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Responsible Leadership and Organizational Commitment among Physicians: Can Inclusive Diversity Climate Enhance the Relationship?

Abstract: As a result of the attention paid to the concept of ethics over the past decade, responsible leadership has come to be a focus of research interest for management scholars. The concept entails the degree of stakeholder engagement besides the sense of societal obligation organizations have to fulfill. The growing concept also assumes that focusing only on maximizing shareholder profit is no longer acceptable in the global business and economic sphere. That is why the concept has found a place in management literature as mentioned. Over the past four decades, organizational commitment has come to be considered a buzzword in both management and organization studies. The concept was developed in 1960 to assess employee emotional attachment to their workplace, and currently its scope has been extended to include all employee-employer relationships. The importance of the concept stems from its strong

correlation with many wanted and unwanted workplace behaviors like absenteeism, turnover, performance levels, citizenship behaviors and justice as proved by many quantitative studies. This study focused on Kasr El Eini hospital (Egypt) and identified the effect of responsible leadership on physicians' affective, continuance and normative commitment through mediating the role of an inclusive diversity climate by conducting a quantitative study. Upon collecting 140 questionnaire forms and using chi-square analysis followed by multiple regressions, it appears that responsible leadership has a positive association with an inclusive diversity climate, an inclusive diversity climate has a positive association with physicians' organizational commitment and finally, responsible leadership affects physicians' organizational commitment through mediating the role of an inclusive diversity climate.

Keywords: responsible leadership; inclusive diversity climate; affective commitment; continuance commitment; normative commitment; Egypt

Introduction

Over the last decade, the concept of ethics has attracted a tremendous amount of attention in both the study and practice of leadership. Pless et al. (2012) have asserted its significance in assuring the best interests not only for shareholders but also the general public. This may justify why many management scholars continuously try to shed light on ethical practices at low and high levels of corporate managerial authority (Avram and Kunhe, 2008). In fact the scandals in cross-border organizations like Tyco, Enron and WorldCom and the 2008 global economic crisis the world has witnessed have questioned the role of values and legitimacy for businesses in western countries (Inglehart, 2008). As a result, firms focusing solely on maximizing their material and financial profit may no longer be acceptable in national and international economic spheres (Wade, 2006). Instead, firms should accept all responsibilities and what societies expect and act as responsible social agents in attaining them (Carrasco, 2007). Furthermore, firms should understand that fulfilling such societal needs is considered to be the main aspect of the social contract they are under with their societies (Maak and Pless, 2006 and Waldman and Galvin, 2008).

It has therefore been realized that having aspects such as ethics and corporate social responsibility is no longer considered enough, and accord-

ing to Holt (2006), the leadership should implement a detailed managerial approach. This creates what we label “responsible leadership” which is based mainly on integrating stakeholders into the corporate decision-making process in addition to devoting a part of the company’s effort towards societal development. Increasingly, organizations under such a model of responsible leadership must actively take part in promoting righteousness, safeguarding human rights, ensuring sustainability and addressing some other pressing global challenges (Maak, 2007).

For Ciulla (2004) and Waldman and Siegel (2008), responsible leadership is still an underdeveloped domain, despite the growing scholarly trend addressing it. The same has been confirmed by De Hoogh and Den Hartog (2008) and Henriques and Richardson (2012), who consider the concept of responsible leadership as an emerging one in both management and leadership science, which still faces many complexities such as the trade-off between the financial profits required by shareholders and the socio- environmental obligations needed by stakeholders, which has come to be known as the main challenge faced by responsible leaders.

Organizational commitment, which appeared in the United States in the 1960s, has come to be the focus of research interest for many scholars and practitioners (Turunen, 2014). In its early stages, some researchers saw this as the employee’s attitude towards his workplace, and with the passing of time, some other researchers saw it as an employee’s psychological behavior during his work journey, while others believe that organizational commitment is considered a radar screen for all employee-employer linkages (Etzioni, 1961; Kanter, 1968 and Faloye, 2014). Interestingly, this concept was first introduced by industrial psychology academicians, and within a few years it has become worthy of interest to many researchers in various managerial disciplines like leadership, human resources management, organizational behavior and organization studies (Wang, 2014).

