

Full Length Research Paper

Visionary leadership and employee work outcomes of money deposit banks in Port Harcourt

Clifford, D.^{1*} and Oshi, J.O.E.²

^{1,2}Department of Management University of Port Harcourt, Choba, Nigeria

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This study examined the relationship between visionary leadership and employee work outcomes of money deposit banks in Rivers State. The target population for the study is the whole workers of the twenty-two (22) licensed money deposit banks by CBN in Nigeria. However, the accessible population for the study comprised of one hundred and seventy-eight (178) workers of some selected branches of ten (10) money deposit banks in Port Harcourt metropolis. A sample of one hundred and twenty three was drawn through the Taro Yamane's formula. Five (5) testable null hypotheses were formulated and analyzed. Spearman's Rank Order Correlation Coefficient was used to analyze the null hypotheses, with the help of Statistical Package for Social Sciences at 5% level of significance. Of the one hundred and twenty three copies of the questionnaire distributed, 120 copies were retrieved and analyzed. The five null hypotheses were rejected and the alternate accepted. Indicating a significant positive relationship between the dimensions of visionary leadership (empowerment, supporting and image building) and the measures of employee work outcomes (affective commitment and innovative behaviour). Consequently, it was recommended that leaders should: Give their subordinates more room to take decision as well as the responsibility that goes with it; encourage their subordinates to come up with novel ideas and provide the enabling environment to see through their ideas; show genuine concern for the plights of their subordinates as this will further endear them to the leader and the organization by extension; create a supportive environment that rewards the generation and implementation of novel ideas; show the right example to their subordinates as this will elicit reverence and regard from them, which will impact positively on their affectively committed; and take the lead in promoting the generation and implementation of novel solutions to organization challenges as this will spur their subordinates into toeing the same path.

Key words: *Visionary leadership, Empowerment, Innovative behaviour, Organizational Culture, Image building*

INTRODUCTION

Due to globalization and the highly competitive nature of the business world today, various organizations are burdened with the need to understand the changing needs of their employees and how to effectively manage them in order to stay competitive (Bawa and Ali, 1999; Deloitte, 2016). A myriad of variables have been adduced by researchers as to what constitutes this work outcomes some of which include job satisfaction, behavioural compliance, performance, task completion, absenteeism and turnover/propensity to leave, affective commitment,

task performance, innovative behaviour, etc. (Chen and Aryee, 2007; Lunenburg, 2012; Mir, Bhasin and Rasool, 2017). For the purpose of this study however, our interest is on two of these work outcomes: affective commitment and innovative behaviour.

Visionary leadership is said to have positive effects on follower outcomes, resulting in high trust in the leader, high commitment to the leader, high levels of performance among followers, and high overall organisational performance (Kirkpatrick, 2004). This is so because vision is said to have positive effects on followers' self-concepts; that is to say, followers become motivated to achieve the vision because they find it meaningful, identify with it, and believe in the vision and

*Corresponding author e-mail: daergoclifford@gmail.com

their ability to achieve it (House and Shamir, 1993). The reduction of Nigerian money deposit banks (formerly known as commercial banks) from 89 to 24 banks in 2005 is still very fresh. In 2008, the regulatory authority precisely Central Bank of Nigeria (CBN) replaced the management of eight money deposit banks namely Union Bank Plc, FinBank, Intercontinental Bank Plc, Afribank, Oceanic Bank, Wema Bank, Equatorial Trust Bank, Spring Bank. There have been incidences of bad corporate governance, poor risk management and above all inadequate human capital and managerial ability on the part of leadership.

Aim and objectives of the study

The objective of this study is to determine if there exists any relationship between visionary leadership and employees work outcomes. Precisely, the objectives are to:

- i. Ascertain the relationship between empowerment and affective commitment of money deposit banks in Rivers State.
- ii. Examine the relationship between empowerment and innovative behaviour of money deposit banks in Rivers State.
- iii. Investigate the relationship between supporting and affective commitment of money deposit banks in Rivers State.
- iv. Determine the relationship between supporting and innovative behaviour of money deposit banks in Rivers State.
- v. Identify the moderating role of organizational culture on the relationship between visionary leadership and employee work outcomes of money deposit banks in Rivers State.

Research questions

The following research questions would be adopted in a bid to achieve the aim and objectives of the study:

- i. What is the relationship between empowerment and affective commitment of money deposit banks in Rivers State?
- ii. What is the relationship between empowerment and innovative behaviour of money deposit banks in Rivers State?
- iii. What is the relationship between supporting and affective commitment of money deposit banks in Rivers State?
- iv. What is the relationship between supporting and innovative behaviour of money deposit banks in Rivers State?
- v. What is the moderating impact of organizational culture on the relationship between visionary leadership and employee work outcomes of money deposit banks in Rivers State?

