INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, ECONOMICS & MANAGEMENT

A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at:
- Ulrich's Periodicals Directory ©, ProQuest, U.S.A.
- EBSCO Publishing, U.S.A.
- CAB's Directories of Publishing Opportunities, U.S.A.
- Google Scholar
- Open J-Gage, India (link of the same is duly available at Portal of University Grants Commission (U.G.C.))
- The American Economic Association's electronic bibliography, EconLit, U.S.A.
- Index Copernicus, Publishers Panel, Poland with IC Value of 5.09 & number of libraries all around the world

Circulated all over the world & Google has verified that scholars of more than 5220 Cities in 187 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

http://ijrcm.org.in/
## CONTENTS

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>TITLE &amp; NAME OF THE AUTHOR (S)</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>LOGISTICS CAPABILITIES EFFECT ON CUSTOMER SATISFACTION: EVIDENCE FROM TAIWANESE LOGISTICS PROVIDERS</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>GHI-FENG YEN, PENG JIANG, YI-CHUNG HU &amp; CHANG-MING AI</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>TRANSACTIONAL LEADERSHIP STYLE AND ORGANIZATIONAL COMMITMENT: THE MODERATING EFFECT OF EMPLOYEE PARTICIPATION</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>DR. DAVID IRUNGU NJOROGE, DR. JOHN WEKESA WANJALA &amp; DR. BULITIA GODRICK MATHEWS</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>AN ANALYSIS OF PERFORMANCE OF INDIAN BANKS W.R.T. NON-PERFORMING ASSETS (NPAs)</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>DR. ASHA NAGENDRA, ABHISHEK SINGH &amp; ANURAG SINGH</td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>AGGREGATE IMPORT DEMAND AND EXPENDITURE COMPONENTS IN INDIA</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td>DR. AMAL SARKAR</td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>TO STUDY THE CUSTOMER PERCEPTION TOWARDS BEER OF MOHAN MEAKINS LTD.</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>ABHISHEK VASHISHTH &amp; DR. NISHI TRIPATHI</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>UNDERSTANDING BRAND INDIA CAMPAIGN AND ITS IMPACT OVER SMALL SCALE INDUSTRIES</td>
<td>26</td>
</tr>
<tr>
<td></td>
<td>DR. SURYA RASHMI RAWAT, NAYAN MITTAL, AYUSH CHOWDHURY, DIVYANSH GAUTAM, SANJAY NARAYANDAS &amp; RAM KUMAR</td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>IMPACT OF FACULTY TURNOVER ON STUDENT’S PERFORMANCE IN MANAGEMENT EDUCATIONAL INSTITUTIONS WITH SPECIAL REFERENCE TO BANGALORE</td>
<td>32</td>
</tr>
<tr>
<td></td>
<td>DR. NILOFER HUSSAINI &amp; SYED RAJEENA</td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>HUMAN CAPITAL: A VITAL COMPONENT OF ORGANIZATIONAL SUCCESS</td>
<td>36</td>
</tr>
<tr>
<td></td>
<td>SIMRAN SAINI</td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>LUXURY FASHION AND INDIAN ADAPTABILITY: ANALYSIS OF CULTURAL PERSPECTIVES</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td>SUDHANSHU GUPTA</td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td>A STUDY ON QUALITY OF LIFE OF MIGRANT WORKERS EMPLOYED IN GARMENT INDUSTRIES WITH SPECIAL REFERENCE TO TIRUPUR DISTRICT</td>
<td>43</td>
</tr>
<tr>
<td></td>
<td>V. DHIVYA KEERTHIGA</td>
<td></td>
</tr>
<tr>
<td></td>
<td>REQUEST FOR FEEDBACK &amp; DISCLAIMER</td>
<td>46</td>
</tr>
</tbody>
</table>
CHIEF PATRON
PROF. K. K. AGGARWAL
Chairman, Malaviya National Institute of Technology, Jaipur
(An institute of National Importance & fully funded by Ministry of Human Resource Development, Government of India)
Chancellor, K. R. Mangalam University, Gurgaon
Chancellor, Lingaya’s University, Faridabad
Founder Vice-Chancellor (1998-2008), Guru Gobind Singh Indraprastha University, Delhi
Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

