LEADERSHIP and GOVERNANCE

EFFECT OF MORAL AND PSYCHO-EMOTIVE DIMENSIONS OF ETHICAL LEADERSHIP ON EMPLOYEE COMMITMENT IN THE TRANSPORT SECTOR PARASTATALS IN KENYA

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Abstract

Purpose: The purpose of this study was to determine the effect of the moral and psycho-emotive dimensions of ethical leadership on employee commitment among senior managers in the transport sector parastatals in Kenya.

Methodology: The study adopted positivist philosophy and descriptive correlational research design. The target population was 253 senior managers in the transport sector parastatals. A sample of 153 senior managers was selected from the target population using the stratified random sampling technique. Data were analyzed using descriptive and inferential statistics.

Results: Correlation analysis found a positive and significant relationship between the moral dimension and employee commitment, $r(111) = .68$, $p < .05$, and also between the psycho-emotive dimension and employee commitment $r(111) = .79$, $p < .05$. Results of multiple linear regression indicated that 55% of the variance in employee commitment were caused by the moral dimension, $R^2 = .55$, $F(1,111) = 137.93$, $p < .05$; $\beta = .72$, $p < .05$, while 62% of the variance in employee commitment were caused by the psycho-emotive dimension, $R^2 = .62$, $F(1,111) = 179.95$, $p < .05$; $\beta = .77$, $p < .05$. Ethical climate was found to significantly moderate the relationship between the moral and psycho-emotive dimensions of ethical leadership and employee commitment, $R^2 = .67$, $F(7,105) = 30.56$, $p < .05$; $\beta = .24$, $p < .05$.

Unique contribution to theory, practice and policy: Previous studies on ethical leadership have focused on the ethical characteristics of the leader and behavioral traits in the Western settings. This study has provided an in-depth examination of ethical leadership and its effect on employee commitment in the African context.

Key words: Employee Commitment, Moral dimension, Psycho-emotive dimension, Ethical Leadership

1.0 INTRODUCTION

1.1 Background of the study

Employee commitment has been extensively hypothesized in literature to deliver positive organizational outcomes. However, employee commitment within organizations is often the consequence of sound leadership practices. According to Treviño and Brown (2005) ethical leadership is fundamental in the creation of a functional organizational culture that nurtures high employee commitment. Mamede (2014) has suggested that leader moral intelligence predicts employee affective commitment. González and Guillén (2002) stated that the moral and psycho-emotive dimensions create a trustful atmosphere that influences organizational members towards positive organizational outcomes. This position is supported by several studies that attribute the positive influence of ethical leadership on employee commitment (Dinc & Aydemir, 2014). Some researchers have demonstrated that aspects of the psycho-emotive dimension of ethical leadership predict employee satisfaction (Kiarie, Maru, & Cheruiyot, 2017) and employee commitment (Nazir, et al., 2016) among employees. Yates (2011) stated that the conduct of ethical leadership is analogous to that of a moral person and is synonymous with manifesting integrity through the adherence to an overall moral code. Duggar (2009) claimed that a moral environment is greatly valued by employees and in turn leads to their commitment to work.

1.2 Statement of the Problem

The performance of parastatals in the Kenyan public sector context has raised considerable discussion in the last two decades. According to Office of The President (of Kenya) (2013), performance in the parastatal sector has been mixed, registering both successes and dismal failures. Minja (2011) attributes this state of affairs to poor ethical practices. Olesia, Namusonge and Iravo (2013a) stated that the situation is attributable to poor employee commitment. Contemporary literature suggests that ethical leadership provides a practical means by which an organization can enhance commitment among its employees. This is because ethical leaders demonstrate ethical behavior through their actions and also actively encourage their followers to do so (Brown, Treviño, & Harrison, 2005). Although ethical leadership has been hypothesized to predict employee commitment in organizations, some studies have not found support for this position (Awan & Mahmood, 2010). Indeed, there have been calls by certain authors for further inquiry into this area following contradictory findings on this subject (Bedi, Alpaslan & Green, 2016).

Empirical studies investigating the relationships between the moral and psycho-emotive dimensions of ethical leadership and their organizational outcomes have been conducted mostly in Western settings (Mamede, 2014; Mehmet & Büşra, 2016). Other researchers have investigated the psycho-emotive dimension from a negative perspective vis-à-vis its relationship with employee commitment (Sanecka, 2013). Researchers investigating the public sector have continued to ignore ethical climate yet according to Nafei (2015), its importance as a mediating variable lies in its ability to shape employee perceptions. There have been recent calls by some researchers to determine how the psycho-emotive dimension of ethical leadership influences employee outcomes such as job satisfaction and employee commitment (Downe, Cowell & Morgan, 2016). Moreover, there is a limited body of research on ethical leadership dimensions and employee commitment in the Kenyan context (Olesia, Namusonge, & Iravo, 2013b). Therefore, in order to bridge these gaps, this study investigated the effect of the moral and psycho-emotive dimensions of ethical leadership

mediated by ethical climate, among senior managers in the transport sector parastatals in Kenya.

