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MASTER'S THESIS

**LEADERSHIP STYLE AND THE RELATIONSHIP BETWEEN
COMMUNICATION SATISFACTION AND ORGANIZATIONAL
COMMITTMENT:
The case of BP Home Company**

Ljubljana, November 2013

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INTRODUCTION

In the recent years, organizational practices along with the leadership behavior have undergone dramatic changes, mainly due to rapid technological development and global competition. Accordingly, leadership, as a complex phenomenon, operates in a dynamic and uncertain environment. Research interest in the domain of leadership style and its impact on internal communication system and organizational commitment has been very high. Modern organizations are characterized with increased complexity. As such, communication and interaction among employees at all levels have become one of the major concerns in the leadership theory.

The changing political dynamics, recession and unethical corporate practices have become major threats to sustainable economic growth and stability. To overcome negative occurrences, business leaders need to have self-confidence and believe that their objectives and goals can be met. In order to succeed, organizations are particularly focused on creating competitive advantages by effectively and continuously evaluating and improving organizational performance. Accordingly, successful businesses are valuing their human capital as a fundamental source of quality, productivity gains and improvement. Concepts such as communication, satisfaction, motivation, and commitment are thought to significantly affect psycho-social behavior of the employees, which ultimately impacts work-related outcomes. Likewise, in order to achieve competitive advantage, business leaders are focused on two major issues: improvement of service and quality for customers and retaining employee satisfaction and commitment in the long term.

Large number of research studies has examined the relationship between leadership and different organizational outcomes at both the individual and organizational level. The interest in leadership impact is due to the importance which a leader has on an organization. The leader's role is to guide, motivate as well as encourage his followers to perform efficiently towards the accomplishment of organizational goals and objectives (Ojokuku et.al, 2012). Accordingly, the leadership style in a firm, is thought to exert a major influence on the structure, strategy and the well-being of the firm (Fatokun et al., 2010).

Many researchers have tried to identify which type of leadership ensures the accomplishment of organizational goals and objectives. They tried to determine whether leadership is simply an influential role or position in the organization, whether leadership skills are related to genes, and are inherited or leadership abilities can be learned and developed over time (D.Sh. Wang & Ch.Ch. Hsieh, 2013). However, the evidence supports that it takes both to make successful leaders (Avolio, Rotundo & Walumbwa, 2009; Dvir, Eden, Avolio & Shamir, 2002). Large volumes of theories and research have attempted to determine the characteristics of a

successful leader and understand whether successful leaders are at the same time ideal leaders as well. Authors have tried to determine a perfect leadership style and provide inputs on whether a certain leadership style is appropriate to be used in each business or environment. They were interested in finding the real secret behind a successful leadership. However, common findings suggest that **no perfect leader can be determined**. Each successful leader has his own story, own experience. Thus, successful leaders act and behave in accordance to their experience and are not the copy of other leaders. The need for being genuine, act ethically and behave positively led to the development of a new leadership theory based on *authenticity*.

Authentic means original, genuine and not fake (concise Oxford English Dictionary, Eleventh Edition). Authentic leadership is built within the framework of positive approach, morality and ethics, values and beliefs. According to authors Shamir and Eilam (2005), authentic leadership is defined by four characteristics:

1. **Authentic leaders do not fake their leadership.** In other words, authentic leaders try to be themselves; they try to establish their own leadership style;
2. **Authentic leaders do not lead for status, honor or other personal reward.** Instead, they are willing and devoted to promote values and achieve a specific goal for the benefits of all (organization and individuals);
3. **Authentic leaders are originals, not copies.** It means that they base their actions and decisions on their personal experiences. The advantage of true personal experience enables them to build confidence for their way of leading and future orientation. As such, authentic leaders make a difference by simply not imitating others;
4. **Authentic leaders are leaders whose actions are based on their values and convictions.** Authentic leaders truly believe in their behavior and things they say, hence they are characterized with high level of integrity and transparency.

An essential component of authentic leadership theory becomes self-awareness, the concern for the well-being of the followers and the will to develop future authentic leaders (Luthans & Avolio, 2003). Therefore, recent theories on leadership claim that the leader cannot exist without followers (Dwin & Shamir, 2003). Walumbwa et.al, 2008, defines authentic leadership as a pattern of leader behavior that draws upon and promotes both positive psychological capacities and a positive ethical climate, with the purpose to foster greater self-awareness, an internalized moral perspective, balanced processing of information and relational transparency on the part of leaders working with followers, fostering positive self-development. Accordingly, Sh.N.Khan (2010), suggest that this fit between authenticity and leadership would avoid and reduce un-ethical and un-wanted practices in an organization which are threatening the business nowadays.

In the world of uncertainty, leaders struggle to find the appropriate leadership style which would enhance better the outcome for both individuals and organizations. With the development of information technology and innovation based competition, business leaders face multiple challenges. One of the biggest challenges today is to develop an advanced and satisfactory communication system and sustain high organizational commitment. Consequently, extensive theory and research studies have continuously tried to identify the characteristics of a leader so that valuable inputs are provided for individuals to become better leaders and improve their internal communication systems. Identifying the approach that leads to effective leadership has become an issue of concern for individuals and society as a whole. Therefore, the leadership credibility and its impact on business performance have been subject to increasing interest in the recent decades. Common findings suggest that leadership style and organizational performance are significantly positively correlated. Effective leadership is found to be a driving force and plays a crucial role in business performance.

Leadership styles are diverse because they depend on organizational structure as well as cultural and economical characteristics of the country in which they operate (K.Duncan, 2009). Due to volatile and uncertain environment, business leaders are forced to adapt their leadership style to a certain situation. Further to this, K.Duncan (2009) argues that effective leaders must be able to assess the situation and adjust their leadership style to match the requirement of the situation. In other words, in order to avoid the exposure to potential risk and losses, effective leader must have the ability and expertise to quickly respond to internal and external factors which influence the situation and hence leadership style and management methods.

Many authors have tried to identify which variables can contribute to performance indicators such as employee commitment to organizational goals and objectives.

Organizational commitment is influenced by different factors. For example, personal factors such as age, tenure in the organization or leadership behavior are found to determine organizational commitment (Nortcraft & Neale, 1996). Authors such as Mowday, Porter & Steer (1982), suggest that commitment at work is related to emotional attachment, loyalty and trust within organization. Authors suggest that employees' commitment is enhanced if: 1) they identify themselves with the organization, since their values align with the goals and values of the organization, 2) they are willing to remain with the organization, and 3) they are willing to work hard for the benefits of the organization. Another predictor of commitment is found to be internal communication which significantly affects organizational commitment (Carriere, et al., 2007). Enhanced organizational commitment might be one of the reasons that have led to a large number of research studies on factors that affect individuals' job satisfaction and organizational commitment (Lumley, 2010).

One of the most studied relationships in the leadership research is the relationship between leadership and communication satisfaction. Common findings suggest that leadership and communication satisfaction are correlated. As Wallace (1993) argues, communication plays an active role in terms of establishing internal environment, operational processes and activities, the level of integration and alignment of such activities. Effective communication significantly determines the organization's communication strategy (Hargie et al., 2002). Effective communication provides the level of integration and the alignment with organizational objectives and goals (Wallace 1993). Open communication and information sharing between both, employees and management, social interactions and good collaboration relationships, identification with the organization, engagement in the decision making and organizational achievements are some of the motivational factors enhancing stronger commitment to the organization (Varona, 1991). The more information about the organization is provided to the employees, the higher is their commitment towards the organizational goals (Sias, 2005). Different studies have found out that communication satisfaction significantly and positively impacts organizational outcomes such as: the employee's level of job satisfaction and work motivation (Varona, 1991; Barret, 2006; Zeffane et al., 2011; Forward et al., 2012; Ehlers, 2003; Goris *et al.*, 2000; Goldhaber *et al.*, 1978). Bambacas & Patrickson (2008) identified the most important communication skills that lead to enhanced organizational commitment. Authors suggest that a leader must master their ability to listen, be able to give short and clear directives and work related tasks and capability to lead and guide, so that subordinates feel motivated and committed to work. Positive communication climate, including good relationships and high levels of trust are found to highly predict the level of employee commitment (Varona, 2002). Some of the studies that found a significant and positive correlation between communication satisfaction and organizational commitment are the ones conducted by: Guzley (1992); Gopinath & Becker (2000); Rider (2006).

However, there are also studies that found weak or no relationship between the two constructs. For example, research conducted by Robert & O'Reilly (1974) and Trombetta & Roggers (1988) reveals contradictory results. Authors suggest that the relationship between communication satisfaction and organizational commitment was not statistically significant. Trombetta & Roggers (1988), suggest that organizational communication was related to overall satisfaction at work but had no effect on organizational commitment. The above mentioned reasons led to the need to further investigate the concept of organizational commitment and the extent to which communication satisfaction and organizational commitment are related.

Being authentic is the most important communication issue for business leaders today, according to communication theorist and coach, Dr. Nick Morgan. It is important to

understand effective leadership communication and how communication influences people's attitude and behavior. A leader must be able to assess and adapt his/ her leadership style on the situation requirements. Accordingly, a study on the Communication approach for Senior Level Managers conducted by D.J. Barret (2006) suggests that effective leadership is dependent on leader's emotional intelligence. Furthermore, the author suggests that a deficiency of emotional intelligence can lead to miscommunication and the source of problems in the corporate culture. In other words, the so-called emotional intelligence is measured by the ability of leaders to control their own emotions and reactions, their capability in dealing with personal problems. Accordingly, leaders will be able to establish communication satisfaction among employees of the organization.

It is very important for the leaders to acknowledge that their subordinates want to satisfy their own individual needs and career opportunities, by being part of the decision making process. Downs & Adrian (2004), suggest that successful organizations maintain a general level of employee satisfaction. Organizations should be concerned about employee satisfaction. In order to retain valuable staff in a long term, they must improve organizational practices (Lumley et al, 2011).

The overall opinion is that successful managers must have good communication skills. They must be able to communicate effectively, since they spend most of their time at work in communication. Leaders must have the ability to listen, support and encourage their followers to engage in the decision making and problem solving issues both at individual and organizational levels (S.Levine & M.Crom, 1994).

Kosovo, a post-conflict environment, is one of the least developed countries under transition. Similarly to other countries under transition, Kosovo has faced the challenges and obstacles as well as opportunities. Transition economies are characterized with poor business environment, underdeveloped infrastructure, deficient public services, financing constraints, inefficient legal system, corruption...thus, much more has to be done to bring organizations to an enhanced performance and stronger competition. The need for leader oriented people is very high.

On the other hand, Kosovo is growing and becoming one of the competitive players in the region. As such, the necessity for strengthening leadership capacities is a key to economic development. New managers/leaders are willing to explore possibilities and enrich their leadership abilities by applying techniques and strategies for a sustainable competitive advantage. Many studies have analyzed the changing culture in organizations operating in transition economies where the leader has been found to play a significant influence in creating and changing corporate culture. Dynamic environment and unstable economic conditions generate the need for constant adjustments in an organization's leadership style. In

this regard, understanding the importance of a leadership style and its significant role in business performance in Kosovo, has been improving rapidly.

Evaluation of an organization's communication system provides the organization with valuable information on what has to be improved in order to strengthen communication at all levels. Appropriate communication within an organization, enhances trust and ensures the participation of subordinates in decision making process. On the other hand, managers must be aware of the consequences of poor or inadequate communication system. If employee communication satisfaction within organization is low, organizations suffer low organizational commitment, higher employee turnover, and decreased productivity (Hargie et al., 2002).

Thus, the aim of the thesis is to test some of the claims made in relation to the authentic leadership theory in a private enterprise in Kosovo, understand how employees perceive their leader and how the latter perceives himself in his organization and whether this influences internal communication system. The research will also provide some valuable inputs on the strengths and weaknesses of the internal communication system developed in the company. The second objective of the thesis is to determine whether communication satisfaction variables are significantly correlated to organizational commitment.

The thesis is structured as follows: Chapter 1 provides a short overview of the theoretical literature on leadership styles, the definition of an authentic leader, key concepts and the importance of authentic leadership. Chapter 2 provides an overview on the relationship between communication satisfaction and organizational commitment. It emphasizes the importance of adapting effective leadership style for improved communication and increased commitment within the organization. This chapter also discusses a number of empirical findings on the relationship between the two dimensions. Chapter 3 presents a brief description of the privately owned business in Kosovo, subject of empirical study as well as some empirical research on leadership style in transition economies; followed by the methodology employed in carrying out the research, hypotheses to be tested and findings. Chapter 4 discusses data limitation and need for further research. This chapter summarizes the results and highlights the importance of conclusion.