FOUNDER PATRON
LATE SH. RAM BHAJAN AGGARWAL
Former State Minister for Home & Tourism, Government of Haryana
Former Vice-President, Dadri Education Society, Charkhi Dadri
Former President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

CO-ORDINATOR
DR. BHAVET
Faculty, Shree Ram Institute of Engineering & Technology, Urjani

ADVISOR
PROF. S. L. MAHANDRU
Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR
PROF. R. K. SHARMA
Professor & Dean, Bharti Vidyapeeth University Institute of Management & Research, New Delhi

FORMER CO-EDITOR
DR. S. GARG
Faculty, Shree Ram Institute of Business & Management, Urjani

EDITORIAL ADVISORY BOARD
DR. TEGUH WIDODO
Dean, Faculty of Applied Science, Telkom University, Bandung Technoplex, Jl. Telekomunikasi, Terusan Buah Batu, Kabupaten Bandung, Indonesia

PROF. M. S. SENAM RAJU
Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

DR. JOSÉ G. VARGAS-HERNÁNDEZ
Research Professor, University Center for Economic & Managerial Sciences, University of Guadalajara, Guadalajara, Mexico

PROF. M. N. SHARMA
Chairman, M.B.A., Haryana College of Technology & Management, Kaithal

DR. CHRISTIAN EHIIOBUCH
Professor of Global Business/Management, Larry L. Luing School of Business, Berkeley College, Woodland Park NJ 07424, USA

PROF. SIKANDER KUMAR
Chairman, Department of Economics, Himachal Pradesh University, Shimla, Himachal Pradesh

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, ECONOMICS & MANAGEMENT
A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories
http://ijrcm.org.in/
CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to the recent developments & practices in the areas of Computer Science & Applications; Commerce; Business; Finance; Marketing; Human Resource Management; General Management; Banking; Economics; Tourism Administration & Management; Education; Law; Library & Information Science; Defence & Strategic Studies; Electronic Science; Corporate Governance; Industrial Relations; and emerging paradigms in allied subjects like Accounting; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Rural Economics; Co-operation; Demography: Development Planning; Development Studies; Applied Economics; Development Economics; Business Economics; Monetary Policy; Public Policy Economics; Real Estate; Regional Economics; Political Science; Continuing Education; Labour Welfare; Philosophy; Psychology; Sociology; Tax Accounting; Advertising & Promotion Management; Management Information Systems (MIS); Business Law; Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labour Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; International Relations; Human Rights & Duties; Public Administration; Population Studies; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism & Hospitality; Transportation Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design and emerging paradigms in allied subjects.

Anybody can submit the soft copy of unpublished novel; original; empirical and high quality research work/manuscript anytime in M.S. Word format after preparing the same as per our GUIDELINES FOR SUBMISSION at our email address i.e. infoijrcm@gmail.com or online by clicking the link online submission as given on our website (FOR ONLINE SUBMISSION, CLICK HERE).

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. COVERING LETTER FOR SUBMISSION:

THE EDITOR
IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF
(e.g. Finance/Mkt./HRM/General Mgt./Engineering/Economics/Computer/IT/Education/Psychology/Law/Math/other, please specify)

DEAR SIR/MADAM

Please find my submission of manuscript titled ‘______________________________’ for likely publication in one of your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published anywhere in any language fully or partly, nor it is under review for publication elsewhere.

I affirm that all the co-authors of this manuscript have seen the submitted version of the manuscript and have agreed to inclusion of their names as co-authors.

Also, if my/our manuscript is accepted, I agree to comply with the formalities as given on the website of the journal. The Journal has discretion to publish our contribution in any of its journals.