1.3 Research Question and Hypothesis

The study was based on the following research questions:

1.1.1   How does the moral dimension of ethical leadership affect employee commitment among managers in the transport sector parastatals of Kenya?
1.1.2   How does the psycho-emotive dimension of ethical leadership affect employee commitment among managers in the transport sector parastatals of Kenya?
1.1.3   Does ethical climate moderate the relationship between the moral and psycho-emotive dimensions of ethical leadership and employee commitment among managers in the transport sector parastatals of Kenya?

The null hypotheses listed below were used to test the effect of the moral dimension of ethical leadership on employee commitment among the senior managers in the transport sector parastatals in Kenya.

$H0_1$: The moral dimension of ethical leadership has no significant effect on employee commitment among managers in the transport sector parastatals of Kenya.

$H0_2$: The psycho-emotive dimension of ethical leadership has no significant effect on employee commitment among managers in the transport sector parastatals of Kenya.

$H0_3$: Ethical climate does not moderate the relationship between the moral and psycho-emotive dimensions of ethical leadership and employee commitment among managers in the transport sector parastatals of Kenya.

1.4 Purpose and Scope of the Study

The purpose of the study was to determine the effects of the moral and psycho-emotive dimensions of ethical leadership on employee commitment among senior managers in the transport sector parastatals in Kenya. Senior managers consisting of heads of divisions, heads of departments and heads of sections in the parastatals under study were interviewed between June and September 2017.

2.0 THEORETICAL AND EMPIRICAL REVIEW

2.1 Theoretical Review

The study was underpinned by the ethical leadership theory as described by Treviño, Hartman and Brown, (2000). Further development of the theory saw subsequent scholars describe ethical leadership constructs that outlined five pivotal dimensions of ethical leadership collectively identified as, the character dimension, the technical dimension, the empowerment behavior dimension, the moral dimension, and the psycho-emotive dimension (González & Guillén 2002; Hawass, 2016). The theory recognized the characteristics of a moral person as leader traits, leader behaviors and leader decision-making, and the behaviors of a moral manager as observable role modeling, employee reward & discipline, and promotion of ethics and values.

Some scholars are of the opinion that ethical leaders set the ethical climate of their organizations through role modelling of their ethical behavior. According to Köse & Köse, (2016), this mirrors the ethical leadership theory framework in which ethical leaders are initially moral persons who then direct moral behaviors towards their followers. Warhurst

(2011) revealed in a study that protégés characteristically learnt through observing several positive as well as negative role models. Brown and Mitchell (2010) adduced that the major elements of the moral dimension of ethical leadership include right choices and actions combined with good intentions, and the ability to exhibit ethically appropriate behaviors. Yates (2011) argued that the behavior of an ethical leader is akin to that of a moral person, who expresses honesty as a hallmark characteristic of his morality. Some researchers have argued that honesty as an attribute of morality has significant positive effects with affective commitment (Hassan et al., 2013). Ethical leaders maintain their moral behaviors through the development and enforcement of organizational codes of conduct; such codes have been found to engender positive employee behavior as set by a moral managerial tone (Park & Blenkinsopp, 2013). Kumasey, Bawole, and Hossain (2017) recently demonstrated that codes of ethics had a significant and positive relationship with employee commitment in public service settings. Morality in leaders expects that they express their selflessness through developing communities. Empirical studies have shown the existence of a positive correlation between organizational corporate social responsibility and employee commitment (Ali, Rehman, & Ali, 2010).

The psycho-emotive dimension refers to how attractive the leader is to his or her followers. It is defined by leader psychological traits, presence of attractive reward systems and use of social skills to create appealing work climates (González & Guillén, 2002). Among the common psychological traits that have been applied to this attribute include the five-factor model which names five personality traits as agreeableness, conscientiousness, neuroticism, extraversion, studied in the past and conclusions drawn over their applicability in leadership. A key attribute of the psycho-emotive dimension involves organizational presence of employee remuneration and reward systems. A substantial number of empirical studies have linked extrinsic rewards to significant relationships with affective and normative commitment (Osibanjo, Adeniji, & Olubusayo, 2014). The significance of employee remuneration, recognition and reward systems as a tool for human capital management practitioners is embodied in its ability to attract, motivate and retain skilled workers. The third attribute of the psycho-emotive dimension lies in the leader's propensity to evoke social attraction through effective relational leadership skills. According to Werbel and Henriques (2009), relational leadership refers to a mutually compliant supervisor–subordinate relationship characterized by reciprocal and cordial social exchanges. Brown et al. (2005) emphasized the role that leaders have in shaping the behavior of their followers through social modeling.

