

IMPACT OF LEADERSHIP STYLES IN ORGANIZATIONAL COMMITMENT

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ABSTRACT : *The present study aims to examine the impact of leadership styles on organizational commitment at Jordanian banks. The study's sample consists of (390) employees that will help answering the study's questions and hypotheses; besides, the researcher developed a questionnaire for the detection of leadership styles dimensions (transformational leadership style, transactional leadership style ,and laissez faire leadership style) and the level of organizational commitment. The most important findings and conclusions of the research are: The arithmetic mean of the estimates of employees at Jordanian banks towards leadership styles were moderate. The arithmetic mean of the estimates of employees at Jordanian banks towards organizational commitment were moderate. Regression results indicates that there is statistically significant effect for leadership styles on organizational commitment at Jordanian banks. Besides transformational leadership style influence came first concerning the size of the effect.*

KEYWORDS: Leadership Styles, Organizational Commitment, Jordanian Banks, Transformational Leadership, Transformational Leadership.

INTRODUCTION

The past 50 years have seen growing global research in the field of leadership, and this focus doesn't seem strange because leadership is essential to the success of organizations, leadership styles have been of interest to many researchers. The relationship of leadership styles has been studied in many organizational variables. Leadership style plays an important role in employees creativity, feelings and satisfaction, also in organizations strategy formulation and implementation (Robbins, 2009). Organizational commitment is one of the variables that have received great attention from researchers because it affects employees behavior . It is a factor that connects between employees to their organization and its success. The subject of organizational commitment is an important subject of study especially in light of environmental changes such as downsizing, globalization, diversity, acquisitions and mergers. Jordanian banking sector plays a prominent role in financing various sectors needs in national economy and achieving sustainable development. It provides various banking services, it also faces many challenges and competition with foreign banks, which requires upgrading of banking performance, presence of highly qualified leaders able to work within teamwork, and committed workers to their organization.

Problem and Questions of the Study

Organizational commitment is an important variable to understand the behavior of employees in the organization and affects employees attitudes towards work such as a desire to stay in the organization, absenteeism rate, job satisfaction and work turnover rate. Organizationally committed employees have high motivation rates and better job performance. One of the important variables to strengthen organizational commitment is the existence of a leadership style that motivates employees and makes them feel the importance of the leader presence and

work with him. Jordanian banks face many challenges such as globalization, rapid change and slow economic growth, which requires from their leaders to use leadership styles that believe in change and administrative innovation in the face of competition and market conditions, making them the most dynamic and innovative source of competitive advantage.

Accordingly, the research problem in its general framework is related to a weak understanding of the relationship between leadership styles and the organizational commitment in Jordanian banks. Therefore, this study seeks to explain the relationship between leadership styles and organizational commitment. The study problem can be shown by raising a number of questions as next:-

- What is the level of leadership styles in Jordanian banks?
- What is the level of organizational commitment dimensions (continuance commitment, affective commitment and normative commitment) in Jordanian banks?
- What is the impact of leadership styles on organizational commitment at Jordanian banks?

Study Hypothesis

The main hypothesis: there is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) for leadership styles on organizational commitment at Jordanian banks..

Sub hypothesis1: there is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) for transformational leadership style on organizational commitment at Jordanian banks.

Sub hypothesis2: there is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) for transactional leadership style on organizational commitment at Jordanian banks.

Sub hypothesis3: there is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) for laissez faire leadership styles on organizational commitment at Jordanian banks.

Study objectives

The study seeks to achieve a main aim, which is related to exploring the effect of leadership style on organizational commitment. Based on that main aim, this study aims at:

- identifying a level of leadership styles and the level of organizational commitment from the workers perspective at Jordanian banks.
- identifying impact of leadership styles on organizational commitment from the perspective of workers at Jordanian banks.

Study importance

- This study linked a set of variables that weren't linked by previous studies. It combined leadership styles and organizational commitment in one study model.
- The current study dealt with a topic that is relatively new, also the Arab library lacks such studies.

- The results of this study will benefit Jordanian banks to improve banking performance and promote it by adopting an effective leadership style and increasing employee organizational commitment, thus increasing their profitability, efficiency and effectiveness.
- The results of this study are expected to benefit decision makers at Jordanian banks in clarifying the impact of the leadership styles in organizational commitment.