1 LEADERSHIP STYLE AND AUTHENTIC LEADERSHIP

The structure of this chapter is as follows: Section 1.1 provides definitions on authentic leadership. Section 1.1.1 describes the component of self-awareness. Section 1.1.2 describes the component of balanced processing. Section 1.1.3 describes the component of relational transparency. Section 1.1.4 describes the component of moral internalized perspective. Section 1.2 provides an overview on leadership styles. Section 1.3 provides empirical research on the

relationship between leadership style and organizational performance. Section 1.4 provides an overview and empirical research on leadership style in transition countries.

1.1 Definition of authentic leader

It is generally known that a leader is an individual in charge of an organization and has authority over others. Leader is the person who strongly influences the behavior of the employees to enhance organization performance. Theories and empirical studies on leadership suggest that leadership plays a crucial role in achieving organizational goals and objectives and maintaining long term commitment and trustful working environment.

The research on leadership theory has continuously tried to determine the development of a genuine leadership; whether a person is born to be a leader or whether leadership skills can be developed over time. Early studies on leadership concentrated on identifying the leader's personal characteristics. Such theories suggest that leaders are born to be leaders and personal characteristics necessary for effective leadership are inherited.

However, new theories on the leadership skills contradict earlier studies. Recently developed theories suggest that leadership skills are not necessarily inherited. Leaders may learn from their experience and continuously develop their leadership abilities. These theories emphasize the importance of style and behavior instead of the characteristics of the leader (Stogdil, 1974). Leaders must possess multidimensional skills. Some of the generally known abilities of a successful leader are: the ability to initiate actions, provide guidance and support to the followers in the decision making and problem solving, build a cooperative and social work environment at all levels, build confidence and trust, and motivate employees. Obviously, leaders aim to be perfect, ideal, so that they are admired by others. Their challenge is to determine on how they can use their leadership potentials to attain maximum employee performance and achieve organizational objectives.

Today, leadership is challenged to respond to volatile and dynamic environment where innovation and creativity play a crucial role for long lasting value. Therefore, one way to overcome the negative occurrences and avoid consequences is to promote positive organizational behavior and optimism within the organization. Authors like Luthans & Avolio (2003), have developed the approach of positive psychology and positive organizational behavior to greater self-awareness, positive self-development and enhanced performance. Positive psychology contributes to growth, happiness and employees' well-being by promoting optimism, hope, resilience, self-esteem and morality (Gardner et al.,2005).

Authentic means original, genuine (Concise Oxford English Dictionary, Eleventh Edition). According to B.Shamir & G. Eilam (2005), authentic leaders do not fake their leadership. They act in accordance to their true feelings and beliefs. Authentic leaders are not necessarily different in their behavior and leadership style, but instead, they use their own leadership and management experiences and apply those abilities in the best interest of the organization.

The interest on defining and measuring authentic leadership has been increasing over the past decades. Common findings suggest that authentic leaders are characterized with high level of awareness of their own thoughts, behavior, values as well goals and objectives to be achieved (Avolio et al. 2004). In addition to this, they are aware that all employees are not alike, thus they respect and show empathy for needs of the others. They are concerned in understanding how their behavior is perceived by their subordinates. Authentic leaders want to build high-performance teams therefore they lead with purpose, values and integrity. They are honest, responsible, future-oriented and very committed to the organization. The following personal characteristics are considered as measures of leadership effectiveness, in the way they impact organizational performance:

Trust in authentic leadership is considered as one of the indirect measures of positive outcomes in the organization. A positive relationship between leader's authenticity and trust and performance is supported by the evidence (Zamahani et al.,2011). For authentic leaders it is very important to be perceived as trustable leaders. It is reasonable to expect that a trustworthy environment will produce enhanced performance, cooperation and information sharing among employees. Trustable leaders encourage long term commitment and satisfaction with leaders (Dirks & Ferrin, 2002). Authentic leaders recognize the benefits of a trustable working environment; therefore, they promote trustable and friendly relationships within organization.

Confidence (self-efficacy of the follower) significantly and positively impacts organizational performance. The relationship between confidence (self-efficacy) and organizational performance is strongly supported by empirical evidence (Stajkovic & Luthans, 2004). Authentic leaders are willing to increase self-confidence of their followers by helping them identify and develop their strengths and capabilities. They motivate others per personal growth in order to be able to work under pressure and manage the challenges they face.

Hope is recognized as one of the positive organizational behaviors leading to higher outcomes for the organization. The effects of a hopeful leader are multidimensional. Employees' hope is found to positively affect organizational outcomes such as: performance, satisfaction and happiness as well as organizational commitment (Youssef and Luthans, 2007). Similarly, empirical evidence by Luthans (2003) suggests that, a hopeful leader leads to higher profit,

higher job satisfaction and lower turnover, as well as it positively affects academic, athletic, mental and physical health (Synder, 2002).

Increasing of **optimism** is another important task to achieve. Optimism plays an important role in improving work related performance (Luthans et al.,2005). Optimism is seen to positively increase leaders' achievements and success (Seligman, 1990).

Strengthening **resilience** is found to significantly affect individual performance (Luthans et al., 2005). Moreover, Luthans et al. 2005), suggest that highly resilient individuals are likely to be more creative and adaptive to change, resulting in improved performance. As such, those employees have the ability to deal with adversity in the rapidly transforming organization (Luthans, et al.2005), where higher expectations lead to higher performance both at individual and organizational level.

Authentic leaders recognize the importance of **job satisfaction** and employee motivation for increased commitment, loyalty and long term value in the organization.

One of the most important evidence on the relationship between job satisfaction and employee commitment is the one conducted by Mowday, Steers & Porter 1979. Authors suggest that job satisfaction implies employees' emotional reaction affected by both personal and organizational factors influencing organizational commitment. Enhanced job satisfaction is found to affect both individuals and organization's well-being with regard to increased job productivity, customer satisfaction, loyalty but also lower employee turnover (Fisher, 2010). They enable the followers to be part of a decision making process, they foster a climate of co-operation and respect for each other, which positively impacts job satisfaction (Chiva & Alegra, 2009). Employees satisfaction and intentions to stay with the organization increases when the manager recognizes good performance by providing fair payments and financial rewards, provide challenging work tasks for employee achievements and personal growth and fosters positive co-workers relationships (Galanou et al., 2010; Lumley et al. 2011).

One of the largest studies on authentic leadership and the development of relevant leadership skills and abilities is the one conducted by B.George et al. (2007). Their research supports the finding that a profile of an ideal leader cannot be determined. Authentic and successful leaders, regardless of the gender, race, religion, socio-economic backgrounds and nationalities were not equipped with and/or use any universal traits, skills or styles that led to their success. Authors emphasize the importance of life stories or life experiences as components of developing self-awareness and growth. For this reason, self-awareness, influence by life experiences and balancing of extrinsic and intrinsic motivation is found to be a unanimous characteristic of most of the leaders under research. The importance of life-story models to

authentic leader development is supported by other authors as well. For example, Shamir & Eliahu (2005), “suggest that the development of an authentic leadership is achieved through the construction of life-stories. When choosing the life stories and experiences, authentic leaders reflect their self-knowledge, self-concepts clarity, self-concordance and self-expression enabling them to develop their authentic leadership role. Authors suggest that authentic leadership is developed based on personal experience, personal reflection of the experiences and emotions as well as personal learning. Accordingly, authentic leadership cannot be developed through some standardized training programs. Approaches, such as, on job learning, mentoring and coaching (Day, 2000), provide limited development of authentic leadership. As Gardner, et al, (2005) suggests, authentic leaders must develop authenticity through self-awareness, self-acceptance as well as authentic actions and relations with followers. Moreover, authors believe that authenticity is achieved if authentic leaders promote authentic relationships with followers based on trust and transparency, guidance towards organizational goals and objectives and facilitating follower’s personal growth and development.

Thus, they proposed a well-known four component model of authentic leadership that includes self-awareness, balanced processing, relational transparency and internalized moral perspective.

1.1.1 Self-awareness

In authentic leadership theory, **self-awareness** is a core element in the authentic leadership development process (Gardner et al., 2005). Kernis (2003), in his research on “conceptualization of optimal self-esteem”, has described the self-awareness component as leader’s awareness and trust in, one’s motives, feelings, needs, values, strength and weaknesses. Authentic leaders are willing to listen to the feedback, accept their weakness and the criticism, which helps them to maintain their high moral standards. Accordingly, they promote transparent communication with the people they work or lead.

Being aware on one’s motives, feelings, desires and thoughts about who they are, provides an essential basis for the leader to act authentically and also to reflect on new information and so to change, develop and grow (Luthans & Avolio, 2003). Therefore, self-awareness is perceived as a major component in interpreting what constitutes authentic leadership development.

1.1.2 Balanced processing

Balanced processing is also recognized as a fundamental component in the development of authentic leadership. Balanced processing refers to the unbiased collection and objective interpretation of both positive and negative self-related information (Gardner et al., 2005). Balanced processing is developed if leaders are objective while analyzing facts and taking decisions on behalf of organization (Avolio et al, 2009). It means that authentic leaders must be able to manage emotions and be objective when analyzing and interpreting information. Moreover, optimal balanced processing would enable leaders to objectively admit their weaknesses at work (Gardner et al., 2005).

1.1.3 Relational transparency

Relational transparency refers to the behavior that means the leader displays high levels of openness, self-disclosure and trust in close relationships (Gardner et al., 2005). The authentic leader promotes trust and openness in disclosing his true thoughts, feelings, beliefs to the followers (Mazutis & Slawinski, 2008). The disclosure and expressing true feelings will help in building trusting relationships in the organization. By accepting themselves as they are and by expressing true feelings and thoughts, authentic leaders will be able to build trustworthy and closed relationships within the organization.

It is suggested that there are three key aspects describing relational transparency, as argued by May et al.,(2003):

1. Relational transparency describes the decision making process where authentic leaders openly share information.
2. Relational transparency is described in relation to authentic leaders sharing information about them and asking for feedbacks.
3. Relational transparency is used to describe the way authentic leaders interact with others, how open they are and ready to disclose their feelings.

1.1.4 Internalized moral perspective

Another major component to authentic leadership development is internalized moral perspective (Gardner et al. 2005; Walumbwa et al., 2008). Internalized moral perspective refers to being guided by internal moral standards, which are used to self-regulate one's behavior (Avolio et al., 2009). Self-regulation is the process through which authentic leaders align their values with their intentions and actions (Avolio & Gardner, 2005). In other words, leaders with high levels of internalized moral perspective are characterized with moral and transparent decision making process. Since, current activities and future actions around the organization are transparent, employees feel attached to the organization.

In summary, the theory of authentic leadership theory has considerably attracted the leaders in the real world. Positive organizational behavior, where leaders built open and transparent relationships has enhanced a trustful, respectful and committed working environment in long term. Balanced processing and internalized moral perspective enables authentic leaders to act in accordance with moral and ethical standards; encourage and respect others' opinions and ideas prior to making decisions in the best interest of all. Eventually, a positive psychology employed by the leader and recognition of employees' values and beliefs leads to threefold positive effects.

1. Firstly, authentic leadership affects organization by creating long-term growth and sustainable competitive advantage.
2. Secondly, authentic leadership has beneficial outcomes to the individual. Recognizing their potential for work and focus on developing their strength encourages satisfaction, commitment and the well being of its followers.
3. Thirdly, authenticity has beneficial outcomes for the community as well. The morality and ethical standards components are more likely to foster an organizational climate that values social responsibility and contributes to the local and wider community within which it operates (Mazutis & Slawinski, 2008).

To sum up, the researchers claim that authentic leadership theory is based on positive organizational behavior, i.e. positive psychology. Positive organizational climate promoted by authentic leaders, would bring significant benefits both to organization and individuals. Although, the constructs that comprise authentic leadership are identified, the development of authentic leadership is not a straightforward process.

1.2 Leadership style

A leadership style is the manner and approach of providing direction, implementing plans, and motivating people (Wikipedia). Individuals' reactions and behaviors in certain situations are different; leaders possess different characteristics, skills and approach towards effective performance, therefore, each leader has his/her own leadership style. The leader is considered to be the main inspiration for the organization.

In today's dynamic environment, leaders must be able to manage with increasing volatility and uncertainty by introducing innovation to their management style. At the same time, they must behave with optimism in order to help the followers deal with stressful business environment. Their management functions must be aligned with the external and internal environment. Leader's challenge is to affect employee behavior, in order to increase motivation and effort, encourage his subordinates to be more creative and more efficient. Therefore, investing in

leadership development would bring benefits to the organization through impacts such as increased organizational commitment, job satisfaction (Ready & Cogner, 2007). The question is which leadership style needs to be developed and which tools are to be used to bring positive outcomes? In general, it can be said that leadership development must align with the company's mission and values as well as strategic goals and objectives (Riggio, 2008).

In the literature, there are a number of different leadership styles that are based on different assumptions and definitions. However most of the definition is based on the assumption that leadership is an influence, where a leader influences others' behavior and actions (Avolio et al.2009) and that successful leader must lead and manage effectively. Therefore, leadership style has to be developed in such a way for the organization to function effectively. Leaders must understand the basic concepts of personnel management in order to generate effective leadership. Effective leadership requires not only the motivation and the ability to lead, but also a supportive organizational environment, a place for opportunities and learning culture, where people are involved in decision making process.

