation in cognitive processes, meetings, discussions, and written suggestions.

Leadership garners substantial interest among researchers, businesses, and the public, focusing on how individuals, groups, or organizations perform (Pearce, 2007). Followers represent an organization's most valuable resource, and leadership plays a crucial role in optimizing resource utilization to achieve organizational goals. Hence, the term "impact" in literature aligns with the concept of leadership, wherein the leader is invariably associated with exerting influence.

Efforts to provide a single, comprehensive definition of leadership are built upon the assumption that these definitions are sufficiently comparable, as Kort (2008) pointed out.

Leadership is closely linked to the roles and associated behaviors defined by formal organizational structures. These roles encompass responsibilities and expectations that compel leaders to act accordingly, but these behaviors may not always reflect who the true leader is.

Most definitions of leadership share the common trait of guiding a team toward a unified goal, emphasizing the power of individuals to persuade others to achieve shared objectives (Limsila and Ogunlana, 2008). This study explores the nature of this influence and the variables influencing leadership behavior. Leadership methods, often referred to as leadership styles, are viewed as behaviors in personality trait research. While various leadership philosophies exist, the literature often concentrates on three leadership styles—transactional, transformational, and laissez-faire leadership. Among these, transformational leadership is considered the most effective.

Kirkbride (2006) introduced full-range leadership (FRL) models by Bass and Avolio, which delve into the three leadership types and their constituent elements, considering behavior (passive or active) and its impact on performance (low or high). Transformational leadership has garnered significant support over the past two decades (Avolio et al., 2009; Sosik and Jung, 2011; Judge and Bono, 2000). According to Northouse (2014), transformational leadership involves enhancing both followers' and leaders' levels of motivation and morality through interaction, inspiring followers to exceed typical expectations. Transformative leaders strive to help followers reach their full potential while addressing their needs and motivations, encouraging them to go above and beyond the call of duty (Sosik, et al., 2002).

## **LEADERSHIP STYLES AND ORGANISATIONAL COMMITMENT**

One study conducted by Gau&Dierendonck (2011) established a link between servant leadership and organizational commitment, while another study indicated a significant connection between leadership style, perceived organizational politics, and organizational commitment (Fashola et al., 2016). Nahas et al.'s (2013) research revealed that organizational commitment is markedly influenced by perceived job satisfaction, leadership philosophies, and demographic factors. Moreover, research has shown that leadership behavior and organizational culture impact employees' job satisfaction, turnover intentions, and commitment (Dung et al., 2019). Creative and supportive cultures, along with a considerate leadership style, have positively affected both job satisfaction and commitment, underscoring the benefits of an innovative culture on these outcomes (Lok & Crawford, 2004).

Another study found that employees who perceived their managers as skilled in building relationships and exhibiting emancipatory leadership behaviors were more likely to identify with their organizations, demonstrate strong loyalty, and exhibit high levels of commitment (Akinbode & Fagbohunbe, 2012).

Numerous studies have explored the relationship between organizational commitment, perceived organizational politics, and leadership style. Leadership behavior has a direct impact on the work environment, job outcomes, and overall organizational success (Kritsonis, 2004). Lok and Crawford (2003) noted that earlier research demonstrated that employees' reactions to a leader's behavior and an organization's values can inspire their actual dedication.

Leadership involves leveraging a leader's competence and skills to motivate individuals to work together, guiding and persuading them to achieve specific goals within a defined context. The leadership style influences subordinates' work attitudes and performance (McGimpsey, 2006). Research by Karrasch (2003) indicated a negative correlation between leadership styles and continuance commitment, while a positive correlation was observed with affective commitment. Additionally, Nangoli et al.'s (2020) study highlighted that perceptions of a leader's integrity significantly impact variations in commitment among organizational personnel. Leadership plays a pivotal role in shaping an organization's level of organizational commitment, its organizational culture, and employee job satisfaction (Rahman et al., 2020).

Furthermore, the results suggest that certain leadership techniques, such as "virtual management by objectives," exert a significant influence on the commitment dimension of identification (Politis, 2014).