NAME OF CORRESPONDING AUTHOR :

Designation/Post* :
Institution/College/University with full address & Pin Code :
Residential address with Pin Code :
Mobile Number (s) with country ISD code :
Is WhatsApp or Viber active on your above noted Mobile Number (Yes/No) :
Landline Number (s) with country ISD code :
E-mail Address :
Alternate E-mail Address :
Nationality :

* i.e. Alumnus (Male Alumni), Alumna (Female Alumni), Student, Research Scholar (M. Phil), Research Scholar (Ph. D.), JRF, Research Assistant, Assistant Lecturer, Lecturer, Senior Lecturer, Junior Assistant Professor, Assistant Professor, Senior Assistant Professor, Co-ordinator, Reader, Associate Professor, Professor, Head, Vice-Principal, Dy. Director, Principal, Director, Dean, President, Vice Chancellor, Industry Designation etc. The qualification of author is not acceptable for the purpose.
NOTES:

a) The whole manuscript has to be in **ONE MS WORD FILE** only, which will start from the covering letter, inside the manuscript. *pdf version is liable to be rejected without any consideration.*

b) The sender is required to mention the following in the **SUBJECT COLUMN of the mail:**

   **New Manuscript for Review in the area of** (e.g. Finance/Marketing/HRM/General Mgt./Engineering/Economics/Computer/IT/Education/Psychology/Law/Math/other, please specify)

c) There is no need to give any text in the body of the mail, except the cases where the author wishes to give any **specific message** w.r.t. to the manuscript.

d) The total size of the file containing the manuscript is expected to be below **1000 KB**.

e) Only the **Abstract will not be considered for review** and the author is required to submit the **complete manuscript** in the first instance.

f) *The journal gives acknowledgement w.r.t. the receipt of every email within twenty-four hours* and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of the manuscript, within two days of its submission, the corresponding author is required to demand for the same by sending a separate mail to the journal.

g) The author(s) name or details should not appear anywhere on the body of the manuscript, except on the covering letter and the cover page of the manuscript, in the manner as mentioned in the guidelines.

2. **MANUSCRIPT TITLE:** The title of the paper should be typed in **bold letters, centered and fully capitalised.**

3. **AUTHOR NAME(s) & AFFILIATIONS:** Author(s) name, designation, affiliation(s), address, mobile/landline number(s), and email/alternate email address should be given underneath the title.

4. **ACKNOWLEDGMENTS:** Acknowledgements can be given to reviewers, guides, funding institutions, etc., if any.

5. **ABSTRACT:** Abstract should be in **fully Italic printing**, ranging between **150 to 300 words**. The abstract must be informative and elucidating the background, aims, methods, results & conclusion in a **SINGLE PARA. Abbreviations must be mentioned in full.**

6. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of **five**. These should be arranged in alphabetical order separated by commas and full stop at the end. All words of the keywords, including the first one should be in small letters, except special words e.g. name of the Countries, abbreviations etc.

7. **JEL CODE:** Provide the appropriate Journal of Economic Literature Classification System code(s). JEL codes are available at www.aeaweb.org/econlit/jelCodes.php. However, mentioning of JEL Code is not mandatory.

8. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER. It should be free from any errors i.e. grammatical, spelling or punctuation. It must be thoroughly edited at your end.**

9. **HEADINGS:** All the headings must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.

10. **SUB-HEADINGS:** All the sub-headings must be bold-faced, aligned left and fully capitalised.

11. **MAIN TEXT:**

   **THE MAIN TEXT SHOULD FOLLOW THE FOLLOWING SEQUENCE:**

   - **INTRODUCTION**
   - **REVIEW OF LITERATURE**
   - **NEED/IMPORTANCE OF THE STUDY**
   - **STATEMENT OF THE PROBLEM**
   - **OBJECTIVES**
   - **HYPOTHESIS(ES)**
   - **RESEARCH METHODOLOGY**
   - **RESULTS & DISCUSSION**
   - **FINDINGS**
   - **RECOMMENDATIONS/SUGGESTIONS**
   - **CONCLUSIONS**
   - **LIMITATIONS**
   - **SCOPE FOR FURTHER RESEARCH**
   - **REFERENCES**
   - **APPENDIX/ANNEXURE**

   The manuscript should preferably be in **2000 to 5000 WORDS. But the limits can vary depending on the nature of the manuscript.**
12. **FIGURES & TABLES:** These should be simple, crystal CLEAR, centered, separately numbered & self-explained, and the titles must be above the table/figure. Sources of data should be mentioned below the table/figure. It should be ensured that the tables/figures are referred to from the main text.