LITERATURE REVIEW

Leadership Styles

(Robbins and Coulter, 2009) define leadership as a process of influencing people towards achieving goals. (Harem, 2004) define leadership style as a set of acts that the leader displays within the organization as a result of internal or external pressure and thus has direct effects on organization's employees behavior o positively or negatively. (Robbins, 2009)Indicted that leadership style is used to describe successful leaders and it is difficult to the leader to apply one leadership style , also leadership styles vary among cultures. Behavioral approach theories of leadership included varying applications of leadership styles, behavioral theories focused on studying what leaders do. Douglas McGregor put the theory of (X) to express authoritarian style of the leader and the theory of (Y) to express the leader's human style. Likert categorized leadership styles into four styles: exploitative style, centralized style, utilitarian style, consultative style, and co-authoritarian style. The University of Iowa study determines three leadership styles : autocracy style, democracy style and laissez faire style (Najm, 2011).

The University of Michigan identified two leadership styles: production concern style and subordinates concern style. Ohio University studies identified two styles of leadership behavior: employee- centered and job- centered. Blake and Mouton identified five leadership styles according to leader's concern for people and concern for production: impoverished management style, authority- compliance style, middle of the road management style, country club management style and team management style. (Robbins, 2009).Contingency approaches have pointed to several leadership styles, Fiedler's contingency theory stated that leadership effectiveness depends on the ability of individual to match leadership traits with organizational situation that influence the appropriate leadership style. These factors are: leader – member relations, task structure and position power. Tannenbaum and Schmidt indicated that leadership could be a continuum reflecting different amounts of employee participation . Leaders may adjust their styles depending on the situation, Thus, one leader might be autocratic , another democratic, and a third mix of the two styles(Lahloub and Sarayra, 2012). Hersey and Blanchard pointed out in their situational theory that the effective leader chooses the right style in the right situation, depending on the degree of subordinates maturity and subordinates readiness to take responsibility for their behavior, degree of experience, education and motivation for achievement. Hersey and Blanchard indicated that there are four leadership style- telling, selling, participating and delegating(Robbins and Coulter, 2009).Bass (1985) identified three leadership styles - laissez faire style, transformational leadership style, and the transactional leadership style.

- **Laissez faire style** means the absence of effective leadership that avoids decision-making, ignores existing problems, refuses to intervene, and avoids initiative to interact with group members. The leader also avoids giving a clear direction and does not participate in the

development of workers, and avoids workers participation of and giving incentives (Yaulk, 2010).

- **Transactional leadership style** means that the leader clarify subordinates role and task requirements, initiates structure, provide rewards, and displays consideration for subordinates (Bass et al, 2003). Bass & Avolio identified three components of transactional leadership- contingent reward, active management by exception, and passive management by exception (Limsila & Ogunlana, 2008).
- **Transformational leadership style** creates significant change in both followers and the organization, transformational leader inspires subordinates and motivates them to transcend their personal interests in favor of the organization. (Bass & Avolio, 2003) identified four components of transformational leadership- Inspirational Motivation, Idealized Influence, Individualized Consideration and Intellectual Stimulation. (Kinicki & Kreitner, 2008).

Organizational Commitment

(Meyer & Allen, 1991) defines organizational commitment as a psychological condition characterizes individual relationship with the organization and affects his decision to continue or not in the organization. This relationship includes the emotional orientation towards organization and the individual's perception of leaving organization cost and the moral obligation to stay in organization. (Robbins, 2009) defines organizational commitment as employees attitudes towards the organization in which they work. organizational commitment as an attitude is individuals' desire to remain in organization, their efforts to the organization, and their acceptance of organization values and objectives. Organizational commitment reflects employees loyalty to their organizations and is determined by a number of personal factors (age, duration of service and attribution), organizational factors (work design, leadership style, justice and values) and other factors (availability of alternatives when leaving work). Organizational commitment is characterized by three psychological factors: the individual's acceptance of the goals and values of the organization, the desire to make an effort to achieve the goals, and the desire to remain in the organization. (Meyer & Allen, 1997) identifies three components of organizational commitment:

- **Continuance commitment** means the individual desire strength to continue work in the organization because of his need to stay at work and lack of other alternatives to him. He believes that leaving work is costly and is a loss of what he has invested in his job, also loss of time and effort invested in organization that could be lost if the organization is left.
- **Affective commitment** means the individual desire strength to continue work in the organization because the work is consistent with he wants to do so. It means also the individual desire to remain because he is attached emotionally to the organization.
- **Normative commitment** means the individual desire to stay in the organization because individual feels that staying in the organization is the moral thing to do. He believes that the organization expects loyalty, as well as the result of being influenced by others. (Meyer and Parfyonova, 2010). organizational commitment considers an indicator of some individuals attitudes and behaviors of in the organization. Committed individuals to their organizations are less willing to withdraw and want to sacrifice for their organizations. Furthermore, the greater workers organizational commitment, the lower rates of workers absence of and resignations from the organization. The rise in these rates is also indicative of a weak

organizational commitment. The results of some studies also showed a positive relationship between organizational commitment, performance, positive organizational climate, success of work teams and job satisfaction

Conceptual Models

(Djalali et al., 2017) identifies the relationship between transformational leadership and organizational commitment, and explore the relationship between transformational leadership and organizational citizenship behavior for a group of general managers in Indonesia. The study found that there is correlation and effect relation between transformational leadership and organizational commitment, also there is relationship between transformational leadership and organizational citizenship behavior.

(Nuwayqa, 2015) identifies the impact of leadership styles on achieving organizational commitment for employees of Interior Jordanian Ministry, the study found that there is a positive impact of leadership styles in enhancing organizational commitment dimensions, also there is a high level of leadership styles (democratic style, autocratic style, laissez faire style) and organizational commitment. (Sabah, 2015) investigates the impact of leadership styles on organizational commitment at the banking sector Biskra state in Algeria, the study identified three leadership styles (transformational style, transactional style, laissez faire style). The study concluded that the most practice style is transformational leadership style, the highest organizational commitment dimensions is emotional commitment, also there is statistically significant effect of transformational style and transactional on organizational commitment, and there is no significant impact of laissez faire leadership style on organizational commitment.

The study of (Asiri, 2014) aimed at exploring the relationship between leadership styles and organizational commitment at the general secretariat of Saudi shura council, the researcher used Blake and Mutton managerial grid to determining leadership styles. The study found that leaders using five styles, the highest using style is social club style, and the lowest using style is the poor leadership style, also the level of organizational commitment is high. Besides, there is a statistically significant relationship between leadership styles and organizational commitment.

Al-Kareidi (2010) conducted a study aimed to investigate the influences of leadership style on organizational commitment, leadership styles included (democratic style, autocratic style, laissez faire style). Organizational commitment included three dimensions (emotional, normative, and continues). The results indicated that both democratic style and laissez faire style hasn't statistical impact on organizational commitment. But Autocratic style has a significant positive impact on organizational commitment.

The study of (May et al., 2009) aimed to measure and analyze the impact of leadership styles on organizational commitment from the perspective of Malaysian industrial companies managers. The results indicated that both transactional and transformational leadership styles have a significant positive impact on organizational commitment.

The study of (Seyyed et al., 2012) aimed to measure and analyze the impact of both transactional and transformational leadership styles on organizational commitment from the perspective of Iranian state pension foundation employees. The study showed that both styles have statistical significance impact on organizational commitment. Furthermore, there is impact for personal factors on organizational commitment.

RESEARCH METHODOLOGY

Study Community and Sample: the community of the study consists of (18457) workers who are employed in (16) Jordanian banks according to Jordanian banks association official reports for the year 2015. A simple-random sample was chosen from the study community, the researcher distributed (420) questionnaires, with due regard to employees at all levels. (402) questionnaires were received with the rate of return (95%). Only (12) questionnaires were dismissed because of being unusable for statistical analysis.

Study instrument: the researcher reviewed the theoretical background and previous studies about leadership styles and organizational commitment. The researcher also reviewed many questionnaires that used in the previous studies, so he designed one that reflects leadership styles and organizational commitment.. The parts of the questionnaire are:-

- **Part one-** background information: - In this part, respondents were asked to indicate their gender, age, level of education, job title, and experience.
- **Part two-** dimensions of the study:- This part covers dimensions:-

The first dimension –independent variable- leadership styles which contains (26) items. leadership styles contain the secondary dimensions:- items from (H1 to H12) related to transformational leadership style, items from (H13 to H21) related to transactional leadership style, items from (H22 to H26) related to laissez faire leadership style.