## **TYPES OF LEADERSHIP AND ORGANISATIONAL COMMITMENT**

Organizational commitment represents a mode of functioning influenced by various factors, including behavior such as transformational leadership, within the workplace. Consequently, when assessing the relationship between transformational leadership and organizational commitment, it is essential to consider the work-related attitudes discussed in the existing literature. Multiple studies have highlighted the association between transformative leadership and work-related attitudes (Avolio et al., 2004a; Dumdum et al., 2002; Lan et al., 2015; Walumbwa et al., 2005; Lowe et al., 1996).

In his research on leadership styles and job satisfaction, Olasupo (2008) did not find sufficient evidence to establish a correlation between these variables. This finding aligns with the results of Madock's (2008) investigation into the connection between management techniques and employee satisfaction. Many researchers argue that transformational leadership serves as a strong predictor of employee performance because of its link to employee commitment and job satisfaction (Raja & Palanichamy, 2011).

Limsila and Ogunlana (2008) examined the relationship between subordinates' organizational commitment and leadership styles within a construction company. Their research identified a positive correlation between leadership style and both organizational commitment and work performance. Transformational cultures, without introducing additional stress, have been found to enhance both the commitment of the organization and that of its employees (Schlotz, 2009). Ismail and Yusuf (2009) also identified a strong correlation between organizational commitment and transformational leadership. In a related development, Ayinde, Ajila, and Akanni (2012) investigated the mediating influence of psychosocial factors on employees' commitment to their jobs in the context of downsizing, demonstrating a strong relationship between psychosocial elements like locus of control and job status and how downsizing was perceived by employees.

Another study's findings revealed that employee perceptions of ethical leadership, characterized by consistency, honesty, and fairness, helped explain the emotional, continuance, and normative dimensions of employees' citizenship behavior and organizational commitment. Furthermore, these findings demonstrated that perceptions of high ethical leadership among employees influenced their willingness to engage in favorable organizational commitment behaviors, including psychological attachment, work continuation, and normative commitment, as well as organizational citizenship behaviors such as conscientiousness, altruism, civic virtue, and courtesy (Mitonga & Cilliers, 2016).

Employees tend to be more committed to an organization when they feel properly supported and receive attention, sympathy, support, and praise from their superiors (Schweizer & Petzelt, 2012; Currivan, 1999). Purvanova, Bono, and Dzieweczynski (2006) assert that employee commitment to a job is significantly influenced by transformational leadership. Effective leadership behavior has been shown to increase employee engagement and motivation (Lo, Ramayah, and Min, 2009; Akinboye, 2001). Inspirational motivation was found to impact only continuous and normative commitment, while Individualized

consideration influenced only continuous commitment and affective commitment. Notably, only affective commitment was found to have a significant influence (Alghusin&Ajilouni, 2020).

The effectiveness of a leader significantly impacts an organization's success or failure (Lok & Crawford, 2003). It is crucial to evaluate a leader's ability to inspire and motivate subordinates (Rasid, Manaf, and Quoquab, 2013). Unfortunately, toxic leadership practices have become increasingly prevalent in organizations, with reports suggesting that as many as three out of ten executives may exhibit such a detrimental leadership style (Mehta & Maheshwari, 2013; Veldsman, 2012).

According to Veldsman (2012), toxic leadership poses risks to both individuals and organizations. Therefore, understanding the origins and development of toxic leadership and its impact on organizations is essential. Several key themes have emerged from initial studies on toxic leadership. Toxic leaders are characterized as being destructive or abusive (Lipman-Blumen, 2005), inclined to micromanage (Mehta & Maheshwari, 2013), unpredictable (Schmidt, 2008), displaying narcissistic traits (Schmidt, 2008), lacking integrity, and sowing discord (Lipman Blumen, 2005). However, there is limited research on the effects of toxic leadership on both organizations and their employees (Leet, 2011).

The concept of commitment signifies a psychological connection between an individual and an organization, rooted in social exchange processes, underlining the impact of transformational leadership on organizational culture (van Knippenberg & Sleebos, 2006). The commitment process is said to necessitate strong leadership. Generally, leader behavior has been explored as an antecedent variable in relation to normative and affective commitment (e.g., leader thoughtfulness, receptiveness to employees' needs, supportiveness, leader-member interchange) (Allen & Meyer, 1990; Mathieu & Zajac, 1990; Lok, Westwood & Crawford, 2005; Iverson & Buttigieg, 1999).

Research findings indicate that transformational leadership has both an indirect, beneficial influence on task performance through social media and a direct, positive association with task performance and organizational commitment (Khan et al., 2019).