Older theories on leadership style suggest that leadership style is the capability to make people work together in order to realize organizational targets (Stogdill, 1948).

Leaders have different attitudes and use different methods to get things done. Leadership style is influenced by leader's personal background and personal experiences, beliefs, values and personal learning. Each type of leadership impacts organizational performance differently. Their approach towards the employees can be from the very classical to the very creative one; from the very autocratic to the very democratic one.

Basis leadership styles can be defined as follows:

1. Autocratic leadership style – is the classical approach of leadership that is common with hierarchical organizations. It is characterized by an autocratic leader who has authoritarian behavior with unlimited authority, strict and close monitoring of his/her followers, unilateral decision making and one way communication. This style of leadership is also the most likely to cause resentment and poor attitude amongst employees.
2. Democratic leadership style – is the opposite of autocratic. Democratic style is also known as participative style characterized with a shared decision making; open communication where subordinates are able to contribute to decision making process but the leader is still responsible for the outcomes. This style of leadership encourages all members of the organization to be part of the success, part of the ideas and creativity, therefore, it is considered to be one of the most effective leadership styles.
3. Free-Rain (*laissez-faire*) leadership style - allows subordinates maximum autonomy in the decision making and does not control them or applies minimal leadership controls. The leader

delegates tasks to the followers and does not directly participate in the decision making process, unless requested so by the subordinates. This style of leadership is found to be effective only when subordinates are highly qualified and experienced, trustful honest and hardworking for the best of the organization.

However, the need to respond differently to the dynamic environment, leads to the development and adoption of other leadership styles. Research studies have analyzed the impact of other leadership styles on organizational performance. These leadership styles are known as: Transactional Leadership, Transformational Leadership and Multicultural Leadership.

A transactional leadership is known for highly valuing and recognizing the commitment and effort of the subordinates and motivating them through financial rewards for objectives achieved (Rukmani et.al.,2010). Transactional style of leadership is found to significantly and positively affect performance (Timothy et al, 2011). This style of leadership focuses on close monitoring, in detecting mistakes and errors and putting in place corrective actions to solve them (Timothy et al, 2011).

Transformational leadership focuses on subordinates abilities and skills and encourages trust, motivation, awareness with the purpose to maximize human capabilities (Timothy et al.2011). As a result, subordinates become more creative and innovative in the way they manage and solve the problems, in their approach to implementing new ideas. A transformational leadership raises followers' awareness levels about the mission and vision of the organization, the importance and value of organizational objectives and outcomes as well as the ways of achieving organizational targets (Timothy et al., 2011).

Multicultural leadership style is known for its multicultural working environment, where teams are mutually respected and work together for the best of the organization.

To sum up, it can be said that each leadership style can be both effective as well as ineffective. For this reason, extensive research on leadership style could not clearly determine which of the leadership styles results in higher business performance. The effective leadership is when leaders adapt their leadership style to the situation and people they work with. At times leaders have to use different leadership styles to be successful.

1.3 Leadership style and organizational performance

Different leadership styles have different effects on organizational performance. The relationship between the two constructs can be positive or negative. Leaders may negatively

impact employee performance and relationships if they are overly dominant. Autocratic behavior of a leader implies that the leader retains for himself the decision making process, discouraging and de-motivating his followers, thus leading to negative outcomes (Oyokuku et al., 2012). Other leadership styles are found to positively affect employees' commitment and satisfaction which ultimately lead the organization towards enhanced performance (Avolio & Gardner, 2005; Dasborough, 2006; Sh.N.Khan, 2010).

As explained, authentic leaders are known for positive organizational behavior and ethical climate they promote in the workplace. Ethical, moral and positive orientation enables effectiveness and promotes the growth and development of both leader and its subordinates (Gardner, Avolio, Luthans et.al, 2005). Free information sharing and support for personal achievements leads to increased performance. As Campbell (1977) suggests, concern about employees, would increase self-interests as well as job satisfaction of employees, leading to better performance.

The new literature on leadership style and organizational performance shares the same opinion. For example: creating hope among followers is found to positively affect business performance by increased profits, increased employee satisfaction and lower turnover (Luthans, 2003). Helping others to build self-confidence (self-efficacy) is a strong indicator for increased performance (Stajkovic & Luthans, 2004). Strengthening resilience is also found to significantly impact business performance. Higher/positive expectations lead to higher individual performance (Gardner & Schermerhorn, 2004).

To a large extent, the failure of some solid and reputable organizations has been blamed on leaders who acted unethically and who relied on impression management so people continued to invest and support them even as the organizations' finances were in disarray (Sanders & Hambrick, 2007). Incorporating authenticity into the leadership theory enables a positive approach to leadership, it relies on morality and ethics, and therefore, such events are less likely to happen in the future.

To summarize, theories on leadership suggest that one of the main determinants of the success of an enterprise is the quality of its leadership. Leaders must evaluate their leadership style at all times. Recognizing and adopting the right leadership style is not that straightforward. What is for sure is that effective leadership is closely related to human resources. Successful organizational performance relies on the proper behavior of leaders as well as employees. A successful leadership implies skillful leadership and the induction of employees' high motivation and work engagement. Accordingly, developing an ownership mindset for the employees would improve their attitude and productivity, hence enhance business performance.

1.4 Leadership style in transition countries

The influence of leaders and their behavior towards the organization and employees varies considerably as a result of cultural and economic transition. During economic transition, countries are transformed from being an authoritarian, centralized, socialist state to a democratic country with a free market economy (Alas et al, 2007). On the other hand, cultural transition has an impact on business performance. Cultural processes in the transition countries are characterized with the communist heritage resulting in collective culture shock¹.

Leadership style is of special significance to the transitional economies, taking into account that they are only developing its entrepreneurial economy. Accordingly, leaders are demanded to find optimum leadership to adapt to the new system which is not familiar to them and apply new type of organizational behavior in order to operate successfully.

Research on determining leadership style in transition economies is found to be very interesting. A research by Alas et al (2007), suggests that Eastern European transition countries are characterized with a more autocratic and formal leadership style. Put it simply, due to general uncertainty and instability, leaders find it necessary to use old style, less-team oriented leadership. An interesting outcome was found in the research conducted in small enterprises in Bosnia and Hercegovina. The study suggests that authoritative leadership style, containing few characteristics of consultative style, is found to prevail in small enterprises in B&H (M. Buble & M. Marki, 2004). Similarly, the research on Estonian Chief Executive Officers, conducted by Alas et al, (2007) reveals that: due to general social stability, CEOs are able to use a softer and more participative leadership style.

All in all, it can be said that due to the unpredictability of the changes in the economic, institutional and social environment, transition economies are characterized by the variety of leadership style rather than a homogeneous one. Accordingly, in the transition countries, leadership styles depend on the situation and operational environment (Alas et al., 2007).

Since the company under study is established and located in Kosovo, a country undergoing the transition process, an interesting point would be to identify the leadership style used by the leader in one of the biggest private companies during transitional years in Kosovo, which in fact presents one of the hypotheses.

¹ Individual culture shock describes the psychological and also physical reactions of a person staying abroad. These reactions are the result of confrontation with a foreign culture. According to the authors such reactions also exist on the level of society as a whole, known as "collective culture shock". C. Feichtinger, G. Fink (1998), "The collective culture shock in transition Countries - Theoretical and empirical implications, *Leadership & Organization Development Journal*, Vol. 19 Iss: 6, pp.302 - 308

2 RELATIONSHIP BETWEEN COMMUNICATION SATISFACTION AND ORGANIZATIONAL COMMITMENT

The structure of this chapter is as follows: Section 2.1 provides a literature overview on communication definition, its construct and related empirical research. Section 2.2 provides the definition on communication satisfaction and its role to organization. Section 2.3 provides the key concepts of organizational commitment as a multidimensional construct. Section 2.3.1 describes the determinants of commitment. The last section 2.4 provides empirical research conducted so far in relation to communication satisfaction and organizational commitment.

2.1 Defining communication

Communication, as a concept, is defined in many ways in the literature, however, despite different definitions; the main point in communication is the information sharing (Guney et al, 2012). The necessity of communication, information sharing and participation are critical concepts in promoting corporate integrity and increase effectiveness of communication within the organization (Barker and Du Plessis, 2002; Allesandri, 2001). In order to develop effective and efficient communication systems, leaders are encouraged to promote social relationships and strong cooperation among employees. As further explained by Karakutuk (2011), communication is not only the process of sharing important information on organization, but it includes also sharing of emotions and thoughts between people in the organization. A broader definition is provided by Carriere et al., (2007) where organization's internal communication practices consists by the full spectrum of communication activities, both formal and informal, undertaken by its members for the purpose of disseminating information to one or more audiences within the organization.

Nowadays, businesses leaders are faced with innovation based competition, deep and rapid structural transformation, communication development and are continuously being challenged to develop and sustain effective communications channels. Communication between leaders and subordinates is essential on all levels, from the top down, and vice-versa. As explained by Karakutuk (2011), organizational communication is related to information sharing on organizational policies and procedures and other information related to the organization, it helps to strengthen coordination among organizational employees and problem solving approach.

Today, organizations' communication relies on modern communication technologies such as e-mail, conference calls or other web-based meetings, which enables communication regardless of the physical distance. However, such useful tools limit face to face interactions among employees as well as collaboration, which consequently may result in weaknesses of

relationships. Lack of face-to-face interaction and lack of cooperation can negatively impact job-related outcomes such as productivity, job satisfaction and organizational commitment (L. R. Wolfeld, 2010). Accordingly, organizations have an interest in promoting face-to-face interactions that manifest themselves in group work, teamwork, and impromptu interactions (L. R. Wolfeld, 2010).

According to Elving (2005), approach to organizational communication may differ, resulting in different definition of the organizational communication:

1. According to internal approach, organizational communication is the process of intra communication, i.e. sharing the information about the organization to its employees.
2. According to social structure approach, organizational communication is related to the language used to interact internally.
3. According to the traditional approach, organizational communication is related to the sharing of core information on organization.

Another approach to define organizational communication is the direction. As per Varol's (1993) point of view, organizational communication can be vertical, horizontal and diagonal. Communication between superiors and subordinates is known as vertical communication; horizontal communication occurs between those in equal positions and diagonal communication is between those in different positions, working in different units.

As the time passed by, the role of communication has evolved accordingly. In the beginning of the 1990's the role of communication was further developed with "Theories on learning organization and system thinking developed" (Senge, 2006). According to Harshman (1999), modern and efficient organizations encourage communications processes that are open, two-way and credible. Open communication is known as more advanced and democratic way of communication, because it includes employees' active participation in the process of communication regardless of the hierarchy.

Large number of studies has analyzed the extent to which communication satisfaction contributes to employees' organizational effectiveness. These studies have suggested that open and democratic way of communication is beneficial for job-related outcomes such as trust, job satisfaction and work commitment. For example, significant and positive correlation between communication and employee trust is found by Allert and Chatterjee (1997) and Ruppel and Harrington (2000); whereas, authors like Yuksel, 2005; Halis, 2000; Ehlers, 2003, found a positive correlation between open and positive communication, and job satisfaction. The literature reveals that communication climate, in a similar way, is also related to many other variables which impact organizational performance such as: relationship between communication and motivation (Chiang, 2003), job performance (Alexander et al., 1989; Pincus, 1986), trust (Rosli&Hussein, 2008); productivity (Chun-Fang, SooCheong, Canter, &

Prince, 2008) and organizational commitment (Nuss, 2006; Varona, 1996; Potvin, 1991; Chen et al, 2006; Carriere and Bourque, 2009). Some authors emphasize the importance of communication climate even further, suggesting that open communication is essential to overcome problems, attain success and improve leadership effectiveness (Dubrin, 2001). Authors like Hamm (2006), consider that successful communication is about inspiring the organization to take responsibility for creating a better future.

Likewise, managers are responsible to develop their communication skills, to maintain effective and positive internal communication systems and ensure better communication environment in order to enhance trust, motivation of the employees, long term commitment and productivity.

Other authors such as Frese et al. 2003; Riggio et al.2003; Towler 2003, also suggest that the role of communication is central to leadership. Some authors go even further by stating that leadership cannot exist without communication (Witherspoon, 1996) or that the existence of an organization itself is greatly dependent on communication (Crino and White, 1981). Communication is the core of every organization (Katz and Kahn, 1978) since the organizational effectiveness is highly dependent on communication (Hall, 1980). However, some studies cannot find a relationship between organizational communication and commitment. Research conducted by Trombetta and Roggers (1988), suggests that, organizational communication impacts satisfaction at work but has no effect on organizational commitment.