- **The second dimension-** dependent variable- is organizational commitment which contains fifteen items from (H27 to H31). organizational commitment contain the secondary dimensions:- items from (H27 to H31) related to continuance commitment, items from (32-36) related to affective commitment, items from (37-41) related to normative commitment

The participants were asked to identify the degree of their agreement with each item in the second and third sections of the study, using five point Likert scale (5= strongly agree, 4= agree, 3=neutral, 2= disagree, and 1= strongly disagree). The scale was calculated through the following formula: $\frac{\text{The highest point of the scale (5)} - \text{the lowest point of the scale (1)}}{\text{the number of required categories (3)}} = 1.33$. Thus, 1.33 was added to the end of each category, so that the categories and the degree of agreement became as follows (from -1.00 to less than 2.33 = low) and (from 2.33 to 3.66 medium) and (from 3.67 to 5.00 = high).

Study Validity and Reliability

- **Face validity:** this is applied in the present study in two phases: First, the questionnaire sent to a pilot sample of (25) workers from different managerial level to assess the clarity of the questionnaire. Second, The questionnaire was reviewed by (12) referees from among the faculty members at Jordanian universities, and some items were adjusted based on their recommendations.

- **Instrument reliability:-** the current applied Cronbach's Alpha measures the reliability of measurement in similar research. Cronbach's Alpha coefficient value of all dimensions of the study is (87%).

In order to answer the questions of the study and test its hypotheses, the following statistics were employed: percentages, frequencies, and multiple regression.

RESULTS & DISCUSSION

A profile of the sample: the characteristics of the respondents are shown in table (1).

Table (1) Frequencies and Percentages of Demographics factors of the sample

Variable	Characteristics	Frequency	Percentage
Gender	Male	253	65%
	Female	137	35%
Age	20-less than 30 Years	34	7.3%
	30- less than 40 Years	189	40.6%
	40- less than 50 Years	169	36.3%
	50- less than 60 Years	51	11%
	60+	33	4.7%
Education	Diploma	59	15%
	Bachelor	270	69%
	Post Graduate	36	9%
Job Title	General Manger	20	5.2%
	Department Manager	45	11.5%
	Section Head	91	23.3%
	Worker	234	60%
Experience Years	Less Than 5 Years	29	7.4%
	6-10 Years	237	60.8%
	11-15 Years	91	23.3%
	More than 15 Years	33	8.5%

The results show that the majority of respondents (65%) are males and the remaining are females. Nearly (40.6%) of respondents are (30- less than 40 Years) years of age, (69%) hold bachelor degree. Moreover, (60%) of the respondents are workers. Table (1) indicates that (60.8%) of respondents are (5-10) years experience.

Analysis of the questions of the study:

- What is the level of leadership styles (transformational leadership style, transactional leadership style and laissez faire leadership style) in Jordanian banks?

Table 2: The means and standard deviations of the level of leadership styles

Rank	Dimension	Mean*	Standard deviation	Degree of assessment
1	transformational leadership style	3.54	.38	moderate
2	transactional leadership style	3.63	.39	moderate
3	laissez faire leadership style	2.30	.29	low
	leadership styles as a whole	3.34	.39	moderate

* (From 1.00 to less than 2.33 = low), (from 2.33 to 3.66 medium) and (from 3.67 to 5.00 = high)

Table (2) shows that the level of leadership styles as a whole among members of study sample at Jordanian banks was moderate, with a mean of (3.34) and a standard deviation of (0.39), which suggests the similarity of the responses of the participants of the study concerning leadership styles as a whole. Table (2) shows also that the means of the responses of the

participants of the study concerning leadership styles ranged between (2.30- 3.63), the highest being for transactional leadership style, with a mean of (3.63) and a standard deviation of (0.38) and a moderate degree of assessment. Transformational leadership style follows transactional leadership style with a mean of (3.54) and standard deviation of (0.39), and lastly came the dimension of laissez faire leadership style with a mean of (2.30) and a standard deviation of (0.29) and a low degree of assessment. These results indicates than transactional leadership style and transformational leadership style are more common than laissez faire leadership style, these results could be attributed to the nature of banking work also the leader must have essential role in banking work due to the fact that any error will have negative results.