Mirmohamdi and Merfat (2014) elaborate the idea that the scope of organizational commitment differs from culture to culture and from individual

to individual. Furthermore, many scholars have confirmed the absence of a single generally accepted definition for organizational commitment (Grusky, 1966 and Steers, 1977). Ortiz, Rosario, Marquez and Gruneiro (2015) highlight that the fact that commitment has been studied by many practitioners and academicians, with various scientific backgrounds, has assisted in creating the plethora of definitions. O'Reilly and Chatman (1986) conceptualize organizational commitment as "the degree to which an individual internalizes or adopts characteristics or perspectives of the organization" (p.493) whereas, Porter, Steers and Boulian (1974) consider it as "an attachment to the organization, characterized by an intention to remain in it; an identification with the values and goals of the organization; and a willingness to exert extra effort on its behalf" (p.604). Although organizational commitment was employed to describe an employee's emotional feeling toward his or her workplace at the first stage it appeared, the concept has lately been divided into three approaches: affective, continuance and normative (Allen and Meyer, 1990).

In the past 20 years, organizational commitment has been at the heart of organizational research. For example, Chang (2002) has studied its relationship to distributive justice, Faloye (2014) has investigated its relation to turnover intention, Furaker and Berglund (2014) have focused on its links to job insecurity. Furthermore, there are other studies that have investigated its relationship to workplace spirituality (Rego and Cunha, 2008; Malik and Naeem, 2011; Mousa and Alas, 2016).

Kasr El Eini is the first and largest government civil medical school and hospital in Egypt. (<http://www.medicine.cu.edu.eg>), and was established in 1827 in a region called El Manial Island, Cairo. According to its website, Kasr El Ein includes 2,773 medical professors and physicians, 3,732 post-graduate students, and 9,423 students. This governmental medical school and hospital has the mission of training quality physicians capable of implementing various levels of health care practices. The management of the school and hospital are concerned about the development of a competitive human capital that would serve the community and share in solving national health problems.

Kasr El Eini is currently the focus of the media, and political and public discourse because of the many difficulties that both physicians and patients face. The majority of its physicians are facing the problem of low involvement and low participation (Mousa, 2017). One famous Egyptian newspaper and website called al3asma has published an investigation to explore aspects of this dilemma (<http://www.al3asma.com/40137>). Many Kasr El Eini physicians claim that besides their low salaries, the hospital is full of managerial corruption, bias, inequality and nepotism (<http://www.albawabhnews.com/2419159>). Currently, many of its physicians leave despite a considerable increase in their salaries over the past five years.

Owing to the fact that Kasr El Eini is the main destination for Egyptian low and middle income families when they need medical assistance (<http://www.elwatannews.com/news/details/1255899>) and that increased anger among physicians is an undisputed fact that may hinder their performance, engagement and loyalty, this research seeks to focus solely on physicians at Kasr El Eini hospital and to fill a gap in the management literature by identifying the effect of responsible leadership on organizational commitment among physicians and explore whether there is a role for an inclusive diversity climate in enhancing such previously mentioned associations or not. The author starts by providing a theoretical background for responsible leadership, organizational commitment and the notion of an inclusive diversity climate, and ends his theoretical discussion by formulating his hypotheses. Subsequently, the research methodology is presented, in which the author elaborates his research plan and presents the reliability analysis for his variables besides illustrating the profiles of his respondents. Finally, the results are presented and discussed, and the conclusions also offer suggestions for future research.

1. Theoretical contribution

1.1. Responsible leadership

Upon investigating the current literature on responsible leadership, it has become obvious for the author of this paper that there is no generally accepted definition for this concept. However, it is worth mentioning that both Maak and Pless (2006, p. 103) tried to define responsible leadership as “a relational and ethical phenomenon, which occurs in social processes of interaction with those who affect or are affected by leadership and have a stake in the purpose and vision of the leadership relationship”. Seemingly, scholars engage in identifying its different perspectives primarily based on the extent to which the interests of stakeholders are met and the scope of societal obligations addressed. Moreover, in order to have a more comprehensive view of responsible leadership, it is preferable to start by elaborating the main theories examining the relationship between leaders and internal and external organizational stakeholders.

- First: agency theory, in which the principal (shareholders) delegates the authority of decision-making to the agent (business leaders), who then act on the principal's behalf. Accordingly, the main and sole responsibility for business leaders, according to this theory, is to maximize shareholder profits without showing any care towards societal obligations and ethical customs (Friedman and Friedman, 2002).
- Second: Stakeholder theory, in which business leaders try to build and maintain sustainable relationships with various stakeholders including employees, clients, consumer groups, government officials and even environmentalists. Accordingly, any organizational decision-making process should consider the needs of its full stakeholder list. This theory interprets why responsible leaders devote considerable attention towards the problem of eliminating poverty, safeguarding human rights and other socio-environmental developments (Maak and Pless, 2006).