13. **EQUATIONS/FORMULAE:** These should be consecutively numbered in parenthesis, left aligned with equation/formulae number placed at the right. The equation editor provided with standard versions of Microsoft Word may be utilised. If any other equation editor is utilised, author must confirm that these equations may be viewed and edited in versions of Microsoft Office that does not have the editor.

14. **ACRONYMS:** These should not be used in the abstract. The use of acronyms is elsewhere is acceptable. Acronyms should be defined on its first use in each section e.g. Reserve Bank of India (RBI). Acronyms should be redefined on first use in subsequent sections.

15. **REFERENCES:** The list of all references should be alphabetically arranged. The author(s) should mention only the actually utilised references in the preparation of manuscript and they may follow Harvard Style of Referencing. Also check to ensure that everything that you are including in the reference section is duly cited in the paper. The author(s) are supposed to follow the references as per the following:

- All works cited in the text (including sources for tables and figures) should be listed alphabetically.
- Use (ed.) for one editor, and (ed.s) for multiple editors.
- When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc., in chronologically ascending order.
- Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
- The title of books and journals should be in italic printing. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
- For titles in a language other than English, provide an English translation in parenthesis.
- **Headers, footers, endnotes and footnotes should not be used in the document.** However, you can mention short notes to elucidate some specific point, which may be placed in number orders before the references.

**PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:**

**BOOKS**
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

**CONTRIBUTIONS TO BOOKS**

**JOURNAL AND OTHER ARTICLES**

**CONFERENCE PAPERS**

**UNPUBLISHED DISSERTATIONS**

**ONLINE RESOURCES**
- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

**WEBSITES**
TRANSACTIONAL LEADERSHIP STYLE AND ORGANIZATIONAL COMMITMENT: THE MODERATING EFFECT OF EMPLOYEE PARTICIPATION

DR. DAVID IRUNGU NJOROGE
LECTURER
BUSINESS & ECONOMICS DEPARTMENT
KIRINYAGA UNIVERSITY
KERUGOYA

DR. JOHN WEKESA Wanjala
LECTURER
HUMAN RESOURCE DEPARTMENT
MURANG`A UNIVERSITY OF TECHNOLOGY
MURANGA

DR. BULITIA GODRICK MATHEWS
REGISTRAR (AFP & D)
ADMINISTRATION DEPARTMENT
MURANG`A UNIVERSITY OF TECHNOLOGY
MURANGA

ABSTRACT
This study was aimed at determining the effect of transactional leadership style on organizational commitment as moderated by employee participation in technical institutions in Kenya. This study was conducted in 47 technical institutions in Kenya. The population comprised of 3114 lecturers while 343 respondents made up the sample. The sampling techniques used to get the sample were multistage sampling, stratified sampling and simple random sampling. Data analysis was done using descriptive statistics and multiple regression. The results indicated that transactional leadership style had a significant effect on organizational commitment and its three dimensions. In addition, the results showed that employee participation did not have a moderating effect on the relationship between transactional leadership style and organizational commitment and its dimensions.

KEYWORDS
employee participation, organizational commitment, transactional leadership.

INTRODUCTION
Human resource gives an organization competitive advantage and is a key asset in any organization. The success of an organization is dependent upon a committed workforce. Organizations therefore strive to acquire, develop, maintain and retain the best workforce as this is a vital success factor. Organizations today pay great attention to employees’ organizational commitment as it is a priority (Dairush et al., 2016). Committed employees are not likely to be sluggish and are rarely absent from work (Davenport, 2010). Cases of turnover are also lower among committed employees.

A manager’s leadership style is another important factor of an organization’s success. According to Shastri, Shashi, Mishra & Sinha (2010), leadership is the relationship between an individual and a group built around something common. The leader directs the behavior of the group. Many leadership styles have been advanced. This study focused only on transactional leadership style.

Transactional leadership style is an exchange between leaders and followers (Ivey & Kline, 2010). Bass (1985) advanced two characteristics of transactional leadership: the use of contingent rewards and management by exception. Contingent reward refers to the reward that the leader will give to the follower upon achieving goals that were earlier agreed on. A leader can use rewards to inspire commitment and loyalty. The two sub-divisions of management by exception are active management by exception and passive management by exception.