Overall, it is becoming necessary for the organizations to measure the impact of the communication as a strategic driver in organizational achievements. It is commonly acknowledged that effective communication climate that enables collective approach to decision making process can effectively increase morale in the workplace, because employees feel part of the organizational achievements. In contrary, failure to properly communicate can also increase dissatisfaction and employee turnover. Leader's interpersonal communication style is one of the core elements of a leadership and key to organizational accomplishment.

Contrary, Hargie et al., 2002 has suggested that ineffective communication skills, styles or strategies lead to negative organizational outcomes, such as decrease in work commitment, greater employee turnover, and decreased productivity. Obstacles of communication within the workplace include: physical factors, language, cultural differences, emotions, and different personalities (Feigenbaum, 2012).

2.2 Communication satisfaction

Understanding **communication satisfaction** has attracted considerable interest over the last twenty years, due to the benefits to the organizational performance. The assumption that communication satisfaction is a one-dimensional construct has been contradicted by recent studies. The concept has developed throughout the years, and numerous researchers suggest that communication satisfaction has proved to be complex and multidimensional. According to Crino & White (1981), the concept of organizational communication satisfaction is related to individual's personal satisfaction with the overall communication system in the organization. Later on, authors like Pincus (1986) and Putti et al. (1990) suggests that employee's communication satisfaction is dependent on the availability of information related to the organization. Authors such as Pavit (1999) suggested effective communication system results in increased communication satisfaction. Anderson and Martin (1995) have identified the motives for social interactions between coworkers and supervisors. The research reveals that communication and interaction among employees at all levels of hierarchy is done in order to fulfill interpersonal needs such as pleasure, affection, relaxation, control and inclusions. Although employee needs are different, motives for communication and expressing their feelings and emotions relates to happiness at work, commitment and satisfaction with the superiors. Subsequently, supervisors/managers are able to facilitate strong and effective mutual relationship (J. P. Sharma and N. Bajpai, 2010). By facilitating data and information sharing, employees are adequately informed, confident and able to participate in the decision making process. Likewise, effective communication could improve the overall organizational performance (Gray and Laidlaw, 2004), such as empowerment (T. P. Loughman, *et al.*, 2009), employee productivity (P. G. Clampitt and C. W. Downs, 1993), organizational commitment (J. M. Putti, *et al.*, 1990), job satisfaction (T. M. Downs, 1990; J. D. Pincus, 1986).

2.3 Organizational commitment

Measurement of organizational commitment has attracted considerable interest in order to identify the degree to which an employee is committed to their organization (Lumley et al., 2011). According to Meyer & Allen (1997), organizational commitment refers to the individual's strong identification with the organization and a willingness to be part of the organizational success. According to Fuller et al., (2006), organizational commitment is associated to the feeling of belonging to the organization. Likewise, organizational commitment is important to institutional health (G.L Forward at al.,2009).

Strong and positive correlation between work commitment and organizational effectiveness, productivity and efficiency is found by many authors (Buchanan 1974; Meyer & Herscovitch,

2001). Consequently, understanding the concept of organizational commitment would impact both individual and organizational effectiveness.

Large number of research studies has tried to set a theoretical framework on the concept of organizational commitment and provide valuable inputs for sustained long term organizational commitment. While analyzing human and group organizational behavior, Newstrom & Davis, (2002) suggest that organizational commitment is measured by employees' willingness to work for the organization. The perception of organizational support, concern about employees and the image of the organization impacts employee commitment as well. Accordingly, Beheshtifar & Herat (2013) suggest that longer-term employees are more committed to work because of their successful experience within the organization. When employees are valued by the organization, they are more committed and show willingness to participate in "extra-role" activities. Shortly said, organizational commitment is a measure of employees' loyalty and intentions to stay with the organization.

The 21st century is characterized with a new workplace. With increased competition, innovation, globalization and changing technology, business owners acknowledge that human resources and intellectual capital are its greatest assets and one of the strongest advantages. Today, workforce is better educated, skilled and seeking for empowerment.

The evidence suggest that organizational commitment significantly predicts the organizational outcomes including performance, employee turnover, commitment at work (Neininger, 2010), as well as occupation, profession, or career and organizational goals (Meyer & Allen, 1997). For example, authors such as Blau, (1994) and Gellatly (1995) suggest a negative correlation between organizational commitment and absenteeism, suggesting that the higher employee's commitment at work, the lower the probability of employee absenteeism (Aryee et al, 2001); the lower employee turnover (Neininger, 2010).

Team commitment is found to impact individual's commitment. Positive relations and experiences in a team work in terms of task completion within the deadline, production of high quality services and products will increase the intentions to stay in the team and contribute to organizational goals (Neininger et al., 2010). Meyer & Allen (1997) have developed a framework aiming to measure reasons for commitment at work. Commitment at work varies by individual regardless of the position and his/her perception towards the relationship with the organization. Accordingly, individuals may be committed at work, because their expectations in regard to values and goals to be achieved align with those of the organization; others remain with the organization because leaving would negatively impact employees reputation or social connections, whereas some individuals remain with the organization because of their obligation towards the organization. Accordingly, Meyer & Allen (1997)

identified the three component model, where organizational commitment consists of three different types of organizational commitment experienced by the organization: affective commitment, continuance commitment and normative commitment, which in turn has important implications for the organization as to understand employees' intentions to stay with the organization in long term.

Affective commitment refers to employees' emotional attachment to the organization, the need to be identified with the organization as well as the desire to be part of organizational achievements. Affectively committed employees remain with the organization because they are confident that their expectations meet with the goals and values of the organization and work harder and perform better (Meyer & Allen, 1997). As Malik et al., (2010) further explains, employees with affective commitment continue to work with great devotion on voluntary basis.

Continuance commitment is based on the awareness of the costs and expenses involved in leaving the organization. The higher the costs and financial threats associated with leaving the organization, the lower the intentions to leave the organization. Accordingly, employees with the continuance commitment at work are not necessarily satisfied with the organization but instead they stay with an organization because they have to (Meyer & Allen, 1997).

Employees' with Normative commitment feel some kind of obligation and responsibility to remain within the organization. Such obligation includes financial rewards or/and social obligation such as loyalty, job security and co-worker relationships.

Some authors suggest that employees' intention to remain with the organization may be affected by more than one type of commitment. For example, some employee might feel at the same time strong emotional attachment and responsibility and obligation to stay. Or, it could be that an employee is satisfied with the working conditions but is also aware that leaving the company would incur high financial costs. Some other employees are willing to stay with the current organization but also feel a kind of need and obligation as well (Meyer & Allen, 1997). Organizational commitment is found to strongly predict different organizational outcomes. Organizational commitment is significantly related to performance, trust, engagement at work and job satisfaction and intentions to leave (Wiener & Vardi, 1980; Angle & Perry, 1981; Neinger et al., 2010; Lumley et al, 2011; Rainyee et al, 2013). Higher levels of commitment are found for employees engaged in the decision making process (Jermier & Berkes, 1979) also for employees who were satisfied with the treatment and organizational support by their superiors (DeCotiis & Summers, 1987).

According to Buchanan (1974), organizational commitment is strengthened if individuals' identify themselves with the organizational goals and values, they are involved in the accomplishment of such organizational goals and objectives and if employees are loyal to the organization. Other researchers addressing organizational commitment have suggested that employees experience two types of commitment: attitudinal and behavioral commitment (Mowday, Porter, & Steers, 1982; Reichers, 1985). According to Mowday et al. (1982), employees with attitudinal commitment are concerned with their social relationship and interactions with the organization; their values and goals can be identified with those of the organization, they are willing to stay with the organization and work hard toward the realization of organizational goals and objectives. Whereas behavioral commitment, relates to the individual's willingness and efforts to engage in the problem solving issues for the benefits of the organization. Behavioral commitment is distinguished from normative or general expectations, in the sense that it goes beyond such expectations (G.P Mishra, 2005). The distinction between attitudinal and behavioral commitment is further developed by Mullins (1999) suggesting that employees' attitude in the organization is influenced by different reasons resulting in three stages: compliance, identification, and internalization.

1. **Compliance**, in which employees' behaviors are influenced by others for the purpose of financial gains, rewards, payments.
2. **Identification**, in which the individual is influenced by the good relationships in the organization and accepts influence in order to maintain those relationships at a satisfactory level.
3. **Internalization**, in which the individual is influenced because their personal values are in line with the organizational ones, hence their induced attitudes and behavior are acceptable.

Furthermore, Mullins (1999) emphasizes the importance of having dedicated managers who would create a climate for commitment. Adequate management of people and trustful relationship leads to organizational success.

In general, it can be highlighted that, the concept of organizational commitment has many definitions, although common elements of the construct are identified and serve as an implication for developing and strengthening long term commitment.

2.3.1 Determinants of commitment

It is equally important to define what influences commitment. What determines employee behavior on the job? How would managers understand what is essential in building employee commitment?

Each company is concerned to address these issues in order to achieve organizational goals and objectives. Research analysis reveals that creating commitment at work is not easily achieved. People have different expectations and beliefs. As such, sources of commitment are not unique (Hellriegel, 2001). Moreover, the level of employee commitment changes over time.

Individuals' characteristics such as personality and attitudes as well as their previous experience and expectations are largely determining initial commitment to an organization. According to Mowday et. al. (1982), commitment at work differs depending on: personal, structural, job-related or work characteristics. The evidence suggests that personal characteristics including age, sex, and education level affect employees' level of commitment (Meyer & Allen, 1988; Angle & Perry, 1981; King, 2000).

As acknowledged, compensation is also an important source of employee commitment but in today's work environment is not sufficient Nelson (1999). Authors like Buchanan, 1974; Beheshtifar & Herat 2013, suggest that high perception of organizational support positively impacts employee behavior towards organizational outcomes leading to increased organizational commitment. Socialization and friendly relationship in the work place are found to determine the level of organizational commitment (Buchanan, 1974; Mowday, Porter, & Steers, 1982).

Today, employees want to be part of the decision making process and want to feel important, thus commitment tends to be influenced by the social relationships at work and opportunities for personal development. Furthermore, Nelson's (1999) strategy "the five I's", emphasizes the importance of assigning different and interesting tasks to employees so that they are not bored by doing the same job. The second component is information sharing. The more information about the business is shared among employees, the more satisfied the employees are. *Involvement* in the decision making enhances commitment. When employees are part of the decision making or problem solving as well as implementation of new ideas, they would be attached to the company. Independence and flexibility in performing tasks would encourage employees to come up with the new ideas and initiative. Increased visibility in terms of appreciation and recognition affects motivation. Moreover, providing employees with the new opportunities to perform, learn, and grow and thanking them for their contribution at work tends to positively affect commitment at work.

According to Madigan (1999), companies are encouraged to fulfill individuals' workplace expectations and show concern in meeting their needs, so as they can become an attractive place to work and be able to retain their desired workforce. In contrary, lack of commitment at work, would have negative impact on organizational outcomes such as decrease in turnover

(Grifeth et al., 2000), high employee turnover (Boshoff & Mels, 2000; Cohen, 2000), low productivity, negative reputation for that company (Black, 2004). Thus, managers are interested in finding the strategies for not only increasing employee commitment at work but also keeping them motivated and committed at all times. As such, reciprocal commitment (Mullins, 1999) is the key to achieve long term commitment. That is why, understanding to what extent job satisfaction, organizational support, social interactions, employee turnover, opportunities for advancement and personal growth, would provide sufficient inputs for the organization in establishing employee commitment.

2.4 Relationship between communication satisfaction and organizational commitment

One of the most interesting relationships that attracted considerable interest in the recent decades is between communication satisfaction and organizational commitment. It is expected that information sharing and close communication among employees at all levels will enhance trust, loyalty and the sense of belonging, resulting in stronger commitment to each other and to the organization. Large number of evidence supports the positive relationship between communication satisfaction and organizational commitment (Varona, 1991; Guney et al., 2004; Chen et al., 2006; Carriere & Bourque, 2009, Wolfeld, 2010, Lumley et al., 2011; Forward et al., 2012). These authors suggest that higher levels of communication satisfaction, lead to enhanced organizational commitment of employees regardless of the sector or country in which organizations operate. For example, Verona (1996) has analyzed the impact of communication on employee commitment for private sectors organizations including: education, hospital and food factory. They suggest that communication satisfaction, especially the relationships in the communication process, significantly influences organizational commitment. Authors like Liberman (2012) suggest that the extent to which communication impacts commitment is large, because communication influences people's thought, feeling and actions. Research results by Carriere and Bourque (2009) suggest that inadequate internal communication systems would decrease communication satisfaction amongst employees resulting in a lower level of affective organizational commitment. Therefore, it is of high importance to understand which communication tools and practices are highly valued by employees.

Empirical research by Downs (1991) reveals that out of overall communication factors, Supervisory Communication, Personal Feedback, and Communication Climate strongly predict organizational commitment. A cross-cultural study by Downs et al. (1995) reveals some similarities among different countries, where organizational commitment is highly related to Satisfaction with Supervisor Communication, Horizontal Communication, Communication Climate, and Top Management Communication. Other dimensions of

communication such as openness in communication, receiving feedback and involving employees to achieve organizational goals are found to impact employees' commitment at work (Yuksel, 2005).