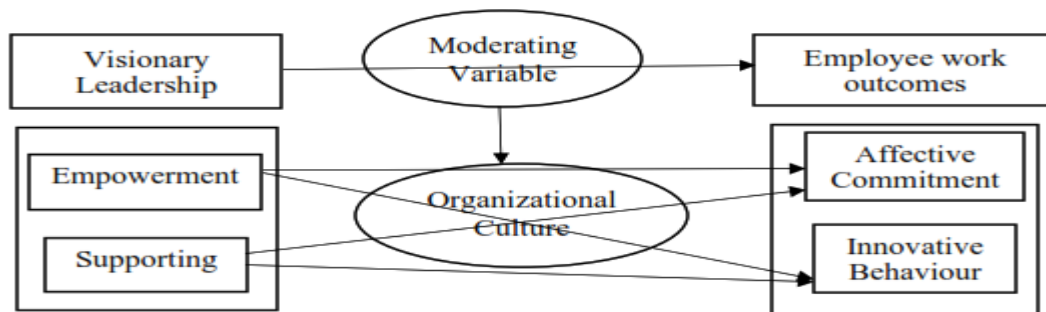
Hypotheses

To answer the research questions, the following null hypotheses were formulated:

- H_{o1}:** There is no significant relationship between empowerment and affective commitment of money deposit banks in Rivers State.
- H_{o2}:** There is no relationship between empowerment and innovative behaviour of money deposit banks in Rivers State.
- H_{o3}:** There is no significant relationship between supporting and affective commitment of money deposit banks in Rivers State.
- H_{o4}:** There is no significant relationship between supporting and innovative behaviour of money deposit banks in Rivers State.
- H_{o5}:** Organizational culture does not moderate the relationship between visionary leadership and employee work outcomes of money deposit banks in Rivers State.

LITERATURE REVIEW

Operational Framework



Source: The dimensions of visionary leadership were adopted from the work of Dhammika (2016); the measures of employee work outcomes were adopted from the work of Chen & Aryee (2007).

Visionary leadership

Dharmika (2016) suggested several dimensions of visionary leadership precipitated on the work of Kirkpatrick (2004) to include: Empowerment, Image building, Supporting, Risk taking, Adapting, Intellectually stimulating and Developing the organization. However, for the purpose of this study we limit ourselves to the first three.

Empowerment

The definitions of empowerment itself vary widely across scholars. The concept of empowerment has received increasing attention by academics and practitioners interested in the question of human resources. Empowerment is creating a working environment where an employee is allowed to make his own decisions in specific work-related situations. The logic behind empowering employees is to increase the employee's responsibility, to build employee morale and to improve the quality of your employee's work life. Ideally, when an employee feels vested in an organization, he will be more productive, loyal and more confident (Lashon, 2014).

Relational empowerment has been referred to in the literature as top-down processing (Conger and Kanungo, 1988) as well as mechanistic (Quinn and Spreitzer, 1997; Wilkinson, 1998). When employees are fully engaged, they become absorbed in what they are doing. They are mentally and physically stimulated by work challenges.

Supporting

Several studies concerning leadership have been conducted in the modern era. Leadership is the process of providing direction and influencing. Supportive leadership is associated with positive follower attitudes and self-confidence. Banai and Reisel (2007) defined supportive leadership as "helping facilitate goal accomplishment by guiding subordinates to be effective and learn in their roles".

It is essential to understand whether leaders create interest among employees, assist independent decision-making, allow learning from mistakes and provide a realistic set of plans to guide actions. Supportive leadership is one of the four types of leadership that House (1971) identified in his path-goal theory and is defined as a leadership style that focuses on concerns for the needs and well-being of followers and the facilitation of a desirable climate for interaction. Supportive leadership is regarded as a key aspect of effective leadership in path-goal theory (House, 1971). In general, supportive leader behavior provides psychological support for subordinates House (1996).

Employee work outcomes

In their work titled "Delegation and employee work outcomes: An examination of the cultural context of mediating processes in China", Chen and Aryee (2007) posited four work outcomes to include Job Satisfaction, Affective Commitment, Task Performance and Innovative Behaviour. For the purpose of this study, our focus will be on affective commitment and innovative behaviour.