The responsible leader is constantly tied to the means, resources, capabilities and authority required to attain planned organizational results (Cameron, 2011). Furthermore, Pless (2007) asserts that responsible leaders guide and are guided by a network of stakeholder relationships on which they are at the center to ensure smooth continuous access to information, advice and support. For example, Cunha et al. (2007) clarify that the main responsibility of the leader is to act correctly on behalf of his or her shareholders as well as internal and external stakeholders in attaining maximum shared benefits for all. For Waldman (2011), responsible leadership has two approaches. The first is the normative stakeholder approach in which responsible leaders seek to attain a balance between stakeholder needs and shareholders' interests; whereas, the second approach is the economic or strategic approach, in which responsible leaders give first priority to the shareholders and primarily work to maximize their profits without ignoring social responsibility investments. Interestingly, the two illustrated approaches of responsible leadership pay attention to societal investment even if they prioritize it differently within their corporate priority agenda.

1.2. Organizational commitment

Over decades, the behavior of employees in-and-out of their workplaces has generated great attention and research in the field of human resource management, organizational behavior, leadership and strategic management (Meyer and Allen, 1991). Even disciplines that are not considered a part of behavioral science such as psychology, sociology and anthropology have devoted a considerable amount of research space to employee behavior (Meyer and Allen, 1997). Actually, such increasing awareness of human resource behavior is not surprising and comes in congruence with the findings of the resources-based theory which indicates that human resources are one of the most valuable resources that shape an organization's current performance and future orientation (Brayfield, 1968 and Julius, 2000). According

to Arthur (1994), human resource behavior falls into two types: control and commitment. The control type emphasizes an employee's rules, efficiency, rewards and results; whereas the commitment type elaborates on an employee's behaviors, attitudes, personal goals, organizational goals, trust, and satisfaction (Lin, Lin, and Lin, 2012). The concept 'organizational commitment' was first introduced by researchers of industrial and organizational psychology (Meyer and Allen, 1991). Early studies on organizational commitment aimed to assess employees' level of affective attachment to their employer (Becker, 1960). This was known as the attitudinal perspective on commitment which was conceptualized by Porter, Steers and Boulian (1974) as "an attachment to the organization, characterized by an intention to remain in it; an identification with the values and goals of the organization; and a willingness to exert extra effort on its behalf" (p.604). The second perspective on organizational commitment was made by Mowday, Porter and Steers (1982) and known as "the calculation perspective on commitment". According to this perspective, employees have a tendency to continue their membership in their organizations based on calculated costs and benefits of leaving it. In 1990, Allen and Meyer have introduced the tri-dimensional perspective on organizational commitment which divided the concept of organizational commitment into three aspects: affective, continuance and normative.

In light of what has preceded, Porter et al. (1974) define organizational commitment as "the strength of an individual identification with and involvement in a particular organization" (p. 604). O'Reilly and Chatman (1986) conceptualize it as "the degree to which an individual internalizes or adopts characteristics or perspectives of the organization" (p.493). Allen and Meyer (2000) consider it a psychological state that reduces an employee's likelihood of leaving his/her organization. According to Carol and Perry (1996), organizational commitment has been perceived to be significant due to its positive correlation with organizational performance. When studying the Malaysian public care system, Omar et al. (2010) affirmed its negative association with employee absenteeism, intentions to leave, and turnover. Li et al. (2012) examined the

Taiwanese private sector and highlighted the role organizational commitment plays in enhancing trust between employees and their employers. In their research of faculty members in Pakistan, Malik and Naeem (2011) uncovered a significant statistical relationship between organizational commitment and members' job satisfaction. Rego and Cunha (2008) investigated the association between workplace spirituality and organizational commitment approaches and emphasized the positive relationship between workplace spirituality dimensions (meaningful work, sense of community and alignment with organizational values) and organizational commitment approaches (affective, continuance and normative) in Portugal's private sector. Kuruuzum, Cetin and Irmak (2008) analyzed the effect of organizational commitment on both job involvement and job satisfaction in the Turkish hospitality industry, and they discovered the significant effect of commitment on both of these constructs. In a Mexican setting, the situation was not different. Clercq and Rius (2007) conveyed the role for organizational commitment in enriching the entrepreneurial climate and orientation of Mexican small and medium-sized enterprises. Moreover, Abidin et al. (2010) confirmed, after studying a Malaysian public sector, that organizational commitment is able to provide an explanation for civil servants' misuse of authority, irresponsibility, inefficiency, and low levels of performance. In the Egyptian context, the author of the present paper has examined many databases such as EBSCO and ProQuest in search of previous studies on organizational commitment in Egypt, and after many trials found a study by Rageb, Abd- El- Salam, El- Samadicy and Farid (2013). This one study used organizational commitment as a mediator between role stressors and turnover intentions.