2.2 Empirical Review

2.2.1 Effect of the Moral Dimension on Employee Commitment

González and Guillén, (2002) posited that the moral dimension of ethical leadership forms a principal basis of leader influence. This is supported by studies that underscored the importance of the role modelling attribute of the moral dimension. The moral dimension of ethical leadership consists of the following three attributes: leader as a role model, presence of organizational codes of conduct and unselfish leader practices. Chan and Mak (2014) demonstrated that followers were likely to emulate positive leader behavior if they have a sense of pride in following the leadership. On the flip side, negative leader behavior has been found to have poor leader-follower relational outcomes. Ghahroodi et al. (2013) found that leader perception as a role model by followers invoked job satisfaction and employee commitment among followers. Additionally, existing literature indicates that ethical codes of

conduct improve ethical behavior where such codes are actively enforced. According to Gould (2013), organizational codes of conduct afford organizations a myriad of benefits including attraction of investors, talented employees and a sustainable flow of customers. Obalola, Aduloju, and Olowokudejo (2012) found that organizational ethical values significantly predicted employee commitment.

As suggested above by González and Guillén, (2002), a leader's influence derives from his or her moral virtues such as fairness, honesty trustworthiness, or integrity. These stem from a leaders unselfish behaviors. Tekin and Ertürk (2014) demonstrated that employee perceptions of leader fairness and justice were found to generate a significant impact of employee commitment. Altruistic leadership practices that convey leader unselfishness such as benevolent and paternalistic leadership styles have been found to predict positive employee outcomes. Rehman and Afsar (2012) found that paternalistic leadership positively affected affective and continuance commitments. Similar results were realized by Tan, Tunku, and Rahman (2015) who demonstrated a significant positive relationship between benevolent leadership and employee commitment.

2.2.2 Effect of the Psycho-emotive Dimension on Employee Commitment

Over the last two decades, leadership theorists have been pre-occupied with the subject of leader personality traits. Furnham and Crump (2015) studied the personality traits of sets of managers to identify how the five-factor personality traits affect leadership and found that that managers were prone to extraversion than non-managers. A study by Pundt, (2015) revealed a significantly positive relationship between humorous leadership and innovative behavior. Choi and Lee (2014) found that with the mediation of the five-factor model, employee psychological capital was positively related with their individual performance, turnover intention, work happiness and subjective well-being. Consistent with Werbel and Henriques (2009) other researchers have argued that employee engagement is best predicted by interpersonal leader behaviors such as care of followers. Shafiq and Rana (2016) demonstrated that leader emotional intelligence had significant and positive relationships with affective, continuance and normative commitment. Recently, Thompson, Buch, and Kuvaas (2017) have concluded that the application of participative decision-making by politically skilled leaders results in employee commitment.

A number of studies have linked extrinsic rewards with positive relationships towards affective and normative commitment. For example Miao, Newman, Sun, and Xu (2013) found a positive relationship between employee satisfaction with intrinsic rewards and affective and normative commitment in the Chinese context. Korir (2016) demonstrated in a recent study that monetary reward management practices collectively had a substantial effect on organizational commitment. Similarly, Saqib et al. (2015) demonstrated that both tangible and intangible rewards were significantly and positively related with employee commitment, individually and collectively. From the findings of empirical literature, it can therefore be conclusively opined that leaders who demonstrate good command of employee remuneration and reward systems are able to achieve positive employee outcomes including commitment to the organization.

2.2.3 Moderating Effect of Ethical Climate on the Relationship between Ethical Leadership and Employee Commitment

Ethical Climate was the moderating variable in this study. A work climate is described as individual perceptions that convey meaningful descriptions of an organization's systems and modes of operation which people can psychologically relate to (Victor & Cullen, 1988). Thus, an organizational ethical work climate refers to a work environment's moral atmosphere combined with the organization's level of ethical practice. Ethical climates are described by a bi-dimensional matrix consisting of ethical theories (egoism, benevolence, principle) on one axis, and loci of analysis (individual, local, cosmopolitan) on the other axis (Simha & Cullen, 2012). Egoism climate refers to ethical behavior that supports the satisfaction of individual self-interests (Ma'amor, Ann, Munir, & Hashim, 2012). Benevolence on the other hand refers to altruistic behavior which focuses more on satisfying public interest. Principle refers to the observance of universal principles and beliefs, and the application of rules, regulation and law in decision-making; it has been found to positively correlate with organizational commitment (Moore & Moore, 2014). Ethical climate has been empirically found to mediate the relationship between ethical leadership and employee misconduct (Mayer, Kuenzi, & Greenbaum, 2010). Cemberci and Civelek, (2016) demonstrated that ethical leadership positively influenced ethical climate and organizational commitment, and that the relationship between ethical leadership and organizational commitment was mediated by ethical climate. Borhani, (2014) discovered a positive correlation between caring (benevolent) climate and organizational commitment.