However, although surprisingly, some of the studies could not find a significant relationship between organizational communication and commitment. For example, Trombetta and Rogers (1988) reveal that organizational communication affects satisfaction at work but has no influence on organizational commitment. Insignificant relationship is found by Robert and O'Reilly (1974) as well.

Despite the importance of identifying and understanding the correlation between communication satisfaction and organizational commitment, not much of research has been done to address the relationship between these two constructs. By understanding the communication needs of employees, managers can improve their own communication skills by establishing proper communication system and enhancing communication satisfaction among employees.

This chapter reviewed literature on communication satisfaction, organizational commitment and the relationship between the two variables. A general overview of the definitions, sources/determinants and related findings was reviewed. It is commonly acknowledged that it is of utmost importance to build positive relationships between employees and employers as to sustain employee commitment in long-term. Communication satisfaction plays an integral role in building organizational commitment. Two-way communication would bring mutual benefit to the company.

3 LEADERSHIP STYLE, COMMUNICATION SATISFACTION AND ORGANIZATIONAL COMMITMENT – EMPIRICAL INVESTIGATION

The structure of this chapter is as follows: Section 3.1 provides a short overview on Kosovo and its macroeconomic conditions; section 3.1.1 describes the characteristics of the company under study, BP Home.

3.1 Kosovo-short overview

Kosovo, as a new country, is one of the least developed countries under transition. Since 1999, Kosovo has been going through a transition from the communist system of the former Yugoslavia to a market based economy. The most critical issue for Kosovo remains its chronically high rate of unemployment, which is above 40% of the working age population (Wikipedia). The majority of the registered businesses are micro to small in size and almost all

of them are engaged in internal trade and services (www.ks.undp.org). Therefore, stronger and more dynamic private sector is crucial to sustain high economic activity in long term, reduce poverty, generate employment and improve the welfare of Kosovo citizens.

The growth of SME business is primarily due to the high level of entrepreneurial spirit among citizens of Kosovo, and not as may generally be thought, due to favorable business conditions (World Bank, 2007). Underdeveloped infrastructure, financing constraints, inefficient legal system, corruption, lack of essential business management and technical/production skills, knowledge and technologies remain as barriers to private sector development and sustainable growth in Kosovo.

Most sectors of the Kosovar economy are currently undergoing structural change. Only few Kosovar businesses have adequate market competitiveness to compete on their domestic or export markets and have potential for generating employment opportunities and increasing incomes. Although, there are institutional capacities and resources aimed at promoting economic development among selected business sectors in Kosovo, yet, education opportunities and services for entrepreneurs and employees remain scarce (General Federal Ministry for Economic Cooperation and Development, 2011). On the other hand, being close to Western countries and the free trade with the EU has enabled Kosovo to adapt the legal and regulatory framework based on the best international practices which in turn is strengthening private sector development.

Kosovo is growing and becoming one of the regional and global players and strengthening leadership capacities is a key to economic development. New managers/leaders are willing to explore possibilities and enrich their leadership abilities by applying techniques and strategies for a sustainable competitive advantage. Thus, the main hypothesis of the thesis is to find out whether leadership style in a private enterprise in Kosovo is authentic and whether its impact on business performance is positive.

3.1.1 The organization under study

Founded in 1999, under the name Besi Bp, the company started with a small selling point in Mitrovica city, mainly importing construction materials. Few years later, company evolved to a group called Bp Home Shpk (limited liability company) as trading, general contractor and construction management company with headquarters in the capital city of Kosovo, Prishtina. The company shifted to construction management such as trading, pre-construction, construction services, completion of turn-key construction projects and residential real estate projects.

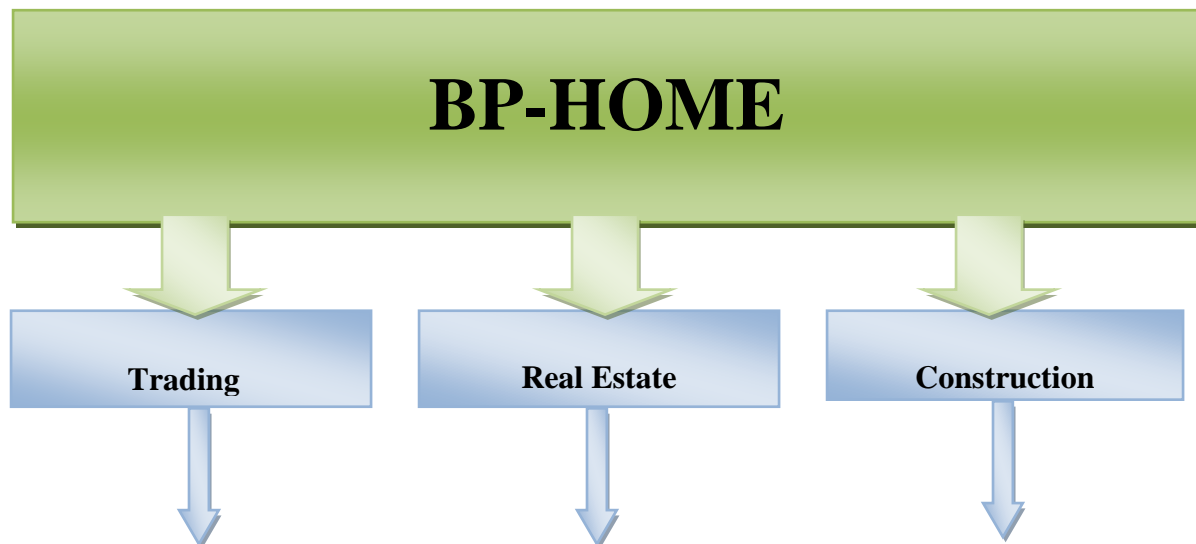
The company functions on the basis of integrity, quality, and innovation. So far, the company has built a strong reputation and is well known for its construction design and proactive approach. During the last few years, the company has achieved remarkable success in terms of profit and market share and currently the company is a leader in trading, construction and real estate development. The company's market orientation is 75% Kosova, 18% Albania and 7% former Yugoslavian countries. Currently, the company has 18 employees, engaged full time.

The goal of the company is to maintain its leading position in the market by providing services of higher quality than competitors and exceed customer expectations.

The company believes that human resources are the most valuable asset to the company, thus, it is very selective when hiring people. Employees should have sufficient experience and qualification but also willing to learn and develop new skills. They must be motivated and committed to their long-term potential. They must be able to take the responsibility and authority delegated and become effective team players.

Below is the schema of BP-Home's main activity functions:

Figure 1. BP HOME Activity Functions



As the company developed over time, so did its leadership style. The general manager of the company is a young man who started the business at the age of 16. With the support of his father and younger brother, he managed to develop to a leading company in construction and real estate industry. Although very young, he devoted himself to personal growth and development as a leader. Ambitious and self-confident, hard working person, open minded

with good sense of humor and communicative, he had the capability to adapt to the rapid changes of the environment. The thesis aims at defining whether the company is led by an authentic leader.

3.2 Research methodology and hypothesis

This structure of this section is as follows: section 3.2.1 present measures and methodology to be employed to assess the presence of authentic leadership, and the relationship between communication satisfaction and commitment in the BP Home company. Following sections represent the content of each questionnaire used. Section 3.2.1.1 presents the Authentic Leadership Self-Assessment Questionnaire (ALQ). Section 3.2.1.2 presents the Leader Behavior Assessment (LBA). Section 3.2.1.3 presents the Organizational Commitment Questionnaire (OCQ). Section 3.2.1.4 presents the Organizational Commitment Questionnaire (OCQ).

3.2.1 Measures

Different questionnaires are used to collect and measure data for the study.

1. To define leadership styles two questionnaires will be used: Authentic Leadership Questionnaire (ALQ) and Leader Behavior Assessment (LBA).
2. To define the degree of communication satisfaction and the relationship with organizational commitment - Communication Satisfaction Questionnaire and Organizational Commitment Questionnaire will be used.

Statistical Package for Social Science SPSS (Version 17.0) was used to analyze the collected data. Descriptive statistics such as means and standard deviation, correlations and reliability coefficients were used to analyze the hypotheses under study.

3.2.1.1 The authentic leadership self-assessment questionnaire (ALQ)

ALQ is a self-rating by the leader on his own authentic leadership. The ALQ is designed to measure independent variable, authentic leadership. The ALQ provides valuable input on others' perceptions of leader's behaviors, how genuinely they are perceived by others and leader's social interactions with employees with different positions. The ALQ is a 16 item survey estimating authentic leadership model of four components: self-awareness, internalized moral perspective, balanced processing and relational transparency. The survey helps leaders

to understand strongest and weakest characteristics of their leadership in each category (Avolio et al., 2007).

The category on self-awareness gives an estimate of leader's awareness on his strengths and weaknesses, how others perceive his leadership role and the degree to which leader's behavior and attitude influences others (Walumbwa et al., 2008).

The category on relational transparency helps to identify the degree of transparency, openness to express ideas, opinions and disagreements (Walumbwa et al.2008).

The category on internalized moral perspective identifies the level of high standards and ethical conduct set by the leader (Walumbwa et al.2008).

The category on balanced processing helps to identify to what degree does the leader take into account others' opinions and allow others to engage in the decision making process (Walumbwa et al.2008).

3.2.1.2 Leader behavior assessment (LBA)

LBA is a widely used instrument that provides leaders with feedback on how they perceive their leadership style. This detailed questionnaire provides information on main components of a leadership: the strategy used by the leader, communication, learning, flexibility, influence, relationship, delegation, teamwork, integrity and confidence.

3.2.1.3 Communication Satisfaction Questionnaire (CSQ)

In order to analyze communication process and effectiveness within the organization, different measurement tools are developed such as: Communication Satisfaction Questionnaire (Downs and Hazen, 1977), Organizational Communication Scale (Roberts & O'Reilly, 1979), and International Communication Association Communication Audit (Goldhaber & Krivonos, 1977). One of the most widely used instruments to measure and analyze communication practices as well as discover the relationship between communication and satisfaction in different sectors and organizations is **Communication Satisfaction Questionnaire (CSQ)**, due to the consistency and reliability of the instrument (Greenbaum et al.1988).

Communication Satisfaction Questionnaire's dimensions by Downs and Hazen (1977) are explained as below:

1. Satisfaction with communication climate is one of the strongest dimensions to strengthen the quality of communication system. Communication climate identifies the extent to which employees are satisfied and motivated with organizational communication practices both at individual and organizational levels (Clampitt & Downs, 1993). It is concerned in measuring the employee commitment to meet both individual and organizational goals and expectations, because it also provides estimates on how much employees identify with the organization (Clampitt & Downs, 1993). As previously explained, identification with organizational goals and the sense of feeling as an integral part of the organization both lead to enhanced emotional attachment and enhanced commitment with the organization.

2. Satisfaction with **supervisory communication** assesses the communication and the relationship with supervisors. Supervisory communication helps to identify the satisfaction with both upward and downward aspects of communicating (Clampitt & Downs, 1993). According to Eisenber & Goodhall, (2004), in order to establish an effective communication system, supervisors are required to display openness, supportiveness, motivation and empowerment while communicating with employees at all levels. The questions in this category are designed to measure the openness of supervisors to new ideas, their ability to listen and pay attention as well as their willingness to provide support and guidance for solving job related problems (Clampitt and Downs, 1993).

3. Satisfaction with **organizational integration** assesses the extent to which employees are satisfied with the information they receive related to the organization. Questions in this category measure the extent to which employees are satisfied with the information provided to them related to current situation of the company, future plans, requirements at work and some personal news (Clampitt & Downs, 1993). As explained above, promoting organizational integration enables employees to feel as an important part of the system, thus increases employee satisfaction with the organization.

4. Satisfaction with **media quality** measures communication in terms of helpfulness, clearness and quantity of information provided to employees via formal methods of communication such as publications, written directives, memos, and/or meetings (Clampitt & Downs, 1993). According to (Downs & Adrian, 2004), when management communicates important information internally, it strengthens employee connection with the organization and enhances organizational commitment. If employees are satisfied with media quality, it means that they are informed on what is going on in the organization and feel valued for having detailed information.

5. Satisfaction with **co-worker communication** measures the satisfaction with the accuracy of both horizontal and informal communication (Clampitt & Downs, 1993). Downs, Adrian and Ticehurst (2002) argued that social interaction stimulates organizational commitment. Informal communication and social interaction among employees is found to significantly impact employees' retention with the organization. Taking into consideration that most of

their time is spent at work, good relationships and enjoyable working environment among colleagues is significantly important in sustaining long term retention and commitment.