1.3. Diversity and inclusive diversity climate

Owing to globalization, local and global uncertainties and interaction among people who are from different origins, backgrounds and beliefs, cultural diversity has become a rising trend than ever before (Devine, Baum, Hearn

and Devine, 2007 and Mazur and Bialostocka, 2010). The concept has no longer limited to western countries like USA and UK as many countries in diverse parts of the world have become familiar with it. However; it noteworthy to highlight that both public and private organizations in the context of western countries have had a long history in designing and implementing diversity policies with the aim of ensuring a fair representation for minorities in workplace (Ashikali and Groenveld, 2015). Since 1960, the concept of cultural diversity has gained a currency in the academic research arena. This happened as a result of the adoption of some affirmative actions promulgated by the U.S government to eliminate the racial discrimination existed in organizations and universities (Tereza and Fluery, 1999). Reportedly, initial efforts to address cultural diversity have focused mainly on gender and race (Morrison, Lumby and Sood, 2006). However and as a response to the social, political, educational and economic changes occurring in both the local and global environments, the term "cultural diversity" has markedly expanded to include gender, race, religion, ethnicity, income, work experience, educational background, family status and other differences that may affect workplace (Heuberger, Gerber and Anderson, 2010).

Cultural diversity refers to the co- existence of people with various group identities within the same organization (Humphrey, Bartolo, Ale, Calleja, Hofsaess, Janikofa, Lous, Vilkiene and Westo, 2006). Kundu (2001) indicates that diversity requires an inclusion of all groups of people at all organizational levels. The issue that requires an organizational culture in which each employee can utilize his/ her full capacity to attain his career aspiration without being hurdled by religion, ethnicity, name, gender or any other irrelevant factor (Alas and Mousa, 2016). That's why Cox (1994) clarifies that any effective management for cultural diverse groups should entail the attainment of both individual outcomes (job satisfaction, job mobility, job involvement and fair remuneration) and organizational outcomes (attendance, turnover, cynicism, performance and consequently profit). Moreover, Pless and Maak (2004) assert the role of diversity management in creating an inclusive diversity

climate in which employee's uniqueness is acknowledged, maintained and valued while he feels an organizational citizenship and normally identifies himself with his workplace. Therefore, under the umbrella of diversity management and its inclusive organizational climate, every employee is treated as an insider and experiences a kind of mutual trust with his organization (Nishi, 2013). Admittedly, diversity management reflects acknowledging and respecting employees' differences throughout organizations (Wrench, 2005). In Hudson institute publication titled "workforce 2000: work and workers in the 21 st century", a discussion has been raised about women's active participation and demographic changes in labor market and ended by highlighting that diversity management has been proved to be a key asset on which organizations can depend on to attain a competitive advantage in such climate of multiculturalism (Johnston and Packer, 1987). Traditionally and in order for organizational justice, diversity management has depended on both affirmative action; which are programs to redress all past discrimination and inequality acts; and equal employment opportunity; which is a program to ensure heterogeneity at workplace through legislations, rules and laws. Noticeably, diversity management has been remotely and nearly based on Social identity theory which has come to be a result of previous research on stereotype and prejudice (Tajfel, 1978) and is considered a shift from individual to group- level analysis of psychological research. The theory claims that individual identity is supported by belongingness to a particular group as it creates much more self-esteem for him. Accordingly, people feel belongs to their in- group members and have negative attitude towards their out- group members. For instance, in male- dominated societies male have higher positions than women because of their belonging to the higher- status group (males). Breakwell (1993) indicates that this theory not only explains intergroup relationships but also reflects individual tendency to create a positive social identity. That's why; Tajfel (1978) elaborate that the main mission of social identity theory is to interpret intergroup conflict and differentiation.

