

Modeling Commitment and Performance: Consequent Outcome Measures of Organizational Climate Four Frame Leadership Styles and Job Satisfaction

Enrico B. Abo

enrico_abo@yahoo.com

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Abstract

Many organizations struggle to cultivate the climate they need to succeed and retain their most highly effective employees. Brokenshire College has gone a long way from the progression of planning, implementation and institutionalizing Total Quality Management System. Hence, it is imperative to gather information on outcomes pertaining to the perception of organizational climate, job satisfaction, commitment and the performance of employees. This study was conducted to explore model of commitment and performance. Four-frame leadership styles job and satisfaction dimensions were used as explanatory variables for commitment while commitment was added to these explanatory variables in modeling performance. Multiple Linear Regression was used to model commitment and performance using interval data from sample size of 174 comprising middle administrators, nursing and non-nursing faculty, academic and support staff. Results show that commitment variance is a function of job satisfaction dimensions and symbolic leadership frames. Critical to the sense commitment are symbolic frame leadership, attitude and values and rewards and recognition. However, symbolic frame leadership contributed to the decline of commitment. Variance of employee performance could not be accounted to the explanatory variables used in the model.

Keywords: *modeling commitment, organizational climate, leadership styles, job satisfaction*