What is the level of organizational commitment dimensions (continuance commitment, affective commitment and normative commitment) in Jordanian banks?

Table 3: The means and standard deviations of organizational commitment dimensions

Rank	Dimension	Mean*	Standard deviation	Degree of assessment
1	continuance commitment	3.81	.46	high
2	affective commitment	3.49	.53	moderate
3	normative commitment	3.68	.42	high
	organizational commitment as a whole	3.66	.47	moderate

* (From 1.00 to less than 2.33 = low), (from 2.33 to 3.66 medium) and (from 3.67 to 5.00 = high)

Table (3) shows that the level of organizational commitment as a whole among study sample members at Jordanian banks was moderate, with a mean of (3.66) and a standard deviation of (0.47), which suggests the similarity of the responses of the participants of the study concerning organizational commitment as a whole. Table (3) shows also that the means of the responses of the participants of the study concerning organizational commitment ranged between (3.49-3.81), the highest being for continuance commitment, with a mean of (3.81) and a standard deviation of (0.46) and a high degree of assessment. normative commitment follows continuance commitment with a mean of (3.68) and standard deviation of (0.42) and a moderate degree of assessment, and lastly came affective commitment with a mean of (3.49) and standard deviation of (0.46) and a moderate degree of assessment. These results indicates that the members of the study sample are agree on their banks goals and values, and they linked to their organizations as a result of their investments .

Study Hypothesis Testing

The main hypothesis: there is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) for leadership styles on organizational commitment at Jordanian banks..

Sub hypothesis1: there is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) for transformational leadership style on organizational commitment at Jordanian banks.

Sub hypothesis2: there is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) for transactional leadership style on organizational commitment at Jordanian banks.

Sub hypothesis3: there is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) for laissez faire leadership styles on organizational commitment at Jordanian banks.

multiple linear regression was used in exploring the presence of a statistically significant effect of the independent variables on the dependent variable at the significance level ($\alpha \leq 0.05$). Upon inserting the independent variables into the multiple linear regression analysis (transformational leadership style, transactional leadership style, and laissez fair style). Table (11) shows that all leadership styles has a predictive power and is statistically significant.

Table (4) : Multiple linear regression

Source of variance	Sum of squares	Df	Mean of squares	R	R ²	Adjusted R ²	F value	significance
Regression	21.867	3	7.289	.634	.402	.397	86.318	.000(a)
Residual	32.595	386	0.084					
Total	54.461	389						

Table (4) shows that leadership styles had statistically significant effects on organizational commitment, multiple correlation coefficient value was (.634) and the (R²) was (.402) and the value of adjusted (R²) was (.397) which indicates that leadership styles was capable of accounting for (39.7%) of the changes in the dependent variable (organizational commitment).

Table (5): The significance of standardized and unstandardized multiple linear regression coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.185	0.127		7.014	.000
transformational leadership	0.414	0.041	0.433	10.045	.000
transactional leadership	0.309	0.042	0.319	7.401	.000
laissez faire leadership	.046-	0.025	0.074-	1.872-	.062

The table(5) shows:-

- The existence of a statistical significance for the constant of the multiple linear regression formula, in which the value of (t) was (7.014) with a statistical significance of (0.000) which is below the level ($\alpha \leq 0.05$), which indicates the significance of the constant.
- The presence of a statistical significance for the coefficient of the multiple linear regression formula related to the independent variable transformational leadership, which the value of (t) was (10.045) , with a statistical significance of (0.000) , which is below the significance level ($\alpha \leq 0.05$) , which suggests the rejection of the null hypothesis and accepting the alternative hypothesis which states that : there is a statistically significant effect ($\alpha \leq 0.05$) for transformational leadership style on organizational commitment at Jordanian banks. Besides, this result is consistent with studies of (Seyyad et al., 2012, May et al.,2009, and Sabah, 2015). Also this result indicates that practicing transformational leadership style affects employee trust and increase their organizational commitment.