Affective commitment

Affective commitment refers to the psychological attachment of individuals to the organization in combination with their sense of identification with it (Meyer and Allen, 1991). In essence, affective commitment is a strong psychological connection of individuals that makes them want to stay with that organization (Snyder and Cistulli, 2011). Meyer et al. (2004) described commitment as an individual's dedication to a behavioral pattern designated within the conditions of such commitment. Mostly, it is referred to as an employee attitude and desire to maintain a specific relationship (Anderson and Weitz, 1992; Dwyer et al., 1987; Gundlach et al. 1995). Affective commitment means a powerful emotional attachment to an organization (Meyer et al., 1990; Meyer et al., 2002) and it is regarded as the result of high quality reciprocity between an employee and his/her organization (Colquitt et al., 2014; Song et al., 2009).

An important antecedent of affective commitment to the organization should be perceived organizational support (POS). POS reflects the global beliefs employees develop concerning the extent to which their organization values their contribution and cares about them (Eisenberger, Huntington, Hutchison and Sowa, 1986). POS should lead to stronger affective organizational commitment because organizational support theory suggests that, by virtue of the reciprocity norm (Gouldner, 1960); employees who feel supported by their organization will attempt to repay their debt through affective commitment (Settoon et al., 1996). Although this relationship has been documented in previous research (Eisenberger, Armeli, Rexwinkel, Lynch, and Rhoades, 2001; Settoon et al., 1996; Wayne et al., 1997), it has never been demonstrated that POS specifically and uniquely contributes to affective commitment to the organization and does not simultaneously reinforce affective commitment to the supervisor and to the work group.

Innovative behaviour

Innovation theorists often describe the innovation process as being composed of two main phases: initiation and implementation (Axtell et al., 2000). The division between

the two phases is believed to be the point at which the idea is first adopted; i.e. the point at which the decision to implement the innovation is made. The first stage ends with the production of an idea, while the second stage ends as soon as the idea is implemented (King and Anderson, 2002). Many studies focus mainly on the creative or idea generation stage of innovation (Mumford, 2000; McAdam and McClelland, 2002). Thus, defined, innovative behaviour can be seen as a multi-dimensional, overarching construct that captures all behaviours through which employees can contribute to the innovation process.

In this study, our focus is on two core innovative behaviours that reflect the two-stage process: idea generation and application behaviour. These behaviours were dealt with previously as key steps in the process of individual innovation (Krause, 2004). To initiate innovations employees can generate ideas by engaging in behaviours to explore opportunities, identify performance gaps or produce solutions for problems. In the implementation phase employees can play a valuable role in the innovation process by demonstrating application-oriented behaviour. For example, employees with a strong personal commitment to a particular idea may be able to persuade others of its value.

METHODOLOGY

The quasi-experimental research design and cross-sectional survey are used for the study. The target population for the study is the whole workers of the twenty-two (22) licensed money deposit banks by CBN in Nigeria. However, the accessible population for the study comprises of some branches of ten (10) money deposit banks in Port Harcourt metropolis, based on accessibility and convenience of the researcher. From investigation, we got a total of one hundred and seventy-eight (178) workers in the selected bank branches of the ten (10) money deposit banks studied.

The Taro Yamane's formula was employed to determine the sample size from the population and the sample size (n) for the study is 123 from the population size (N) of 178. The simple random sampling technique was used for the study. The Bowley's (1926) proportion allocation formula was applied to determine the copies of the questionnaire that would be administered to the respondents in each of the banks. Spearman's Rank Order Correlation Coefficient (Rho), a non-parametric statistical test was used to test the hypotheses.

DATA PRESENTATION AND ANALYSIS

Hypotheses Testing

Decision Rule: reject null hypothesis if p-value obtained

is less than the alpha value (0.05/95% level of significance) and accept null hypotheses when p-value is greater than the alpha value.

Hypothesis One (H₀₁) Testing

H₀₁: There is no significant relationship between empowerment and affective commitment of money deposit banks in Rivers State. Table 1 shows Spearman's rho correlation analysis to ascertain the relationship between empowerment and affective commitment of one hundred and twenty (120) respondents. A strong positive correlation coefficient value was reported amid the variables which is statistically significant ($\rho = .935^{**}$, $p = .000 < 0.05$ (alpha value)).

Decision: Hence; we reject the null hypothesis (**H₀₁**) that states that there is no significant relationship between empowerment and affective commitment of the money deposit banks studied and we accept the alternate; there is significant relationship between empowerment and affective commitment and the money deposit banks studied (**H_{A1}**).

Hypothesis Two (H₀₂) Testing

H₀₂: There is no relationship between empowerment and innovative behaviour of money deposit banks in Rivers State.

Table 2 shows Spearman's rho correlation analysis to determine the relationship between empowerment and innovative behaviour among one hundred and twenty (120) participants. A strong positive correlation coefficient value was reported between variables which is statistically significant ($\rho = .916^{**}$, $p = .000 < 0.05$ (alpha value)).