In another study, employees' perceptions of high ethical leadership were found to impact their willingness to engage in behaviors contributing to positive organizational commitment, including work continuation, psychological attachment, normative commitment, and

organizational citizenship behaviors such as conscientiousness, altruism, civic virtue, and courtesy (Mitonga & Cilliers, 2016).

Another study examined transactional, transformational, and laissez-faire leadership styles in relation to organizational commitment (Makhathini & Dyk, 2018). A theoretical study demonstrated a favorable relationship between transformational leadership and organizational commitment, either through direct pathways or mediated routes (Williams & Alshahrani, 2017).

The correlation between patient safety culture, organizational commitment, and nurse managers' ethical leadership was found to be significantly positive (Lotfi et al., 2018). The results of this study indicate that organizational commitment is significantly enhanced through employee engagement, transformational leadership, and organizational communication (Moyo, 2019).

In a study investigating the effects of transactional leadership and transformational leadership on employees' intentions to stay in upscale accommodations, the researchers also explored how organizational commitment mediates the relationship between these leadership styles. The study involved front-line staff in upscale hotels in Egypt with diverse leadership styles. The primary findings revealed that transformational leadership had a more favorable impact on organizational commitment than transactional leadership. Furthermore, the association between both leadership styles was partially mediated by affective commitment and normative commitment (Sobaih et al., 2020).

The affective and normative commitment of teachers and the instructional leadership behaviors of school principals were found to be positively and moderately correlated across all categories. Teachers held a favorable perception of school principals' instructional leadership style across various dimensions, and their affective commitment to the school was high, while this perception was moderate across other aspects. According to Kiral and Suçiçeği (2017), there was a moderately strong and positive link between normative commitment and emotional commitment, as well as teachers' perceptions of school administrators' instructional leadership behavior.

The study by Ndlovu et al. (2018) found that the transformational leadership style had a moderate association with continuous commitment and a strong, positive relationship with affective commitment. However, it did not show a significant connection with normative



commitment. Their study, grounded in social exchange theory, explored transformational leadership as a precursor to organizational commitment and its impact on job performance. Individualized consideration influenced only affective and continuous commitment, while inspirational motivation influenced only continuous and normative commitment. In addition, only affective commitment significantly impacted job performance (Alghusin&Ajlouni, 2020).

Finally, research has revealed a strong, positive correlation between perceptions of patient safety culture, organizational commitment, and nurse managers' ethical leadership. Regression analysis confirmed the association between these variables and highlighted nursing managers' ethical leadership and nurses' organizational commitment as predictors of patient safety culture (Lotfi, 2018).

## **ORGANISATIONAL CULTURE AND COMMITMENT**

Organizational culture refers to a set of widely accepted beliefs about the way things are and should be, influencing people's perceptions, thoughts, emotions, and to some extent, their actions (Schein, 2010). It is the collective mindset that distinguishes individuals, whether they are part of the organization or external observers (Hofstede, 1991). This encompasses employees' attitudes, beliefs, and behaviors that differentiate them from those of competing firms. Organizational culture plays a pivotal role in gauging the success of organizational change initiatives (Agnew and Balkom, 2009).

A theoretical link between culture and commitment has been a recurring theme in the literature on organizational culture. For instance, according to Porter et al. (1974), commitment entails employees' endorsement of organizational objectives. It has also been proposed that commitment is exhibited through shared values, goals, and assumptions among employees, which are reflected in the concept of organizational culture (Virtanen, 2000). Two empirical studies employing a single-component conceptualization of commitment have established a connection between culture strength, organizational commitment, and norms of organizational culture (Chow & Wu, 2003; McKinnon, Harrison, Taylor, Levy, Boyacigiller& Beechler, 2008).

These studies suggest that leaders within organizations seeking to develop and implement effective collective action strategies should be cognizant of their organization's organizational culture. Research on organizational culture encompasses a wide range of topics. Robbins

(2005), for example, identified seven key characteristics that collectively describe an organization's culture: attention to detail, innovation and risk-taking, people orientation, results orientation, team orientation, aggressiveness, and stability. These traits exist in varying degrees, from low to high, at any given time. Robbins (2005) portrays organizational culture as an additional intervening variable; these factors underpin employees' overall subjective perceptions of the organization, and these perceptions, whether positive or negative, have an impact on employee satisfaction and performance, with a stronger culture exerting a more significant influence.