6. Satisfaction with **organizational perspective** measures the satisfaction with information about organizational goals, performance and financial stability but also with external information which impacts organization, such as new government policies or laws. Questions in this category help to identify organization's ability to inform, instruct and command its employees (Downs & Adrian, 2004). Better informed employees tend to be more committed to their work (Sias, 2005).

7. Satisfaction with **relationship with subordinates** is a category to measure the relationship of those in supervisory or managerial positions. This communication dimension reflects the openness of communication levels and the quality of the supervisor-subordinate relationship. According to Downs et al, (2002), strengthening the quality of supervisor-subordinate communication and relationships is beneficial since it largely determines the level of employee commitment to an organization.

8. Satisfaction with **the personal feedback** is one of the strongest dimensions, because it provides the information on how much employees need to know that their commitment is recognized and that the criteria by which they are assessed are clear and objective (Clampitt & Downs, 1993). Many authors found that the perception of personal feedback is related to relationships within the organization, trust as well as work performance. For example (Meyer, & Allen, 1991) suggest when an employee perceives their performance measured is accurate and reliable this strengthens the trust and quality of the supervisor subordinate relationship.

Each dimension includes five questions to measure perceived satisfaction with different aspects of communication practices on a seven-point Likert scale (1- very satisfied to 7-very dissatisfied).

3.2.1.4 Organizational commitment questionnaire (OCQ)

OCQ is the most widely used instrument to measure organizational commitment, developed in 1980 by Mowday, Porter, & Steers. Responses to the 15-item OCQ are measured on a 7-point Likert-like scale which is ranged between 1=strongly disagree and 7=strongly agree. The questionnaire was found to be reliable and consistent (Mowday, Porter, & Steers, 1982; Downs, 1991).

3.2.2 Sample data

This section presents sample data, followed by hypothesis to be tested in section 3.2.3.

Due to the small number of employees/respondents (17), questionnaires were completed during working hours, within two days. Participants were not identified, thus they were

assured of anonymity. Employees, participating in the research, are: women (12%) and men (88%) with different socio-economic backgrounds and qualifications. The reason for having only 2 females working for the company might be due to the sector type. Construction and real estate market is found to be more suitable for men due to the fact that they have to be out in the field most of the time. In terms of qualification, 80% of the respondents have university degree, 15% master degree and 5% have PhD degree. While 55% of them have been working with the current employer for about 4 years, the rest have been with the company for 11 years. Average age of the employees is 32 years old. The participants in the study represent several job positions as presented in the table below.

Table 1: Respondents' Job Positions

Job position	Number
General Director	1
Senior Consultant	1
Chief Executive Officer	1
Lawyer	1
Sales	1
Manager	3
Architect	3
Design and Marketing	1
Statistics	1
Engineer	1
Monitoring	2
Finance Director	1
Administration	1

3.2.3 Hypotheses

Research questions:

1. Determine whether the leadership style in the private company in Kosovo, named BP Home is authentic;
2. Determine whether both manager and employees perceive leadership style as authentic and what the differences in their perception are;

3. Identify the similarities and differences with the leadership styles in other transition economies;
4. Provide an overall degree of communication satisfaction employees perceive in their working environment;
5. Determine the relationship between communication satisfaction and organizational commitment;
6. Determine which of the communication dimensions are the strongest predictors of the organizational commitment.

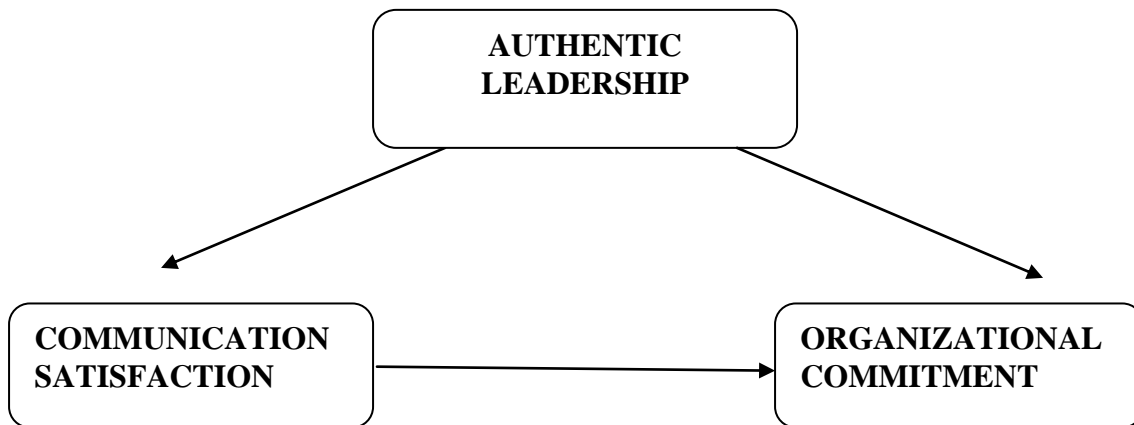
The main **hypotheses** to be investigated are:

H1: Bp Home has established authentic leadership style.

H2: Communication satisfaction is significantly correlated to organizational commitment.

The results of the study were analyzed using simple average calculations and standard deviations. Responses were made on a 5 point scale. Key: 1=strongly disagree; 2=disagree; 3=neutral; 4=agree; 5=strongly agree. Higher scores are representative of higher levels of authentic leadership. Participants were asked to respond based on their perceptions. The respondents were assured of the confidentiality and that their response would not have any impact on their work.

Figure 2. Illustrative Hypothesis



So far, no specific research has been done in Kosovo covering leadership styles and the importance of communication in business commitment. Therefore, this research will give some insight on whether theoretical concepts in regards to the topics under research are supported in this case study.

3.3 Findings and implications

This section reports the findings of the statistical analyses for each of the research questions. Section 3.3.1 presents the results for the ALQ components. Section 3.3.1.1 provides descriptive statistics, reliability coefficients and Pearson's correlation coefficients. Section 3.3.2 presents results for the LBA questionnaire. Section 3.3.3 presents the results on the differences in managers and subordinates' responses for the Communication Satisfaction Questionnaire. Section 3.3.4 presents the results on Organizational commitment as well as the relationship between the two constructs.

To get answers to the research question H1: Bp Home has established authentic leadership, ALQ is employed as an instrument. The questionnaire is used by the leader himself to measure the perception of his own level of authenticity and by 17 employees to understand whether their perception on authenticity of their leader differs. Descriptive statistics including mean and standard deviation for self-ascribed and perceived authentic leadership are performed and presented in the tables below.

3.3.1 Authentic leadership self-assessment questionnaire results

The results on Hypothesis 1 are presented in the table 2 and table 3. Both tables provide descriptive statistics of all variables measuring the overall degree of authentic leadership perceived by the leader himself and his employees. Self-ascribed authentic leadership (table 2) is found to be at higher degree (mean=4.44). The highest mean of 4.75 is found on Balanced Processing dimension, followed by Self-awareness and Internalized Moral Perspective with mean of 4.5, whereas the least dimension is found to be Relational Transparency (mean=4).

Table 2: Descriptive Statistics: Authentic Leadership (Leader's Self Perception)

Variables	Mean	Standard deviation
Self-awareness	4.50	0.58
Internalized moral perspective	4.50	0.58
Balanced processing	4.75	0.50
Relational transparency	4.00	0.82

The use of self-ratings is an effective way to measure authenticity (Harter, 2002) but such measurement scale has also the potential for respondents to rate themselves more favorably than others would rate them. Therefore, the same questionnaire was used to collect employee's perception on their leader's authentic behavior. By comparing the results, we can avoid inflated ratings. High means and low standard deviation suggest that in overall the leader is perceived as authentic. The overall mean for self-awareness, internalized moral perspective and balanced processing component is 4, whereas for relational transparency component the mean value is 3.9. Mean values, and standard deviations are given for each question separately in the table 3.

Both results on "self-awareness", suggest that the leader's self-awareness is strongly developed. He is aware of his strengths and weaknesses as well as concerned on how others perceive his personality and how he impacts others.

Table 3. Descriptive Statistics: Authentic Leadership (Employee Perception)

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Q1 -Self-awareness	17	3.00	5.00	3.8824	.69663
Q2- Self-awareness	17	3.00	5.00	4.0000	.50000
Q3- Self-awareness	17	3.00	5.00	4.1765	.52859
Q4- Self-awareness	17	3.00	5.00	4.0000	.50000
Q1- Internalized moral perspective	17	3.00	5.00	4.0000	.50000
Q2- Internalized moral perspective	17	3.00	5.00	4.1176	.69663
Q3- Internalized moral perspective	17	3.00	5.00	4.0000	.61237
Q4-Internalized moral perspective	17	2.00	5.00	3.8824	.60025
Q1-Balanced processing	17	3.00	5.00	4.1176	.60025
Q2-Balanced processing	17	3.00	5.00	4.1176	.69663
Q3-Balanced processing	17	3.00	5.00	3.8824	.48507
Q4- Balanced processing	17	3.00	5.00	3.9412	.55572
Q1- Balanced processing	17	3.00	5.00	3.8824	.69663
Q2- Balanced processing	17	2.00	5.00	3.9412	.74755
Q3- Internalized moral perspective	17	3.00	5.00	3.9412	.42875
Q4-Internalized moral perspective	17	3.00	5.00	3.8235	.52859
Valid N (list wise)	17				

Both results on “internalized moral perspective”, suggest that high standards for moral and ethical conduct are set within the company. The leader strongly believes that he acts in accordance to his moral and values. He can control things and does not allow others to put pressure on him. Also important, he believes that others in the company are aware of this.

Both results on “balanced processing” suggest that the leader is highly considering others’ opinions and viewpoints prior to making important decisions.

Both results on “relational transparency”, suggest that the level of openness with others in the company is high. The leader perceives himself as on open and communicative person. He does not mind sharing his feelings/emotions or admitting his mistakes.

3.3.1.1 Reliability tests

Statistical analyses were conducted using the Statistical Package for Social Sciences (SPSS) version 17.0. To test reliability of the data, the Cronbach’s Alpha coefficient is obtained. The Cronbach Alpha coefficient is commonly used as a measure to provide information on internal consistency between items. The Cronbach Alpha for each ALQ measure was as follows: self-awareness 0.64; relational transparency, 0.63; internalized moral perspective, 0.71; and balanced processing, 0.60. Overall, Cronbach’s Alpha for each ALQ measure is relatively high suggesting quite sufficient internal consistency. In other words, employees who tended to select high scores for one item also tended to select high scores for other items; similarly, employees who selected low scores for one item tended to select low scores for other items for each ALQ measure.

Correlation between items measuring four ALQ construct suggests positive and medium correlation between items (most of correlation coefficients are above 0.3).

Table 4: Item-Total Statistics (Self-awareness)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q1	12.1765	1.279	.425	.293	.586
Q2	12.0588	1.809	.279	.084	.659
Q3	11.8824	1.610	.406	.240	.582
Q4	12.0588	1.434	.626	.426	.438

The coefficient on “Cronbach’s Alpha if item deleted” displays Cronbach's Alpha that would result if a given item were deleted. This column of information is valuable for determining which items from among a set of items contribute to the total alpha. The value presented in this column represents the alpha value if the given item were not included.

For example: removing item Q1, Q3 or Q4 would drop the Cronbach’s Alpha from the overall total 0.64 to 0.59, 0.58 and 0.44 respectively. Therefore, these three items are considered to be

useful and contribute to the overall reliability of Self-awareness construct. Whereas, deleting item Q2, would increase Alpha from overall 0.64 to 0.66. Although, item Q2 weakly correlates with the composite score from items Q1, Q3 and Q4 (the item-total correlation for item 2 is .279), the overall alpha does not increase by a large degree, therefore, there is no sufficient statistical reason to delete this item.

Table 5: Item-Total Statistics (Internalized Moral Perspective)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q5	12.0000	2.125	.514	.362	.638
Q6	11.8824	1.610	.582	.404	.582
Q7	12.0000	2.000	.433	.246	.678
Q8	12.1176	1.985	.461	.242	.661

The Cronbach's Alpha, if item deleted for "Internalized moral perspective component", suggests that all items are useful for internal consistency since removing any of them would drop the Alpha coefficient below the overall Alpha of 0.7.

Table 6: Item-Total Statistics (Balanced Processing)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q13	11.7059	1.846	.225	.201	.669
Q14	11.6471	1.368	.475	.394	.460
Q15	11.6471	1.993	.480	.514	.504
Q16	11.7647	1.816	.464	.346	.486

The Cronbach's Alpha, if item deleted for "Balanced processing component", suggests similar results with the Self-awareness construct. The three last items are useful since dropping any of them would decrease the overall Alpha coefficient of 0.6. Deleting item Q1 would increase the overall alpha coefficient from 0.6 to 0.67, but since there is a little increase, the item is not removed.