OBJECTIVES
The general objective of the study was to determine the effect of transactional leadership style on organizational commitment as moderated by employee participation. The specific objectives were to: find out the effect of transactional leadership style on affective commitment, find out the effect of transactional leadership style on continuance commitment, find out the effect of transactional leadership style on normative commitment and establish the moderating effect of employee participation on the relationship between transactional leadership and organizational commitment.

LITERATURE REVIEW
TRANSACTIONAL LEADERSHIP
According to Bass and Avolio (1990), transactional leadership refers to an understanding of employee needs, providing for those needs to reward employee contributions and hard work and committing to giving those rewards after employees complete assigned work duties. Transactional leadership involves a person connecting with others with the aim of exchanging valued things that could be economic or political or psychological in nature (Burns, 1978). Transactional leaders are thought to trade money, jobs and security for compliance (Armstrong, 2012). The exchange between transactional leaders and the followers is aimed at advancing both parties’ requirements (Ivey & Kline, 2010). Transactional leadership requires establishment of relations between the leader and the employees who work under the leader’s supervision (Ahmadi et al., 2012). Transactional leadership provides benefit when goals have been achieved and penalties when targets have not been achieved. The leader therefore uses “reward and punishment” as the best source of motivation for the followers (Hafeez, Rizvi, Hasnain & Mariam, 2012).

According to Hellriegel and Slocum (2006), transactional leadership is based on three primary components; contingent rewards, active management by exception and passive management by exception. Under contingent rewards, the leader clarifies the tasks that must be achieved and use rewards to satisfy to achieve results (Rehman et al., 2012). In active management by exception, the leader ensures that followers meet predetermined standards. The leader monitors the followers and looks out for deviances, mistakes and errors and takes corrective action when they appear (Bass, Jung, Avolio & Berson, 2003). In passive management by exception, the leader intervenes only after the appearance of behaviors or mistakes against the requirements. Followers get contingent punishment due to obvious
disparities from the standard performance. A leader may also take no action at all. Such passive leaders avoid specifying agreements, clarifying expectations and providing goals and standards to be achieved by followers (Bass et al., 2003). Under active management by exception and passive management by exception, the leader tries to attain the expected standards of performance by preventing or correcting individual mistakes (Wei et al., 2010).

**ORGANIZATIONAL COMMITMENT**

Employees' organizational commitment influences their work attitudes and behaviors (Wiza & Hlanganipai, 2014). Commitment has an impact on several work-related attributes, such as intention to stay (Chew & Chan, 2008) and job satisfaction (Chughthai & Zafar, 2006; Meyer et al., 2002). Organizations with committed employees can avoid the cost associated with high turnover rate and absenteeism. Committed employees are more likely to have higher work motivation, as well as higher job performance (Chen et al., 2006).

Organizational commitment reflects an employees' loyalty to their organization and is a continuous process through which employees express their concern for the organization and its success (Luthans, 2007). Organizational commitment is related to an individual's identification with and involvement in an organization (Armstrong, 2012). Meyer and Allen (1991) identified the following three components of organizational commitment: affective commitment, continuance commitment and normative commitment. According to Allen & Meyer (1990), affective commitment (AC) involves an acceptance and internalization of organizational goals and values. It also entails an emotional attachment to the organization.

Continuance commitment (CC) has to do with being aware of the costs associated with leaving the organization (Meyer & Allen, 1991). Followers ranking high in continuance commitment remain with their organizations as the costs of leaving are too much and have a lot of time (Meyer & Allen, 1991). Normative commitment (NC) is related to being obligated to maintain employment memberships and relationships. Employees ranking high in normative commitment feel indebted to remain with the organization (Meyer & Allen, 1991).