Decision: Hence; we reject the null hypothesis (**H₀₂**) that states that there is no significant relationship between empowerment and innovative behaviour of the money deposit banks studied and we accept the alternate; there is significant relationship between empowerment and innovative behaviour of the money deposit banks studied (**H_{A2}**).

Hypothesis Three (H₀₃) Testing

H₀₃: There is no significant relationship between supporting and affective commitment of money deposit banks in Rivers State.

Table 3 shows Spearman's (rho) correlation analysis to establish the relationship between supporting and affective commitment among one hundred and twenty (120) respondents. A strong positive correlation coefficient value was reported between variables which is statistically significant ($\rho = .808^{**}$, $p = .000 < 0.05$ (alpha value)). **Decision:** Hence; we reject the null hypothesis (**H₀₃**) that states that there is no significant

Table 1: Test of relationship between empowerment and affective commitment (**H₀₁**).

			Empowerment	Affective commitment
Spearman's rho	Empowerment	Correlation Coefficient	1.000	.935**
		Sig. (2-tailed)	.	.000
		N	120	120
	Affective commitment	Correlation Coefficient	.935**	1.000
		Sig. (2-tailed)	.000	.
		N	120	120

** . Correlation is significant at the 0.05 level (2-tailed). SPSS Output 20 – Field Survey, 2018

Table 2: Test of relationship between empowerment and innovative behaviour (**H₀₂**)

			Empowerment	Innovative behaviour
Spearman's rho	Empowerment	Correlation Coefficient	1.000	.916**
		Sig. (2-tailed)	.	.000
		N	120	120
	Innovative Behaviour	Correlation Coefficient	.916**	1.000
		Sig. (2-tailed)	.000	.
		N	120	120

** . Correlation is significant at the 0.05 level (2-tailed). SPSS Output 20 – Field Survey, 2018

Table 3: Test of relationship between Supporting and affective commitment (**H₀₃**)

			Supporting	Affective commitment
Spearman's rho	Supporting	Correlation Coefficient	1.000	.808**
		Sig. (2-tailed)	.	.000
		N	120	120
	Affective commitment	Correlation Coefficient	.808**	1.000
		Sig. (2-tailed)	.000	.
		N	120	120

** . Correlation is significant at the 0.05 level (2-tailed). SPSS Output 20 – Field Survey, 2018

Table 4: Test of relationship between Supporting and innovative behaviour (**H₀₄**)

			Supporting	Innovative Behaviour
Spearman's rho	Supporting	Correlation Coefficient	1.000	.877**
		Sig. (2-tailed)	.	.000
		N	120	120
	Innovative Behaviour	Correlation Coefficient	.877**	1.000
		Sig. (2-tailed)	.000	.
		N	120	120

** . Correlation is significant at the 0.05 level (2-tailed). SPSS Output 20 – Field Survey, 2018

relationship between supporting and affective commitment of the money deposit banks studied and we accept the alternate; there is significant relationship between supporting and affective commitment of the money deposit banks studied (**H_{A3}**).

Hypothesis Four (H₀₄) Testing

H₀₄: There is no significant relationship between supporting and innovative behaviour of money deposit banks in Rivers State. Table 4 shows Spearman's (rho)

Table 7: Test for the moderating effect of organizational culture on visionary leadership and employee work outcomes

Control Variables			Visionary Leadership	Employee Work Outcomes	Organizational Culture
-none ^a	Visionary Leadership	Correlation	1.000	.934	.787
		Significance (2-tailed)	.	.000	.000
		Df	0	120	120
	Employee Work Outcomes	Correlation	.934	1.000	.823
		Significance (2-tailed)	.000	.	.000
		Df	120	0	120
	Organizational Culture	Correlation	.787	.823	1.000
		Significance (2-tailed)	.000	.000	.
		Df	120	120	0
Organizational Culture	Visionary Leadership	Correlation	1.000	.816	
		Significance (2-tailed)	.	.000	
		Df	0	119	
	Employee Work Outcomes	Correlation	.816	1.000	
		Significance (2-tailed)	.000	.	
		Df	119	0	

a. Cells contain zero-order (Pearson) correlations. SPSS Output 20 – Field Survey, 2018

correlation analysis to investigate the relationship between supporting and innovative behaviour among one hundred and twenty (120) participants. A strong positive correlation coefficient value was reported between variables which is statistically significant ($\rho = .877^{**}$, $p = .000 < 0.05$ (alpha value)).