Table 7: Item-Total Statistics (Relational Transparency)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q9	11.7059	1.471	.522	.330	.465
Q10	11.7059	1.471	.656	.431	.338
Q11	11.8235	2.404	.303	.200	.624
Q12	11.8824	2.485	.199	.162	.679

Similarly, the overall alpha for “Relational transparency component” is 0.63, and removing especially items Q1 and Q2 would significantly reduce the Alpha coefficient to 0.46 and 0.34 respectively. The only item if deleted that would increase the Alpha is item Q12, but again the increase is only from 0.63 to 0.68. Therefore, despite the weak correlation with other items (0.19), the item is not removed from the questionnaire.

3.3.2 Leader behavior assessment questionnaire results

In addition to ALQ, Leader Behavior Assessment questionnaire is used to provide descriptive statistics on the degree of employees’ perception on leader behavior.

The results on Leader Behavior in the Bp Home company suggest similar results with the Authentic leadership Questionnaire. Hence, we can suggest that Hypothesis 1 is supported. The leader’s behavior toward the organization and its employees is very positive. According to the results of descriptive statistics, employees are overall highly satisfied with the leadership behavior in work environment (mean=4.35). Learning, flexibility and teamwork with the mean of 4.42 are perceived as the most developed components of leadership behavior.

The Cronbach’s Alpha varies from $\alpha=0.60$ to $\alpha=0.79$. The coefficients are at acceptable levels for each component suggesting internal consistency of the data.

When discussing correlation between variables, one would expect that any possible correlation would be a positive correlation. As expected (see appendix 1), Pearson’s correlation suggests positive and significant correlation between few variables. Pearson’s correlation of 0.61 among Delegation and Teamwork suggests a positive and significant correlation at 0.01 significance level. Positive and significant correlation at 0.05 significance level is found also among Communication and Learning (0.50), Learning and Confidence (0.52) and Relationship and Integrity (0.52).

The results on **strategy** component imply that when a leader is able to lead himself and properly define his organizational strategy, he can lead others as well. The leader thinks in

long term, has a vision for the company and also leader's priorities are aligned together with organizational priorities.

Table 8: Means, Standard Deviation and Reliability Coefficients for Leader Behavior Assessment

Variables	Mean	Standard deviation	Cronbach's Alpha
	4.348		
Strategy	4.28	0.57	0.67
Communication	4.26	0.52	0.72
Learning	4.42	0.58	0.79
Flexibility	4.42	0.58	0.75
Influence	4.35	0.54	0.73
Relationship	4.28	0.54	0.79
Delegation	4.39	0.51	0.67
Teamwork	4.42	0.50	0.69
Integrity	4.34	0.48	0.60
Confidence	4.32	0.47	0.70

The result on **communication** component indicates that the leader's communication with the employees is open, frequent and two-way communication. Obviously, the leader is aware that communication substantially influences its business success. Employees are satisfied with the information sharing. Instructions are clarified carefully for the assignments given and the leader offers helpful feedback on employees' performance. The leader has a good relationship with other organizations, which normally, is very important for the well-functioning of the organization and is a component of an experienced leader.

The result on **learning** component indicates that the leader is characterized for his deep-rooted understanding of the organization. In fact, he was present from the creation of the company and he is the best person to refer to. The results reveal that the leader is an ambitious person. Respondents strongly believe that their leader is willing to seek out new learning, try new working techniques as well as is a quick study. Moreover, the leader is perceived as a person who understands the function of other organizations as well. He is close to his business and knows perfectly the area of construction, which is the main activity of the organization, together with trading and real estate development.

The result on **flexibility** indicates that flexibility is highly developed as a leadership skill, since the leader is perceived as a flexible leader. The respondents perceive their leader as open to new ideas and creative when it comes to solving problems. Overall, the leader is a great promoter of change, therefore adaptable to the changing environment. The manager does not really see people's issues as black or white, he stands more on the idea of discussing each issue and finding a solution rather than categorizing the issues.

The result on **influence** suggests that respondents perceive the leader as a democratic leader who gets support when needed. It is shown that he knows the market and competitors; he knows the mentality of the country, since he knows to sell ideas. Respondents agree that the leader motivates and inspires them, suggesting that the leader is aware that motivation at work is the key to enhance productivity of the employee. Within the company, the manager is respected for his attitude toward the business as well as towards his employees. His influence is found to be positive and natural.

The result on **relationships** component suggests that the leader of Bp Home understands the importance of a good relationship among staff and between the leader and the rest of the staff. He tries to make people feel as a part of the family and not business unit. Respondents believe that their leader is open to everyone, listens to his employees and shows empathy and understanding. He usually organizes social events to strengthen even more the relationship with employees whom he frequently shows appreciation for work done.

The result on **delegation** component suggests that the leader delegates his authority up to a certain level. He trusts his people and wants them to feel responsible and important in the decision making process. All respondents either agree or strongly agree that he does not act as a nitpicker and he looks over people's shoulder in a regular way. The manager is characterized by a social personality. Moreover, he seems not to really pay attention to inconsequential details. Respondents agree that the leader prefers dealing with important issues and that he does not insist that work is done in his way only.

The result on **teamwork** component suggests that the teamwork is found to be well developed in the company. Respondents agree that the leader is working well and is cooperative with other leaders in the company. They agree that he is a promoter of teamwork. When it comes to problem-solving, it appears that the manager does encourage dealing with it in group, but also prefers talking to each employee face-to-face in order to resolve the problem. Moreover, he uses techniques to maintain the job satisfaction. The respondents agree that he shares credit for joint projects and that positive consequences and praise is used as well. This is supported by the fact that staff turnover in the company is very low. So far, only two persons left the job,

out of which one left for PhD studies abroad and the other for a job more related to his university background.

The results on **integrity** components suggest that the leader is strongly perceived as a trustable leader. He has integrity and is an honest person. Respondents think that the leader does take the responsibility for himself and he admits his mistakes. Most importantly, respondents perceive their leader as an honest and credible person.

The results on **confidence** imply the leader is perceived as confident and secure. Most important, respondents consider that leader's confidence is conveyed to them as well. They consider that the leader understands the competition and is willing to operate in a normal business environment. Also, respondents strongly agree that the leader is unwilling to make enemies.

To sum up, we may conclude that:

Hypothesis 1: Leadership style in the Bp Home company is authentic is supported.

Results from both questionnaires are found to be consistent. Overall, employees perceive their leader as authentic. The leader has a positive and consultative approach with his employees. He considers human resource as a valuable asset to his company. He is characterized by a supportive leadership style and shows concern for employee's well-being and personal needs. He is aware that employee morale is very important for company's long-term operation, and therefore, he motivates and inspires the employees. He is open, friendly and approachable. He tries not to dominate others but instead work as a team. He delegates his authority to his subordinates, involves them in the decision making process and encourages them to take initiatives and be creative. He is open for feedbacks and shows empathy and understanding. He is a committed and responsible person and wants to convey his confidence to others as well. His aim is to be a role model for others and set an example for them.

As previously explained, leadership style in transition countries is found to have some elements of an authoritative style of leadership, but, the results do not suggest the same for the BP Home company. One of the reasons might be due to the fact that the company was established after the war, thus, old, authoritative style of leadership could not be inherited. Also, average age of employees is 32 and most of them have never worked for companies under communism or socialism. So, it seems that both, the leader and his employees, are using the same language of conducting business, which is a proactive and consultative approach. As such, things can get done without the need to act in an authoritative way.

3.3.3 Relationship between communication satisfaction and organizational commitment

In order to test **hypothesis 2**: Communication satisfaction is significantly correlated to organizational commitment, the CSQ has been answered by 17 employees, whereas one part of the CSQ regarding subordinate communication was answered by managers only (4 managers in total). All responses followed the same seven-point Likert Scale format and consisted of five questions.

SPSS Statistics was used to analyze the collected data. Means and standard deviations were generated to analyze the eight dimensions of communication satisfaction. Employees did not receive questions about subordinate communication since that factor was intended for managers, thus answered by managers only. Satisfaction scores were compared between these two categories.

Table 9: Descriptive Statistics, Means and Standard Deviation

Communication satisfaction dimensions	Means		Standard deviation	
	Employee	Manager	Employee	Manager
Organizational integration	2.0	1.6	0.67	0.50
Personal feedback	2.1	1.8	0.65	0.60
Organizational perspective	2.1	1.9	0.75	0.64
Supervisory communication	1.9	1.8	0.63	0.61
Communication climate	1.8	1.9	0.64	0.44
Co-worker communication	1.8	2.0	0.67	0.60
Media quality	1.9	1.9	0.66	0.44
Relationship with subordinates	-	1.9	-	0.82

As given in the table 9, mean scores are very high for all communication satisfaction dimensions for both employees and managers suggesting high overall communication satisfaction in the company. The lowest scored dimensions for employees are found to be organizational integration (mean=2.0), personal feedback (mean=2.1) and organizational perspective (mean=2.1). The highest scored dimensions for employees are communication climate, co-workers communication and media quality (all having means of 1.8). On the other hand, managers are more satisfied with dimension of organizational integration (mean=1.6); personal feedback and supervisory communication with means of 1.8). The lowest communication satisfaction score reported among managers is co-worker communication (mean=2.0). Findings are supported by earlier studies (Clampitt & C. W. Downs, 1987,

Varona, 1988) suggesting that employees in managerial positions are more satisfied with communication compared to the ones in non-managerial and supervisory positions. However, our finding reveals that the differences in communication perception between the two employee categories are very small.

Table 10: Reliability Coefficients for Communication Satisfaction Dimension

Communication satisfaction dimensions	Cronbach's Alpha
Organizational Integration	0.87
Personal Feedback	0.91
Organizational Perspective	0.90
Supervisory Communication	0.83
Communication Climate	0.88
Co-worker Communication	0.91
Media Quality	0.90
Relationship with subordinates	0.95

A Cronbach's Alpha coefficient was used to determine the reliability of the CSQ dimensions. Reliability of each of the proposed eight dimensions of the CSQ ranged from $\alpha = 0.83$ to $\alpha = 0.95$ (Table 10).

The overall results suggest that organizational communication is well developed in the company. Both, employees and managers are highly satisfied with all communication dimensions employed. There are no huge differences between employee and manager perceptions towards communication satisfaction.

3.3.4 Organizational commitment

In order to test the **hypothesis 2**: Communication satisfaction significantly correlates with organizational commitment, we also obtained: means, standard deviations and Cronbach's Alpha coefficients for the three dimensions of organizational commitment. Afterwards, Pearson's correlation is computed to assess the relationship between different dimensions of communication satisfaction and organizational commitment as a whole (the mean value is generated for all three dimension).

To obtain descriptive statistics on organizational commitment, SPSS statistics was used.

Table 11: Descriptive Statistics for Organizational Commitment Questionnaire

Variable	Means	Standard deviation	Cronbach's Alpha
Affective	4.3	0.5	0.85
Continuance	4.2	0.6	0.86
Normative	4.2	0.6	0.77

Cronbach's Alpha coefficient was computed to assess data reliability. Coefficients are at acceptable levels suggesting internal consistency of the questionnaire.

In terms of relationship between each communication satisfaction dimension and organizational commitment, the results reveal that: as expected communication climate in the organization is significantly and positively related to organizational commitment (correlation of 0.50, significant at $p=0.05$ level, See appendix 2). An interesting outcome is that, no significant relationship is found between other communication satisfaction dimensions and the organizational commitment. In our case study, despite communication climate dimension, other communication dimensions do not appear to be the predictor of organizational commitment. These findings are in contradiction to the findings from earlier studies. For employees of the BP Home, the most influential communication dimension on their commitment is the one related to the extent to which organization's communication identifies them with the company, healthy and right communication as well as the extent to which they are motivated in achieving organizational goals (i.e. communication climate). The results suggest that in order to increase organizational commitment, the company should improve its communication practices in terms of communication climate. Since communication satisfaction and commitment are psycho-social subjects, one of the reasons explaining the difference between our findings and related findings in other countries could be the influence of cultural factors, demographic features, the type of organization and its characteristics as well as the organizational culture. Although, the majority of empirical results suggest a significant influence of most of the communication dimensions into the organizational commitment, there are however, some studies that could not find a relationship between the two constructs. A study by Trombetta and Rogers (1988) suggests that organizational communication satisfaction has no influence on organizational commitment.

In sum, we may conclude that:

Hypothesis 2: Communication satisfaction is positively related to organizational commitments is supported only for one of the communication dimensions. Thus, we may not suggest a strong correlation between the two constructs.

Nevertheless, these findings represent an interesting contribution for Kosovar entrepreneurs, since no research has been done on the relationship between communication satisfaction and organizational commitment.

4 LIMITATIONS AND NEED FOR FURTHER RESEARCH AND CONCLUSION

This chapter presents limitations of the study, the need for further research as well as conclusion.