3.0 RESEARCH METHODOLOGY

3.1 Research Philosophy and Design

The study adopted positivist philosophy and descriptive correlational research design. The study was quantitative in nature and sought to determine the effect of the moral and psycho-emotive dimensions of ethical leadership on employee commitment among senior managers in the transport sector parastatals in Kenya.

3.2 Target Population and Sampling Design

The target population for this study consisted of 253 senior managers from the nine (9) parastatals in the Ministry of Transport, Infrastructure, Housing and Urban Development. The parastatals were; Kenya Airports Authority, Kenya Civil Aviation Authority & East African School of Aviation, Kenya Ferry Services, Kenya Maritime Authority, Kenya Ports Authority, Kenya Railways Corporation, Kenya Railways Training Institute, LAPSSET Corridor Development Authority and National Transport Safety Authority. Stratified random sampling technique was used to select a sample size of 153 senior managers from the total population.

3.3 Data Collection and Data Analysis Methods

Data was collected using self-administered questionnaire and then analyzed using descriptive statistics i.e. means and standard deviations, and inferential statistics including analysis of variance (ANOVA), chi square and multiple linear regression. The results were presented in tables and figures. The statistical program for social sciences (SPSS) v. 24 was used as a tool for data analysis.

4.0RESULTS

4.1Demographic information

A total of the 153 questionnaires were distributed and 113 usable questionnaires were returned representing a 73% response rate. The results on demographic information revealed that 68% of the respondents were male and 32% were female. The results also indicated that about 16% of the respondents were aged between 25 years and 34 years. The age brackets with the highest percentage of employees were 35 to 44 years (about 33%) and 45 to 54 years (about 40%). The results, further revealed the majority (60%) of the respondents had master's degree as their highest academic qualification.

4.2Moral Dimension

4.2.1Descriptive statistics

The mean and standard deviation of the managers' responses regarding the various items under moral dimension were also determined and interpreted based on the following scale; a mean value of 1 to 1.8 was an indication of strongly disagree; 1.8 – 2.6 was disagree; 2.6 – 3.4 was neutral, 3.4 – 4.2 was agree and a mean value of 4.2 and above was an indication of strongly agree. The findings show that on average, the managers were in agreement that their leaders portrayed behaviors that made them a good role model, ($M = 3.69$, $SD = 099$), and supported organizational causes that positively impacted on external communities ($M = 3.79$, $SD = 0.88$). In regard to the effect of the moral dimension on employee commitment, the managers had a neutral view as to whether it would be very hard for them to leave their organizations because their leaders complimented employees who observed written codes of conduct and behaved according to integrity guidelines, ($M = 3.21$, $SD = 0.87$). They were however neutral as to whether they felt morally obligated to remain in the organization because the leader supports organizational causes that positively impact on the external communities ($M = 3.35$, $SD = 0.88$).

4.2.2Correlation Analysis

Correlation analysis was conducted to investigate the relationship between moral dimension of ethical leadership and employee commitment among managers in the transport sector parastatals in Kenya. The findings showed that the relationship between moral dimension of ethical leadership and employee commitment was strong and statistically significant, $r(111) = 0.74$, $p < .05$.

4.2.3Chi square Test

A chi square test of independence was conducted to test the strength of association between the moral dimension of ethical leadership and employee commitment. The study findings revealed that the moral dimension and employee commitment were strongly associated, $\chi^2(10, N = 113) = 37.00$, $p < .05$. The results implied that the moral dimension of ethical leadership was likely to improve employee commitment among managers in the transport sector parastatals in Kenya.

4.2.4One-way ANOVA

A one-way ANOVA was carried out to establish if there were significant differences between the means of the moral dimension with the managers' demographic variables (gender, age, management position, years worked in the parastatal and highest level of education). The

results indicated that there were no significant differences in the mean for moral dimension across the managers' demographic variables.

4.3.5 Regression Analysis and Hypothesis Testing

Multiple linear regression analysis was carried out to determine the effect of moral dimension of ethical leadership on employee commitment. The results are presented Table 1(a), Table 1(b), and Table 1(c).