** TRANSACTIONAL LEADERSHIP AND ORGANIZATIONAL COMMITMENT**

A study by Bass and Riggio (2006) showed that transactional leadership has a positive relationship with affective commitment and commitment to keep working with the organization. Aboodi et al. (2013) in an Iranian study found a significant negative relationship between transactional behavior of supervisors and organizational commitment of their subordinates. In a Nigerian study by Soeb, Zairy, Othman and D'Silva (2013), transactional leadership style was found to have a significant influence on commitment of lecturers of State Universities.

Based on the literature reviewed, the following hypotheses were formulated:

- **H0a:** There is no significant effect of transactional leadership style on organizational commitment in technical institutions in Kenya.
- **H0b:** There is no significant effect of transactional leadership style on affective commitment in technical institutions in Kenya.
- **H0c:** There is no significant effect of transactional leadership style on continuance commitment in technical institutions in Kenya.
- **H0d:** There is no significant effect of transactional leadership style on normative commitment in technical institutions in Kenya.

**EMPLOYEE PARTICIPATION**

An organization's ability to innovate and successful implementation of business strategy and achievement of competitive advantage is to a large extent dependent on the level of employee involvement (Organ, Podsakoff & McKenzie, 2005). Employees are a key asset and the future of any organization depends on more participation of employees in order to generate new ideas (Singh, 2009). This has therefore led to the need and importance of employee participation. Robbins and Judge (2009) define employee participation as the participative process through which the input of employees is used to increase employees' commitment to the organization's success. The success of employee participation largely depends on the leader (Bucioniene & Skudiene, 2008). Bucisz et al. (2010) observed that the increased participation leads to employees having more control at work.

A number of studies have been conducted on the relationship between employee participation and organizational commitment. In a study conducted by Topolnytsky et al. (2002), a strong positive correlation was found between affective commitment and employees' job involvement. Torka (2003) found that employee involvement leads to more affective and normative commitment to the department as well as to the organization. In a South African study by Raymond and Mjoli (2013), the correlation coefficient between job involvement and organizational commitment was found to be significant and positively correlated. Kirmizi and Deniz (2009) reported that the participation of employees in the decision-making process and involving them in organizational plans and goals setting has a positive impact on the employees' commitment towards the organization.

Based on the literature reviewed above, employee participation is thought to moderate the relationship between transactional leadership style and organizational commitment.

Hence, the following hypothesis is formulated:

- **Hu:** There is no moderating effect of employee participation on the relationship between transactional leadership style and organizational commitment in technical institutions in Kenya.

**CONCEPTUAL FRAMEWORK**

The various variables under study are conceptualized to be related as shown below:

![Conceptual Framework](http://ijrcm.org.in/)

**FIGURE 1: CONCEPTUAL FRAMEWORK**

- **DEPENDENT VARIABLE**
  - Affective
  - Continuance
  - Normative

- **INDEPENDENT VARIABLE**
  - Employee participation

- **MEDIATOR**
  - Transactional leadership

- **MODERATOR**
  - Organizational commitment

- **MODERATOR**
  - Employee participation

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, ECONOMICS & MANAGEMENT
A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories
http://ijrcm.org.in/
RESEARCH METHODOLOGY

3114 lecturers in the 47 technical institutions in Kenya formed the study population. Technical institutions were chosen because of the critical role they are expected to play in the realization of vision 2030. Survey research design was adopted. Questionnaires were distributed to 343 respondents. 278 respondents completed the questionnaires giving a response rate of 81.05%. The sampling techniques employed were multistage, stratified and simple random sampling techniques. Multistage sampling design was employed to help in getting the clusters from which to get the sample from. Stratified sampling was used to ensure that each gender is included in the sample. Simple random sampling was adopted because the population constitutes a homogeneous group (Kothari, 2004).

Simple random sampling was employed to get sixteen institutions from a total of 47. Twenty-two gender-based members were then selected from each institution. The main instrument of data collection for the study was a 5-point Likert scale questionnaire ranging from “Strongly Agree” to “Strongly Disagree”. The questionnaire had three sections. Section one helped in obtaining information on name of institution, demographic data on gender, religion, marital status, age bracket, family size, education, job title, job group and number of years of service in the institution and under current supervisor. Section two solicited information on transactional leadership style. A modified and improved version of Multifactor Leadership Questionnaire (MLQ) by Bass (1985) was used to generate data on organizational commitment. A modified questionnaire by Barringer and Bluedorn (1999) was used. Cronbach’s alpha coefficient was used to test the instrument’s reliability. The reliability coefficients for the variables were: transactional leadership (0.753), employee participation (0.883) and organizational commitment (0.880). Therefore, all the variables met the minimum threshold.