1.4. Responsible leadership and an inclusive diversity climate

Responsible leadership looks like ethical leadership in accelerating both individual and organizational performance (Brown and Trevino, 2006). However, the scope of ethical leadership focuses primarily on the leader-follower relationship, whereas the scope of responsible leadership is much broader, as it employs relational processes to engage stakeholders such as employees, consumers and environmentalists within the decision-making process. Therefore, responsible leaders often seek to build social networks, listen to various viewpoints and continuously collaborate with those who are inside and outside the organization when practicing managerial duties (Chun, 2005). To manage diversity, Pless and Maak (2004) highlight the role of an inclusive diversity climate, in which dissimilarities and similarities are acknowledged, respected and maintained. In such an inclusive climate, there is no place for the word "otherness", as all employees within the workplace are treated as insiders. Some studies claim that diversity may lead to confusion and thus negatively affect participation especially among people belonging to minorities, an aspect that hinders some groups' attendance, loyalty and consequently productivity (Tsui, Egan and O' Reilly, 1992; Cox, 1993; Mousa and Alas, 2016). Given this idea, responsible leaders (managers at Kasr El Eini hospital in this case), who primarily care about relational processes with employees (physicians at Kasr El Eini hospital) should depend on having an inclusive organizational climate to build a harmonized workplace. Accordingly, the first hypothesis can be formulated as follows:

- H1: There is a positive association between responsible leadership and an inclusive organizational climate.

1.5. An inclusive organizational climate and organizational commitment

As explained earlier in part 1.3, an inclusive organizational climate aims at finding a positive effect and curbing the negative effects of diversity through enhancing the feeling of inclusion between organizational members (Nishi, 2013). The staff accept each other and evolve around what is known as an organizational professional identity instead of focusing on their similarities and differences. Organizational commitment reflects employee-employer desire to maintain their working relationship. This is often guided by the employee's emotional or instrumental or normative connection towards his or her job (Wang, 2014). In their tri-dimensional model of organizational commitment, Meyer and Allen (1991) consider affective commitment as the employee's emotional connection with his or her organization. Moreover, to a large extent, this reflects the image of employee satisfaction in the workplace. Continuance commitment describes the employee's associated cost if he or she leaves his or her workplace. Any employee invests effort, time and other resources in not only reaching seniority but also making relationships with colleagues. Accordingly, continuance commitment reflects what employees have to think about before leaving their occupation. Normative commitment reflects an employee's moral obligation towards his or her organization. Often the employee feels like a citizen in organizations where his or her personal ethical values match those of the organization. Given this idea, the author believes that an inclusive diversity climate at Kasr El Eini has a link with physicians' affective, continuance and normative commitment. Accordingly, the following hypotheses can be formulated:

- H2a: An inclusive diversity climate is positively associated with the physicians' affective commitment.
- H2b: An inclusive diversity climate is positively associated with the physicians' continuance commitment.

- H2c: An inclusive diversity climate is positively associated with the physicians' normative commitment.

1.6. Responsible leadership and organizational commitment

Since no studies, to the best of the author's knowledge, have been conducted to elaborate the effect of responsible leadership on approaches among physicians to organizational commitment (affective, continuance and normative), the following hypotheses are formulated:

- H3a: Can responsible leadership positively impact affective commitment through the mediation of an inclusive diversity climate?
- H3b: Can responsible leadership positively impact continuance commitment through the mediation of an inclusive diversity climate?
- H3c: Can responsible leadership positively impact normative commitment through the mediation of an inclusive diversity climate?

2. Methodology

As elaborated this is a quantitative study and its conceptual framework was drawn from previous studies conducted on responsible leadership, organizational commitment and diversity as, to the best of the author's knowledge, no previous studies have been conducted to demonstrate the relationship between responsible leadership and organizational commitment. The study was conducted using the Kasr El Eini hospital as its research setting, which is the first and largest government medical school and hospital in Egypt (<http://www.medicine.cu.edu.eg>). Furthermore, the hospital is the focus of media, political and public discourse due to the problems of low involvement and low participation facing physicians there (Mousa, 2017). Moreover, physicians at Kasr El Eini complain about discrimination, nepotism, inequality and a lack of training at their workplace. Consequently, they tend to leave

the hospital despite increases in their salaries over the past five years.

As the author decided to rely on hierarchical multiple regressions in some parts of his analysis, an A priori Sample Size Calculator was used to determine the minimum required sample size on which the author could depend. Given the Anticipated effect size for set B: (0.15), Number of predictors in set A: (1), Number of predictors in set B: (2), and the desired statistical power level (0.8), the minimum sample size the author can utilize is 68 questionnaire forms.

The author could reach 6 physicians who not only shared the research in distributing 150 questionnaire forms by hand but also collected the distributed forms for him. In total, 140 out of the 150 collected forms were valid for analysis.