Table 1(a): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.744a	0.554	0.55	0.555641

a Predictors: (Constant), Moral Dimension,

b Dependent Variable: Employee Commitment

The results in Table 1(a) indicate that moral dimension of ethical leadership explained 55% of the variance in employee commitment among the senior managers in the transport sector parastatals, $R^2 = .55$. This implies that 55% of the changes in employee commitment among the respondents can be explained by moral dimension. Other factors not covered by this study therefore contributed to 45% of the changes in employee commitment.

Table 1(b) displays the results of regression ANOVA. The results indicate that a significant effect was found on the effect of the moral dimension of ethical leadership on employee commitment, $F(1, 111) = 137.93$, $p < .05$.

Table 1(b): Regression ANOVA

	Moral Dimension					
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.584	1	42.584	137.93	.000b
	Residual	34.27	111	0.309		
	Total	76.854	112			

a Dependent Variable: Employee Commitment, b Predictors: (Constant), Moral Dimension
** Correlation is significant at the 0.05 level (2-tailed).

The results in the regression coefficient Table 1(c), indicate that moral dimension of ethical leadership significantly predicted employee commitment, $\beta = .716$, $t(111) = 11.744$, $p < .05$. This means that one unit of increase in moral dimension increases the unit of employee commitment by .716 with the influence of the moderating variable.

Table 1(c): Regression Coefficient

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	0.708	0.231		3.064	0.003
	Moral Dimension	0.716	0.061	0.744	11.744	0.000

a. Dependent Variable: Employee Commitment
** Correlation is significant at the 0.05 level (2-tailed).

Based on the findings of the study, the null hypothesis was rejected. The model equation for the moral dimension of ethical leadership was:

$Y = \beta_0 + \beta_1 X_1 + \mathcal{E};$

$Y = 0.708 + 0.716$ Moral Dimension $+ 0.231$

4.3 Psycho-emotive Dimension

4.3.1 Descriptive statistics

The study analyzed the mean and standard deviation of the components of the psycho-emotive

dimension. The means were interpreted using the following scale interval where; a mean value of 1 to 1.8 was an indication of strongly disagree; 1.8 – 2.6 was disagree; 2.6 – 3.4 was neutral, 3.4 – 4.2 was agree and a mean value of 4.2 and above was an indication of strongly agree.

It was found that on average, the senior managers agreed that their leaders created an appealing work environment in the workplace, ($M = 3.55$, $SD = 0.98$), and that they made the managers proud to be associated with them, ($M = 3.75$, $SD = 0.93$). In regard to the effect of the psycho-emotive dimension on employee commitment, the managers were however neutral about whether they found it very hard to leave the organization because the leader strongly believes in recognizing and rewarding productive employees, ($M = 3.19$, $SD = 0.87$). They were also neutral as to whether they felt morally obligated to remain in the organization because the leader made them proud to be associated with him/her, ($M = 3.20$, $SD = 0.95$).

4.3.2 Correlation Analysis

Correlation analysis was conducted to determine the relationship between the psycho-emotive dimension of ethical leadership and employee commitment among the senior managers in the transport sector parastatals in Kenya. The findings showed that leaders creating an appealing work environment had a strong positive and significant correlation with employee commitment among the managers $r(111) = 0.72$, $p < .05$. Overall the findings revealed a strong positive and significant association between the psycho-emotive dimension of ethical leadership and employee commitment, $r(111) = 0.79$, $p < .05$.

4.3.3 Chi square Test

A chi square test of independence was conducted to test the strength of association between the psycho-emotive dimension of ethical leadership and employee commitment. The study findings revealed that the psycho-emotive dimension was strongly associated with employee commitment, $\chi^2(11, N = 113) = 50.86$, $p < .05$. The results implied that the psycho-emotive dimension of ethical leadership was likely to improve employee commitment among managers in the transport sector parastatals in Kenya.

4.3.4 On-way ANOVA

One-way ANOVA was carried out to establish if there were significant differences between the means of the psycho-emotive dimension with the managers' demographic variables (gender, age, management position, years worked in the parastatal and highest level of education). This sought to determine if there was greater variability in the rating between

groups and within groups. The study found no significant differences in the mean values for the psycho-emotive dimension across the managers' demographic variables.

4.3.5 Regression Analysis and Hypothesis Testing

Multiple linear regression analysis was carried out to determine the effect of psycho-emotive dimension of ethical leadership on employee commitment. The results are presented Table 2(a), Table 2(b), and Table 2(c).

Table 2(a): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.786a	0.618	0.615	0.527367

a Predictors: (Constant), Psycho-emotive Dimension

b Dependent Variable: Employee Commitment

The results in Table 2(a) indicate that the psycho-emotive dimension explained a significant proportion (62%) of variance in employee commitment among these senior managers, $R^2 = .62$. This implies that 62% of the changes in employee commitment among the managers was attributable to the psycho-emotive dimension. Other factors not covered by this study therefore contributed to 38% of the changes in employee commitment.