Data was analyzed using descriptive analysis and correlation analysis. Multiple regression was then applied in order to analyze the influence of transactional leadership style on organizational commitment as moderated by employee participation.

FINDINGS AND DISCUSSIONS

Transactional leadership and organizational commitment

The model to be tested was

\[ Y = \beta_0 + \beta_1 X_1 + \epsilon \]

Where:

- \( Y \) = Organizational commitment
- \( \beta_0 \) = intercept for the independent variable
- \( \beta_1 \) = level of organizational commitment in the absence of transactional leadership
- \( X_1 \) = Transactional leadership
- \( \epsilon \) = Error term

The model was found to be valid (\( F(1,274) = 49.615, p\text{-value}<0.001 \)) as shown in Table 1.

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of squares</th>
<th>df</th>
<th>Mean square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>14.972</td>
<td>1</td>
<td>14.972</td>
<td>49.615</td>
<td>.000*</td>
</tr>
<tr>
<td>Residual</td>
<td>82.687</td>
<td>274</td>
<td>.302</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>97.659</td>
<td>275</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\( R=0.392 R^2=0.153 \)

The fitted model equation is \( Y= 0.392X_1 \) with the predictors explaining 15.3% of the variation in organizational commitment. Details of the model are shown in Table 2.

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized coefficients</th>
<th>Standardized coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>1.390</td>
<td>.233</td>
<td>5.969</td>
<td>.000</td>
</tr>
<tr>
<td>Transactional leadership</td>
<td>.504</td>
<td>.072</td>
<td>.392</td>
<td>7.044</td>
</tr>
</tbody>
</table>

The model equation shows that standardized organizational commitment (OC) will increase by 0.392 units with one-unit increase in standardized transactional leadership style. The model shows that transactional leadership (\( X_1 \)) is significantly explaining the variation in organizational commitment. As such, hypothesis Ho: there is no significant effect of transactional leadership style on organizational commitment is rejected and conclude that transactional leadership style has a significant effect on organizational commitment.

The regression results of transactional leadership on the dimensions of organizational commitment are shown in Table 3.

<table>
<thead>
<tr>
<th>Dimension</th>
<th>F</th>
<th>Sig.</th>
<th>Beta</th>
<th>R2</th>
<th>( \Delta R^2 )</th>
<th>R2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affective commitment</td>
<td>40.852</td>
<td>.000</td>
<td>.360</td>
<td>.360</td>
<td>.130</td>
<td>.127</td>
</tr>
<tr>
<td>Continuance commitment</td>
<td>35.119</td>
<td>.000</td>
<td>.337</td>
<td>.337</td>
<td>.114</td>
<td>.110</td>
</tr>
<tr>
<td>Normative commitment</td>
<td>24.665</td>
<td>.000</td>
<td>.287</td>
<td>.287</td>
<td>.083</td>
<td>.079</td>
</tr>
</tbody>
</table>

The fitted model equation is \( Y= 0.360X_1 \) with the predictors explaining 13.0 % of variation in affective commitment. The model indicates that standardized affective commitment (AC) will increase by 0.360 units with one-unit increase in standardized transactional leadership style. The model shows that transactional leadership and affective commitment

\[ Y= \beta_0 + \beta_1 X_1 + \epsilon \]

Where:

- \( Y \) = Affective commitment
- \( \beta_0 \) = intercept for the independent variable
- \( \beta_1 \) = level of affective commitment in the absence of transactional leadership
- \( X_1 \) = Transactional leadership
- \( \epsilon \) = Error term

The model was found to be valid (\( F(1,274)= 40.852, p\text{-value}<0.001 \)) as indicated in Table 3.