- The presence of a statistical significance for the coefficient of the multiple linear regression formula related to the independent variable transactional leadership, which the value of (t) was (7.401), with a statistical significance of (0.000), which is below the significance level ($\alpha \leq 0.05$), which suggests the rejection of the null hypothesis and accepting the alternative hypothesis which states that: there is a statistically significant effect ($\alpha \leq 0.05$) for transactional leadership style on organizational commitment at Jordanian banks. Besides, this result indicates that practicing transactional leadership style include employee performance evaluation and paying rewards that matching with employee performance and all that affect employee organizational commitment.
- The absence of a statistical significance for the coefficient of the multiple linear regression formula related to the independent variable laissez faire leadership style, for which the value of (t) was (1.872-), with a statistical significance of (0.000), which is more than the significance level ($\alpha \leq 0.05$), which suggests acceptance of the null hypothesis which states that: there is no a statistically significant effect ($\alpha \leq 0.05$) for laissez faire leadership style on organizational commitment at Jordanian banks. Besides, this result is consistent with study of (Sabah, 2015). Also this result indicates that practicing laissez faire leadership style contain avoiding decision making and solving work problems which cause decreasing employee organizational commitment.

CONCLUSION & RECOMMENDATIONS

Conclusion

The major findings of this study are as the following:

- 1 The leadership styles level is moderate in Jordanian banks. The average mean of leadership styles as a whole is (3.34), as shown in table (2). Which indicates moderate practicing of leadership styles. Practicing leadership styles was as follows: transactional leadership style was ranked first, with a mean of (3.63) and a standard deviation of (0.38) and a moderate degree of assessment, and transformational leadership style came next, with a mean of (3.54) and a standard deviation of (0.39) and a moderate degree of assessment, lastly came the dimension of laissez faire leadership style with a mean of (2.30) and a standard deviation of (0.29) and a low degree of assessment. These results indicates that there is no single leadership style in Jordanian banks, which requires from leaders to practice these styles accordance to the surrounding circumstances and to integrate workers by linking organization objectives with employees objectives .
- 2 The level of organizational commitment is moderate in Jordanian banks . The average mean of organizational commitment as a whole is (3.66), as shown in table (3). Organizational commitment dimensions was as follows: continuance commitment was ranked first , with a mean of (3.81). and Normative commitment came next, with a mean of (3.68) and a standard deviation of (0.42) and a moderate degree of assessment, lastly came the dimension of affective commitment with a mean of (3.49) and a standard deviation of (0.46) and a moderate degree of assessment. These results indicates the prevalence of the three types of organizational commitment in Jordanian banks, but with less degree for emotional commitment. Therefore leaders should build strong emotional relationships with employees to create harmony and build strong relationships with them.

- 3 The results related to the main hypothesis shows that there is statistically significant effect for leadership styles on organizational commitment at Jordanian banks. Through the results of simple linear regression, it was shown that leadership styles account for (39.7%) of the changes which occurred to the dependent variable (organizational commitment), and the rest is due to other factors. This result demonstrates the important role of leadership in achieving employees' commitment to work, completing tasks, mobilizing potential, motivating employees and building a common vision between management and employees.
- 4 There is a statistically significant effect ($\alpha \leq 0.05$) for both transactional leadership and transformational leadership style on organizational commitment at Jordanian banks, as shown in table(5).
- 5 There is no statistically significant effect ($\alpha \leq 0.05$) for laissez faire leadership style on organizational commitment at Jordanian banks, as shown in table(5).

Recommendations

After data presentation and analysis and after answering the study's questions, the researcher provided the following recommendations:

- 1 The leaders at Jordanian banks should focus on applying transformational leadership style because it motivates workers capacities and gives meaning to their work by empowering them to achieve current commitments towards work and completion of the tasks while helping them to achieve future hopes and aspirations
- 2 Jordanian banks should use mechanisms to enhance employees emotional commitment such as using transformational leadership style and profit sharing schemes, thus enhancing organizational commitment. Also give more attention for selection and recruitment function by attracting new members whose values are consistent with the organization.
- 3 Using job enrichment at Jordanian banks will make organizational commitment greater, especially when workers control their jobs, and give employees more independence in the performance of work.
- 4 Jordanian banks should take care of other factors that affect organizational commitment such as individual characteristics, job characteristics, and organizational characteristics.

Future scope of the research

There are certainly more scopes for conducting research studies concerning leadership styles and organizational commitment in the future. The researcher conducted his study on banking sector. There are other sectors like industrial sectors, marketing sectors, business sectors etc. Future studies are invited to add any modified or intermediate variables to the current study model such as work design, organizational justice or personal variables.

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