The regression ANOVA results in Table 2(b) show that the effect of the psycho-emotive dimension of ethical leadership on employee commitment was found to be significant, $F(1, 111) = 55.232$, $p < .05$.

Table 2(b): Regression ANOVA

Psycho-emotive Dimension					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	50.048	1	50.048	179.952	.000b
Residual	30.871	111	0.278		
Total	80.918	112			

a Dependent Variable: Employee Commitment
b Predictors: (Constant), Moral Dimension, Psycho-emotive Dimension
** Correlation is significant at the 0.05 level (2-tailed).

In the regression coefficients model, Table 2(c), the results showed that, the psycho-emotive dimension was significant predictor of employee commitment, $\beta = 0.77$, $t(113) = 13.42$, $p < .05$. This means that one unit of increase in the psycho-emotive dimension increases the unit of employee commitment by .77 units, with the influence of the moderating variable. displays the results of the regression coefficients.

Table 2(c): Regression Coefficient

	Unstandardized Coefficients	Standardized Coefficients

Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	0.517	0.213		2.432	0.017
	Psycho-emotive Dimension	0.773	0.058	0.786	13.415	0.000

a. Dependent Variable: Employee Commitment

** Correlation is significant at the 0.05 level (2-tailed).

Based on the findings of the study, the null hypothesis was rejected. The model equation for the psycho-emotive dimension of ethical leadership was:

$Y = \beta_0 + \beta_2 X_2 + \varepsilon$;

$Y = 0.517 + 0.773$ Psycho-emotive Dimension $+ 0.213$

4.4 Ethical Climate

4.4.1 Descriptive statistics

The study analyzed the mean and standard deviation of the components of the egoism, benevolence and principle ethical climates. The means were interpreted using a scale interval where a mean value of 1 to 1.8 was an indication of strongly disagree; 1.8 – 2.6 indicated disagree; 2.6 – 3.4 was neutral, 3.4 – 4.2 was agree and a mean value of 4.2 and above was an indication of strongly agree. In relation to the egoism ethical climate, the managers had a neutral opinion as to whether in their organizations people were mostly out for themselves, ($M = 3.12$, $SD = 1.10$), On average, the managers had a neutral opinion as to whether it was very hard for them to leave their organization because employees were expected to do anything to further the organization's interests, ($M = 2.65$, $SD = 0.99$).

In relation to the benevolence climate, the senior managers had a neutral opinion as to whether in their organization, people looked out for each other's good ($M = 3.16$, $SD = 1.07$). On average, the managers had a neutral opinion as to whether they had a strong sense of belonging to their organizations because in their organizations, people looked out for each other's good ($M = 3.11$, $SD = 0.96$).

As relates to the principle ethical climate the managers agreed that everyone was expected to stick by organizational rules and procedures, ($M = 4.26$, $SD = 0.86$). On average, the managers agreed that they had a strong sense of belonging to their organizations because everyone was expected to stick by organizational rules and procedures ($M = 3.56$, $SD = 0.98$).

4.4.2 Correlation Analysis

Correlation analysis was conducted to determine the relationship between ethical climate index and employee commitment. To test the study's significance of estimates, the significance value was set at $p \leq .05$. A strong positive and significant correlation was found between the ethical climate and employee commitment among these managers $r(111) = .76$, $p < .05$.

4.4.3 Chi square Test

Chi square test was conducted to determine whether there was association between ethical climate and employee commitment among the senior managers. The findings revealed that the two variables were associated, $\chi^2(20, N = 113) = 51.84, p < .05$.

4.4.4 One-way ANOVA

The study conducted a one-way analysis of variance (ANOVA) to determine whether there were significant differences in the mean of ethical climate based on the managers' gender, their age brackets, their management position, their years of working in the organization as well as their highest educational level. No significant differences were found in the mean values for ethical climate across the managers' demographic variables.

4.4.5 Regression Analysis and Hypothesis Testing

Multiple regression analysis was conducted to determine the moderating effect of ethical climate on the relationship between the moral and psychoemotive dimensions of ethical leadership and employee commitment among the respondents. The regression analysis results presented in Table 3(a) indicate that a strong linear relationship existed between the variables with 65.3% of the variations in employee commitment being attributed to changes in the moral and psycho-emotive dimensions before moderation.

Table 3(a): Model Summary before Moderation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.808a	0.653	0.637	0.43381

a Predictors: (Constant), Moral Dimension, Psycho-emotive Dimension

** Correlation is significant at the 0.05 level (2-tailed).

The results presented in Table 3(b) indicate that 67.1% of the variations in employee commitment among the senior managers was explained by changes in the moral and psycho-emotive dimensions of ethical leadership after moderation ($R^2 = 0.671$).