The fitted model equation is \( Y= 0.360X_1 \) with the predictors explaining 13.0 % of variation in affective commitment. The model indicates that standardized affective commitment (AC) will increase by 0.360 units with one-unit increase in standardized transactional leadership style. The model shows that transactional leadership and affective commitment

\[ Y= \beta_0 + \beta_1 X_1 + \epsilon \]

Where:

- \( Y \) = Affective commitment
- \( \beta_0 \) = intercept for the independent variable
- \( \beta_1 \) = level of affective commitment in the absence of transactional leadership
- \( X_1 \) = Transactional leadership
- \( \epsilon \) = Error term

The fitted model equation is \( Y= 0.360X_1 \) with the predictors explaining 13.0 % of variation in affective commitment. The model indicates that standardized affective commitment (AC) will increase by 0.360 units with one-unit increase in standardized transactional leadership style. The model shows that
leadership is significantly explaining the variation in affective commitment. Therefore, hypothesis H<sub>01</sub>: there is no significant effect of transactional leadership style on affective commitment is rejected and conclude that transactional leadership style has a significant effect on affective commitment.

**Transactional leadership and normative commitment**

The model to be tested was

\[ Y = \beta_1 + \beta_2 X_1 + \epsilon \]

Where:

\[ Y \] = Normative commitment
\[ \beta_1 \] = level of normative commitment in the absence of transactional leadership
\[ \beta_2 \] = intercept for the independent variable
\[ X_1 \] = Transactional leadership
\[ \epsilon \] = Error term

Under the model \[ Y = \beta_1 + \beta_2 X_1 + \epsilon \], the model was found to be valid (\( F(1, 274)=35.119, p\text{-value}<0.001 \)) as indicated in Table 3. The fitted model equation is \( Y = 0.337 X_1 \). This shows that standardized normative commitment (NC) will increase by 0.337 units with one-unit increase in standardized transactional leadership style. The model shows that transactional leadership is significantly explaining the variation in normative commitment. Therefore, hypothesis H<sub>03</sub>: there is no significant effect of transactional leadership style on normative commitment is rejected and conclude that transactional leadership style has a significant effect on normative commitment.

**CONCLUSION**

It is concluded that transactional leadership style has a significant effect on organizational commitment. It is also concluded that transactional leadership style has a significant effect on affective commitment, continuance commitment and normative commitment.

It is further concluded that there is no moderating effect of employee participation on the relationship between transactional leadership style and organizational commitment and its dimensions. Therefore, hypothesis H<sub>02</sub>: there is no significant effect of transactional leadership style on the relationship between transactional leadership style and organizational commitment and its dimensions is accepted.

**RECOMMENDATION**

In order to increase organizational commitment, leaders must employ transactional leadership style.

**FUTURE RESEARCH AREAS**

Research should be conducted on effect of the components of transactional leadership styles on organizational commitment. The components of organizational commitment were investigated in this study whereas the components of transactional leadership were not considered.

**REFERENCES**


REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Commerce, Economics & Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as, on the journal as a whole, on our e-mail infoijrcm@gmail.com for further improvements in the interest of research.

If you have any queries, please feel free to contact us on our e-mail infoijrcm@gmail.com.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward to an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-
Co-ordinator

DISCLAIMER

The information and opinions presented in the Journal reflect the views of the authors and not of the Journal or its Editorial Board or the Publishers/Editors. Publication does not constitute endorsement by the journal. Neither the Journal nor its publishers/Editors/Editorial Board nor anyone else involved in creating, producing or delivering the journal or the materials contained therein, assumes any liability or responsibility for the accuracy, completeness, or usefulness of any information provided in the journal, nor shall they be liable for any direct, indirect, incidental, special, consequential or punitive damages arising out of the use of information/material contained in the journal. The journal, neither its publishers/Editors/Editorial Board, nor any other party involved in the preparation of material contained in the journal represents or warrants that the information contained herein is in every respect accurate or complete, and they are not responsible for any errors or omissions or for the results obtained from the use of such material. Readers are encouraged to confirm the information contained herein with other sources. The responsibility of the contents and the opinions expressed in this journal are exclusively of the author(s) concerned.
ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active cooperation of like-minded scholars, we shall be able to serve the society with our humble efforts.