According to Daft (2005), organizational culture evolves through three stages, each of which modifies the articulated and visible values along with the underlying assumptions and core beliefs. A strong culture is characterized by closely controlled and widely shared core principles, which have a more profound impact on employee behavior. Culture is essentially defined by the degree of consensus among staff regarding the importance of specific beliefs and ways of conducting business. Research indicates that a strong culture correlates with high levels of member consensus, promotes behavioral consistency, fosters cohesion, loyalty, and organizational commitment, and significantly reduces turnover (Robbins, 2005).

**KEY FINDINGS**

The literature review unveiled several noteworthy discoveries, notably the robust correlation between employee commitment and different leadership styles, which has been extensively investigated by numerous researchers (as depicted in Table 3).

Furthermore, the review delves into an examination of various leadership styles, such as transformational, inspirational, transactional, and others, aiming to elucidate their associations with organizational commitment. Additionally, the article endeavors to scrutinize distinct forms of commitment, such as normative or affective commitment, and their interconnections with various leadership styles (as summarized in Table 3).

LEADERSHIP & COMMITMENT	
A positive correlation between leadership style and both organisational commitment and work performance.	Limsila& Ogunlana, 2008
Numerous research indicates the connection between transformative leadership and work-related attitudes like Commitment	Avolio, et al., 2004; Dumdum, et al., 2002; Lan, et al., 2015; Walumbwa, et al., 2005; Lowe, et al., 1996.
TYPES OF LEADERSHIP & COMMITMENT	

Transformational leadership can be the best indicator of employee performance since it links employee commitment and job satisfaction	Raja & Palanichamy, 2011; Purvanova, Bono, and Dzieweczynski 2006; Khan et al., 2019
A strong correlation between organisational commitment and transformational leadership	Ismail and Yusuf, 2009; Williams & Alshahrani, 2017.
Employee perceptions of high ethical leadership have influenced willingness to engage in favourable organisational commitment behaviours	Mitonga & Cilliers, 2016
Employees will strive to contribute more to an organisation if they feel properly cared for and receive attention, sympathy, support, and praise from their superiors	Scheweizer&Petzelt, 2012; Currvan, 1999
Inspirational motivation impacted only continuous and normative commitment, whereas Individualized consideration influenced only continuous commitment and affective.	Alghusin&Ajlouni, 2020
The affective and normative commitment of teachers and the instructional leadership behaviours of school principals were found to be positively and moderately significantly correlated across all categories	Kiral and Suçiçeği 2017
Transformational leadership style has a moderate link with continuous commitment and a favourable and strong relationship with affective commitment.	Ndlovu et al., 2018
Transformational leadership has a more favourable effect on Organisational commitment than the transactional leadership.	Sobaih et al., 2020
Discovered a connection between servant leadership and organisational commitment	Gau&Dierendonck, 2011
<b>CULTURE AND COMMITMENT</b>	
Link between culture and commitment has been established	Robbins, 2005
Established a relationship between culture strength, organisational commitment, and organisational culture norms	Chow & Wu, 2003; McKinnon et al., 2008

**Table 3 by Author****LIMITATIONS AND FUTURE RESEARCH DIRECTIONS**

This study has focused solely on examining the influence of the leadership dimension on organizational culture, but there is an opportunity to investigate the potential mediating and moderating effects of various other factors. It's also worth noting that the volume of research on the connection between leadership and organizational commitment has declined in recent years. With the increasing prevalence of virtual work environments, there appears to be a growing need for further research to better comprehend this relationship. Additional studies

could be conducted to explore the effects of virtual work environments on both organizational commitment and organizational culture.

## CONCLUSION

Utilizing the existing body of literature, this systematic literature review offers valuable insights into the concept of leadership and its diverse expressions, as well as the concept of organizational commitment and its importance. The study underscores relevant research that illustrates the relationship between different leadership philosophies and organizational commitment. Specifically, it highlights the strong connections between transformational leadership, ethical leadership, and organizational culture with organizational commitment, while also acknowledging the adverse impacts of toxic leadership discussed in certain publications. Furthermore, the systematic literature review identifies potential avenues for further research and emphasizes the need for regional studies to explore other dimensions influenced by various leadership philosophies.

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