Table 3(b): Model Summary after Moderation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.819a	0.671	0.649	0.4267

a Predictors: (Constant), Moderating composite, Moral Dimension, Psycho-emotive Dimension, Ethical Climate

The F-statistics (ANOVA) results after moderation Table 3(c) show that the model used in linking the ethical climate to employee commitment was statistically significant, $F(7, 105) =$

30.56, $p < .05$. The significance p-value was less than the conventional probability of 0.05 significance level ($p \leq .05$).

Table 3(c): ANOVA after Moderation

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.947	7	5.564	30.559	.000b
	Residual	19.118	105	0.182		
	Total	58.065	112			

a Dependent Variable: Employee Commitment

b Predictors: (Constant), Moderating composite, Technical Dimension, Empowerment Behavior Dimension, Character Dimension, Moral Dimension, Psycho-emotive Dimension, Ethical Climate

The study found that that ethical climate had a moderating effect on the relationship between the moral and psycho-emotive dimensions of ethical leadership and employee commitment among the respondents, $\beta = .235$, $t(111) = 2.611$, $p < .05$. This implied that a unit increase in ethical climate would lead to an increase in employee commitment among the senior managers by 0.235 units. Based on the findings of the study, the null hypothesis was rejected. The results are displayed in Table 3(d).

Table 3(d): Regression Coefficient for the Multiple Model after Moderation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.015	0.654		0.023	0.982
	Moral Dimension	0.192	0.093	0.230	2.068	0.037
	Psycho-emotive Dimension	0.232	0.097	0.278	2.390	0.019
	Ethical Climate	0.278	0.217	0.289	2.279	0.020

a Dependent Variable: Employee Commitment

** Correlation is significant at the 0.05 level (2-tailed).

Based on the results of regression which established that both of the independent variables significantly affected the dependent variable, the optimal model after moderation was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Y = 0.015 + 0.192 Moral Dimension + 0.232 Psycho-emotive Dimension + 0.278 Ethical Climate + 0.654

5.0 DISCUSSION

The purpose of this study was to determine the effect of the moral and psycho-emotive dimensions of ethical leadership on employee commitment among senior managers in the transport sector parastatals in Kenya. The discussion of the results in this section are based on the research questions that were used to guide the study.

5.1 Effect of the Moral Dimension on Employee Commitment

This section discusses the major results that were obtained through inferential statistics. The correlation between the moral dimension and employee commitment was found to be positive and significant, $r(111) = .68$, $p < .05$. This suggests that the moral dimension of ethical leadership had a strong effect on employee commitment among the respondents. These findings support the recommendation by McDowall et al. (2015) that ethical codes of conduct improved ethical behavior, hence organizations ought to set aside resources for supporting ethical programs which in turn serve to strengthen organizational ethical culture. Chi square test was then conducted to check the strength of association between the two variables. The moral dimension was found to be strongly associated with employee commitment, $\chi^2(10, N = 113) = 37.00$, $p < .05$, hence corroborating the outcome of correlation analysis. This finding supports the argument of Obalola et al. (2012) that corporate ethical values were significant determinants of organizational commitment. Multiple linear regression results illustrated that moral dimension significantly predicted employee commitment, $R^2 = .55$, $F(1,111) = 137.93$, $p < .05$; $\beta = .72$, $p < .05$. This suggests that 55% of the variations in employee commitment can be explained by the moral dimension of ethical leadership. The findings support those of Robertson and Barling (2013) who discovered that leaders indirectly influence their followers' workplace pro-environmental behaviors through a transformational leadership. The finding implied that the behavior and actions of leaders portrayed by the managers in the work place were likely to influence the behaviors such as organizational commitment.

5.2 Effect of the Psycho-emotive Dimension on employee Commitment

In regard to the effect of psycho-emotive dimension on employee commitment, the results revealed a positive and significant correlation between the two variables, $r(111) = 0.72$, $p < .05$, thus suggesting that the psycho-emotive dimension of ethical leadership had a strong effect on employee commitment among the respondents. The finding support Harvey et al.'s (2014) two-dimensional study which showed that leader political (social) skill had a significant positive relationship with employee perceptions of ethical leadership and a significant positive indirect effect upon employee commitment. Chi square test was then conducted to check the strength of association between the psycho-emotive dimension and employee commitment. The psycho-emotive dimension was found to be strongly associated with employee commitment, $\chi^2(11, N = 113) = 50.86$, $p < .05$. This finding is supported by Olesia, Namusonge and Iravo (2013a) who found a strong association between leader ability to communicate the visioning attribute of servant leadership and employee commitment within the organization. Multiple linear regression results illustrated that psycho-emotive dimension significantly predicted employee commitment, $R^2 = .62$, $F(1,111) = 179.95$, $p <$

.05; β = .77, p < .05. This suggests that 62% of the variations in employee commitment can be explained by the psycho-emotive dimension of ethical leadership. The finding is supported by Kónya et al. (2015) whose findings were supportive of the hypothesis that social exchange relates positively with employee commitment, hence reinforcing the notion that leader social skills are vital in engendering employee commitment.