Before concluding the findings, one needs to make an assessment of how accurate and representative the findings are. Although, I have tried to conduct reliable and unbiased research, the study has a number of limitations. The most obvious limitation is the sample size. The study is focused on a single organization, thus it was not possible to make comparisons on relationship of variables in other organizations. The **sample size** might have impacted on the ability to identify significant relationships between variables (Tapara P.,2011). A research with larger sample size and larger number of respondents will be necessary as to strengthen statistical power of the above concluded findings. Statistically significant correlations, would give more certain results on the relationship between variables.

Another limitation could be that employees held **variety of jobs**, and if the sample was restricted to one job type, perhaps the effects of potential confounding variables might be reduced.

Also, the study was conducted for **one company** operating in a reconstruction industry. To identify whether results can be used for other types of organizations operating in other industries, additional research is necessary.

The study population represented a **homogeneous** group of individuals in terms of both cultural and ethnic diversity. Having respondents with different nationally and cultural background would add more to the results. People with different socio-economic background might have different perception on leadership style adopted in the company, and thus, some results from the current study may have been interpreted with more certainty. Therefore, to determine whether the results can be generalized across cultural and ethnic diversities, additional research should be done.

Limitations related to the methodology used in the study might be the **level of honesty** among BP Home employees towards the questionnaires. The validity of the findings in regards to **Hypothesis 1:** Leadership style in the BP Home is authentic, is limited due to the use of purely qualitative data. Qualitative data provides valuable information for the subject under consideration. However, the qualitative measures are subjective and are subject to measurement errors resulting in a perception bias.

Different factors may generate perception biases in this dataset. One of potential biases in the administration of the questionnaires was the researcher's employment within the organization under study. It is assumed that individual perception of the respondents might be influenced by their relationship with the leader (the company is a family business and some of the respondents are family members).

Second, although the researcher ensured that questionnaires by respondents were anonymous, often respondents hesitated to give correct answers as they are not sure about the confidentiality of information given.

Another limitation is that the **time measurement** effects could not be analyzed. The questionnaires are taken at one point of time and reflect that point of time in the organization.

A further limitation is the inability to examine the **impact of gender** in the perception towards the leader. Some research suggests that different ratings are given when subordinates are of a different gender. Females perceive their leaders more positively. In our sample, only 2 or 0.11% of the participants were females. Thus, it was not possible to determine differential ratings when leader and follower are of different gender.

The use of self-ratings on a measurement scale may lead to incorrect results. Self-rating has the potential for a respondent to rate him/herself more favorably than others would rate them. But, on the other hand, literature on authentic leadership supports the fact that self-reports are an effective way to measure authenticity (Harter, 2002).

Limitations in regards to **Hypothesis 2:** Communication satisfaction is positively related to organizational commitment, are related to the variables observed. Communication satisfaction is measured only by the variables identified by Downs and Hazen (1977) within the Communication Satisfaction Questionnaire (CSQ). Other factors of communication satisfaction were not included in the research. An interesting variable that would possibly influence communication satisfaction, but it was not included in the research, is the **period of employment** within the organization. As Sias (2005) identified, there is a variance between

employees who are more informed than other employees within an organization. The variance can be explained by a variety of factors. Obviously long-term employees have had more time to develop their relationships with organizational members than new employees, therefore, the quality and the amount of the information received by the veteran and new employee may vary (Sias,2005). Thus, in order to have a further insight into the communication satisfaction, the variable employment duration within the organization should be taken as a variable as well.

On the other hand, quantitative measures allow for greater objectivity and provide a useful crosscheck of the qualitative data, therefore, considering both types of measurement, would ensure validity and accuracy of the findings.

Despite limitations, the current thesis presents some valuable input that has important implications for the study of authentic leadership, the importance of communication satisfaction and its impact on enhanced organizational commitment.

Common findings suggest that leadership plays a crucial role in the overall business success. Whether in private or public companies, operating in less developed or developed countries, organizations, have already recognized the importance of an effective leadership. With the development of information technology and innovation based competition, effective leadership implies positive and consultative approach, where leaders are concerned with non-financial indices, mainly job satisfaction and the well-being of the employees. Leaders are very much concerned to retain highly skilled and motivated workforce, as losing highly skilled employees entails higher costs for the company. One of the best strategies to sustain high commitment in long term is to enhance human resource practices which improves the quality of communication in the organization.

Leadership in transition economies is also found to significantly influence the changing corporate culture and contribute to the social environment as a whole. Effective leadership helps transitional economy to overcome the challenges of structural change, policy uncertainty, economic volatility and other obstacles and adopt new techniques, modern and competitive leadership styles.

An extensive research contributed in identifying effective leadership and provided useful recommendations for developing and improving leadership skills.

This research contributes to the understanding of leadership style, organizational communication and its relationship with organizational commitment.

The results supported previous research on the relationship between communication satisfaction and organizational commitment.

The initial results on leadership style suggest the presence of authentic leadership in a privately owned enterprise operating in Kosovo, a transition economy. Despite institutional problems and lack of political and economic stability, the company under study has managed to overcome the obstacles and become a leader in the construction and real-estate industry. Results suggest that the four components of an authenticity are sufficiently developed and the leader is perceived as authentic. Job satisfaction, as one of the strongest components of authenticity is present in the company. Low staff turnover in the company is one of the indicators. It is found that employees (non family members) are with the company for more than 4 years. Furthermore, low staff turnover implies that the Bp Home is an attractive place to work, people are satisfied with their job and seemingly they are developing their skills, which in turn is considered as the most valuable asset for long term commitment, supported by the results on organizational commitment. Thus, the overall results imply that leader has established a positive organizational behavior in the company.

In regards to communication, we may conclude that open and two-way communication among employees is highly developed. Overall, both managers and employees are highly satisfied with the communication climate in the company. People in Kosovo, in general, are open, friendly and communicative. However, when it comes to leadership, their identity might be transferred to rather authoritative. In Bp Home case, the leader is found to be himself most of the time. He believes that positive organizational behavior and good relationship enables people to tell the truth. The leader is aware that everyone should be encouraged to be part of new ideas, creativity and part of successful stories. Especially, in a construction industry, the maximum commitment of an architect and an engineer is only possible, if they can express their ideas freely and when their viewpoints are respected and taken into consideration.

As to the relationship between communication and organizational commitment, positive but moderate relationship between communication satisfaction and organizational commitment is found. Only communication climate, as a dimension of the overall communication system, is found to significantly influence commitment. This is not surprising, since there are studies which found no relationships between the two dimensions.

Taking into consideration that Kosovo as a new country, with highly promising economic potential, and very young population with entrepreneurial spirit, lacks leadership expertise, skills and adequate knowledge, strengthening leadership capacities is found to be the key to economic development. In order to enhance employee job satisfaction and commitment, managers should constantly review and improve their communication strategies. We may

argue that managers need to be aware that they can influence factors such as: sharing of accurate and high quality information to all employees, providing feedback, create a positive working environment, where employees feel free to share their opinions and ideas, and feel they are part of the decision making; create opportunities for career development and maintain good relationships at all levels.

This research provides valuable recommendation in terms of developing effective leadership style characterized by a positive and communicative approach, which in turn ensures enhanced organizational commitment and related positive outcomes for the company.

Further investigation should be done by adopting different models as to provide more knowledge related to the research topics.

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APPENDICES

LIST OF APPENDICES

Appendix A: Pearson's Correlation Coefficients: Communication Satisfaction Dimensions

Appendix B: Pearson's Correlation Coefficients: Relationship between Communication Satisfaction and Organizational Commitment

Appendix 1: Pearson's Correlation Coefficients: Communication Satisfaction Dimensions

		Strategy	Communication	Learning	Flexibility	Influence	Relationship	Delegation	Teamwork	Integrity	Confidence
Strategy	Pearson	1	.081	-.365	.331	.340	.315	.244	.414	.193	-.159
	Correlation										
	Sig. (2-tailed)		.757	.149	.194	.181	.218	.345	.098	.458	.542
	N	17	17	17	17	17	17	17	17	17	17
Communication	Pearson	.081	1	.502*	.279	.037	-.111	.359	.177	-.373	.126
	Correlation										
	Sig. (2-tailed)	.757		.040	.278	.887	.671	.157	.496	.140	.630
	N	17	17	17	17	17	17	17	17	17	17
Learning	Pearson	-.365	.502*	1	-.197	-.116	-.251	-.164	-.325	-.319	.519*
	Correlation										
	Sig. (2-tailed)	.149	.040		.449	.658	.331	.531	.203	.212	.033
	N	17	17	17	17	17	17	17	17	17	17
Flexibility	Pearson	.331	.279	-.197	1	.054	.169	.396	.459	.017	-.194
	Correlation										
	Sig. (2-tailed)	.194	.278	.449		.838	.516	.115	.064	.950	.455
	N	17	17	17	17	17	17	17	17	17	17
Influence	Pearson	.340	.037	-.116	.054	1	.480	.394	.175	.394	-.256
	Correlation										
	Sig. (2-tailed)	.181	.887	.658	.838		.051	.118	.503	.118	.321
	N	17	17	17	17	17	17	17	17	17	17
Relationship	Pearson	.315	-.111	-.251	.169	.480	1	.472	.360	.524*	-.149
	Correlation										
	Sig. (2-tailed)	.218	.671	.331	.516	.051		.056	.155	.031	.568

	N	17	17	17	17	17	17	17	17	17	17
Delegation	Pearson	.244	.359	-.164	.396	.394	.472	1	.607**	.135	-.310
	Correlation										
	Sig. (2-tailed)	.345	.157	.531	.115	.118	.056		.010	.605	.226
	N	17	17	17	17	17	17	17	17	17	17
Teamwork	Pearson	.414	.177	-.325	.459	.175	.360	.607**	1	.130	-.001
	Correlation										
	Sig. (2-tailed)	.098	.496	.203	.064	.503	.155	.010		.619	.996
	N	17	17	17	17	17	17	17	17	17	17
Integrity	Pearson	.193	-.373	-.319	.017	.394	.524*	.135	.130	1	.139
	Correlation										
	Sig. (2-tailed)	.458	.140	.212	.950	.118	.031	.605	.619		.595
	N	17	17	17	17	17	17	17	17	17	17
Confidence	Pearson	-.159	.126	.519*	-.194	-.256	-.149	-.310	-.001	.139	1
	Correlation										
	Sig. (2-tailed)	.542	.630	.033	.455	.321	.568	.226	.996	.595	
	N	17	17	17	17	17	17	17	17	17	17

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

**. Correlation is significant at the 0.01 level (2-tailed).

Appendix B: Pearson's Correlation Coefficients: Relationship Between Communication Satisfaction and Organizational Commitment

		Commitment	Organizational Integration	Personal Feedback	Organizational Perspective	Supervisory Communication	Communication Climate	Coworker Communication	Media Quality	Relationship With Subordinates
Commitment	Pearson Correlation	1	-.241	.058	.163	.481	.496*	-.100	-.455	.642
	Sig. (2-tailed)		.351	.826	.532	.050	.043	.702	.067	.358
	N	17	17	17	17	17	17	17	17	4
Organizational Integration	Pearson Correlation	-.241	1	.041	-.379	-.095	-.143	.195	.288	-.344
	Sig. (2-tailed)	.351		.876	.133	.717	.584	.452	.263	.656
	N	17	17	17	17	17	17	17	17	4
Personal Feedback	Pearson Correlation	.058	.041	1	.341	.237	-.111	-.015	.044	.446
	Sig. (2-tailed)	.826	.876		.181	.360	.672	.953	.867	.554
	N	17	17	17	17	17	17	17	17	4
Organizational Perspective	Pearson Correlation	.163	-.379	.341	1	-.001	-.048	-.464	.360	.417
	Sig. (2-tailed)	.532	.133	.181		.997	.854	.060	.155	.583
	N	17	17	17	17	17	17	17	17	4
Supervisory Communication	Pearson Correlation	.481	-.095	.237	-.001	1	.564*	-.115	-.461	.659
	Sig. (2-tailed)	.050	.717	.360	.997		.018	.660	.062	.341
	N	17	17	17	17	17	17	17	17	4

Communication Climate	Pearson Correlation	.496*	-.143	-.111	-.048	.564*	1	.055	-.307	.585
	Sig. (2-tailed)	.043	.584	.672	.854	.018		.833	.231	.415
	N	17	17	17	17	17	17	17	17	4
Coworker Communication	Pearson Correlation	-.100	.195	-.015	-.464	-.115	.055	1	.005	.283
	Sig. (2-tailed)	.702	.452	.953	.060	.660	.833		.984	.717
	N	17	17	17	17	17	17	17	17	4
Media Quality	Pearson Correlation	-.455	.288	.044	.360	-.461	-.307	.005	1	-.220
	Sig. (2-tailed)	.067	.263	.867	.155	.062	.231	.984		.780
	N	17	17	17	17	17	17	17	17	4
Relationship with Subordinates	Pearson Correlation	.642	-.344	.446	.417	.659	.585	.283	-.220	1
	Sig. (2-tailed)	.358	.656	.554	.583	.341	.415	.717	.780	
	N	4	4	4	4	4	4	4	4	4

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