Decision: Hence; we reject the null hypothesis (**H₀₄**) that states that there is no significant relationship between supporting and innovative behaviour in the money deposit banks studied and we accept the alternate; there is significant relationship between supporting and innovative behaviour in the money deposit banks studied (**H_{A4}**).

Multivariate Level Analysis

Hypothesis Seven (H₀₇) Testing

H₀₅: Organizational culture does not moderate the relationship between visionary leadership and employee work outcomes of money deposit banks in Rivers State.

The output in Table 7 indicates that there is a strong positive partial correlation between visionary leadership and employee work outcomes while controlling for organizational culture which is statistically significant ($r(373) = .816$, $n = 119$, $p = .000$); the zero-order correlation examined the effect of organizational culture on the relationship between visionary leadership and employee work outcomes, on the other hand, when organizational culture is not controlled, the result also reported statistically significant strong positive correlation between the variables ($r(374) = .934$, $n = 120$, $p = .000$) implying that organizational culture had much influence in controlling for the relationship between visionary leadership and employee work outcomes; thus we reject

the null hypothesis (**H₀₅**) to state that organizational culture significantly moderates the relationship between visionary leadership and employee work outcomes among employees of money deposit banks in Rivers State (**H_{A5}**).

DISCUSSION OF FINDINGS

The first hypothesis (**H₀₁**) stated that there is no significant relationship between empowerment and affective commitment. This was tested at 5% significance level using Spearman' rank order correlation coefficient. The result from our analysis showed a significant relationship between the variables and following the decision rule, the null hypothesis was rejected and the alternate (**H_{A1}: There is a significant relationship empowerment and affective commitment**) hypothesis accepted. This aligns with Lashon's (2014) postulation that when an employee feels vested in an organization, he will be more productive, loyal and more committed.

The second hypothesis (**H₀₂**) stated that there is no significant relationship between empowerment and innovative behaviour. This was tested at 5% significance level using Spearman' rank order correlation coefficient. The result from our analysis showed a significant relationship between the variables therefore, following the decision rule the null hypothesis was rejected and the alternate (**H_{A2}: There is a significant relationship between empowerment and innovative behaviour**) hypothesis accepted. This result also conform with Conger and Kanungo's (1988) revelation that when organizations implement new processes and distribution power employees feel empowered to generate novel ideas and follow it through. The third hypothesis (**H₀₃**) stated that there is no significant relationship between

supporting and affective commitment. This was tested at 5% significance level using Spearman' rank order correlation coefficient. The result from our analysis showed a significant relationship between the variables therefore, following the decision rule the null hypothesis was rejected and the alternate (**HA3: There is a significant relationship between supporting and affective commitment**) hypothesis accepted. According to Gerstner and Day (1997) supportive relationships increase the quality of relationships between superiors and subordinates which in turn, have an impact on job satisfaction and turnover intentions; Interestingly, Snyder and Cistulli (2011) described the strong psychological connection of individuals in an organization that makes them want to stay with that organization is affective commitment.

The fourth hypothesis (**Ho4**) stated that there is no significant relationship between supporting and innovative behaviour. This was tested at 5% significance level using spearman ranking correlation coefficient. The result from our analysis showed a significant relationship between the variables therefore, following the decision rule the null hypothesis was rejected and the alternate (**HA4: There is a significant relationship between supporting and innovative behaviour**) hypothesis accepted. This is similar to Banai and Reisel (2007) suggestion that supportive leadership facilitates goal accomplishment by guiding subordinates to be effective and learn in their roles.

The seventh hypothesis (**Ho5**) stated that organizational culture does not influence the relationship between visionary leadership and employee work outcomes. Upon testing, the null hypothesis was rejected and the alternate accepted; which is in corroboration with Edward's observation that organizational culture is one of the most important factors of organization make up, and the factor contributes to job satisfaction, innovativeness and organizational commitment (Edwards, 2016).

CONCLUSION

Based on the findings and discussions, it can be concluded that is relationship between visionary leadership ant its dimensions (empowerment and supporting) and employee work outcomes and its measures (affective commitment and innovative commitment) in money deposit banks in Rivers State.

RECOMMENDATION

Consequent upon the conclusions drawn, it is plausible to recommend that:

i. Leaders should give their subordinates more room to take decision as well as the responsibility that goes with it.

This will go a long way to get them psychologically and emotionally attached to their job and the organization.

ii. Leaders should encourage their subordinates to come up with novel ideas and provide the enabling environment to see through their ideas.

iii. Organizational and indeed leaders must as a matter of policy, create a supportive environment that rewards the generation and implementation of novel ideas; as this will further encourage them in getting involved in extra-role behaviours.

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