5.3 Moderating Effect Ethical Climate on the Relationship between Moral and Psycho-emotive Dimensions and Employee Commitment

In regard to the third research question, the results revealed a strong positive and significant correlation between the ethical climate and employee commitment among the respondents r(111) = .76, p < .05. The finding supports that of Demirtas and Akdogan (2015) who found that ethical climate mediated the relationship between ethical leadership and affective commitment. In concurrence, Cemberci and Civelek's (2016) multi-sectoral study revealed that ethical climate had a mediator effect on the relationship between ethical leadership and organizational commitment. Chi square test revealed that these ethical climate and employee commitment were associated, χ^2(20, N = 113) = 51.84, p < .05. The finding is supported by Moore, H.L. and Moore, T.W. (2014) who found a significant association between respondents' perceived ethical climate and their self-reported levels of employee commitment among teaching staff of higher learning institutions. Further, Shafer et al. (2013) found that employee-organizational goal congruence resulting from benevolent-cosmopolitan ethical climates had strong association with employee commitment. Multiple linear regression results found a significant moderating effect of ethical climate on the relationship between ethical leadership and employee commitment among managers in the transport sector parastatals in Kenya, R^2 = .67, F(7,105) = 30.559, p >.05; β = .24, p < .05. The study findings are congruent with those of Mayer et al. (2010) who in their study found that ethical climate was a mediator of the relationship between ethical leadership and employee misconduct; regression results found a negative relationship between ethical climate and employee misconduct. Employee misconduct as a construct is antithetic to employee commitment thus, as some authors have hypothesized, committed employees are less likely to engage in organizational misconduct (Pollock, 2017). The null hypothesis was not supported by the findings.

5.4 Conclusions

The study found that the moral dimension of ethical leadership had a significant effect on employee commitment among the managers, R^2 = .55, F(1,111) = 137.93, p < .05; β = .72, p < .05. Based on this finding, the study concluded that it was important for the parastatal leaders to consider the aspects of the moral dimension of ethical leadership since they impacted on the level of commitment among the parastatal managers. These include good role modelling, complimenting employees who observed written codes of conduct and intergrity guidelines, and supporting organizational causes that positively impacted on external communities.

The study established that the psycho-emotive dimension of ethical leadership had a significant effect on employee commitment among the managers, R^2 = .62, F(1,111) = 179.95, p < .05; β = .77, p < .05. Based on this finding, the study concluded that it was important for the parastatal leaders to consider the aspects of the psycho-emotive dimension of ethical leadership since they impacted on the level of commitment among the parastatal managers. These include: creating an appealing work environmnent in the workplace, making

employees proud to be associated with them, and strongly believe in recognizing & rewarding productive employees.

The study revealed that ethical climate had a significant moderating effect on the relationship between the moral and psycho-emotive dimensions of ethical leadership and employee commitment among managers in the transport sector parastatals in Kenya, $R^2 = .67$, $F(7,105) = 30.559$, $p > .05$; $\beta = .24$, $p < .05$. Thus, the study concluded that when adopting ethical leadership, the parastatal leaders should ensure that a progressive ethical climate is created within their organizations as a catalyst for successful application of their leadership philosophy and practice towards cultivating commitment among their employees

5.5 Recommendations for Improvement

The study found that the moral and psycho-emotive dimensions of ethical leadership had a significant effect on employee commitment, and that ethical climate significantly moderated the relationship between the moral and psycho-emotive dimensions of ethical leadership and employee commitment among the respondents. The study recommends that parastatal leaders should provide leadership by example through positive role modeling and the reinforcement of compliance to codes of conduct & integrity guidelines. They should also promote the implementation of organizational causes which positively impact external communities. The study additionally recommends that the parastatal leaders should create appealing, open and appropriately equipped work environments, and provide worker incentives so as to attract & retain committed human capital; they should promote and safeguard progressive ethical climates that include a blend of benevolent and principled and selective ethical egoism climates.

5.6 Recommendations for Further Studies

This study provided knowledge on how the moral and psycho-emotive dimensions of ethical leadership can enhance employee organizational commitment among the transport sector parastatals in Kenya. The quantitative methodology was used by the study to arrive at the conclusions. The researcher recommends that the study should be replicated in other organizations both in the private and public sectors using a mixed method approach.

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