Before distributing the forms, the author agreed with the 6 physicians to classify the respondents into 6 categories based on work experience. By dividing the population into homogenous subgroups and then taking a simple random sample from each subgroup, the author relies on stratified random sampling in order to reduce any possible bias and at the same time ensure that the chosen simple random sample represents the general population. The use of stratified random sampling guarantees that each subgroup is represented in the chosen sample. Needless to say, the sets of questionnaires delivered in Arabic were designed to match the abilities of all targeted respondents and to motivate them to respond.

2.1. Measures

Responsible leadership: As the number of studies conducted on responsible leadership is limited and the topic itself is still at an embryonic stage (Maak and Pless, 2006), there is no generally accepted model of responsible leadership. Therefore, the author will develop a new model of responsible leadership. To that end, the author decided to focus on the 4 dimensions of responsible leadership (aggregate of virtues, stakeholder involvement, model of leaders' roles and principles of ethical values) developed in the

qualitative study by Antunes and Franco (2016). However, the model prepared here includes 8 elements without any inter-model categorization. The eight elements included within the model are:

- My manager often involves internal and external organizational viewpoints when making a decision.
- My manager has long lasting relationships with various stakeholders.
- My organization often cares about public-related aspects like education, health and poverty.
- My managers often differentiate between right and wrong.
- I feel my managers are sincere when dealing with outsiders.
- My managers respect diversity in and around our organization.
- My organization considers social responsibility as a part of our organizational culture.
- My organization accepts criticism from internal and external organizational stakeholders.

Organizational commitment: When conducting this study, the author took into account that very many studies have been conducted on organizational commitment (Chang, 2002; Haim, 2007; Mousa and Alas, 2016). Moreover, the tri-dimensional model suggested by Allen and Meyer (1990) is the most widely accepted model for investigating organizational commitment, as it comprehensively covers the three approaches to commitment: affective, continuance and normative commitment. A five-point Likert scale of questions was formulated, in which 5 means strongly agree, 4 is agree, 3 is neutral, 2 is disagree and 1 is strongly disagree. The model includes 3 subscales. The first covers Affective Commitment, the second focuses on Continuance Commitment, while the third includes questions dealing with normative commitment.

Inclusive diversity climate: A 5-point Likert scale was prepared by the author himself in which 5 means strongly agree, 4 is agree, 3 is neutral, 2 is disagree and 1 is strongly disagree. The scale includes the following questions:

- I often feel like an insider at my workplace.
- No place for the word “otherness” at my workplace.
- My workplace utilizes equal employment opportunity when recruiting staff.
- I am often fairly assessed in my workplace.
- I feel affiliated only to my organization, not for my religious, gender or ethnic group.
- My workplace has an explicit anti-discrimination policy.
- I freely communicate with my supervisors on any issue related to work.
- My organization continuously conducts training sessions on inclusion to both junior and senior staff.

The following is the reliability analysis for responsible leadership, organizational commitment and an inclusive diversity climate using Cronbach's alpha.

Table 1. Reliability Analysis

Scale name	Number of items	Coefficient alpha values
Responsible leadership	8	0.865
Organizational Commitment	24	0.904
Affective commitment	8	0.864
Continuance commitment	8	0.814
Normative commitment	8	0.709
Inclusive Diversity Climate	8	0.788

Source: own.

The following table (Table 2) shows the demographic variables of the respondents.

Table 2. Profile of the respondents

Demographic Variables	Items	Count
Gender	Male	102
	Female	38
Age	below 25 years	19
	26-30 years	58
	31-35 years	55
	36-40 years	8
	41-45 years	0
	46-50 years	0
	More than 50 years	0
Marital States	Single	54
	Married	44
	Other	42
Level of Education	Bachelor	0
	Bachelor + Diploma	73
	Master	67
Level of Income	EGP 1200	0
	EGP 1300-2500	140
	EGP 2500-4000	0
	EGP 4000-5500	0
	Above 5500	0
Organizational tenure	Less than 1 year	8
	1-3 years	63
	4-6 years	69
	7-9 years	0
	10-12 years	0
	Above 15 years	0
Religion	Muslim	104
	Christian	36
Work Bases	Full time	140
	Part time	0

Source: own.

3. Findings

3.1 Statistical association relationships

The first purpose of this research is to determine whether there is an association between Responsible Leadership and Inclusive Diversity Climate or not, and also to determine if there is an association between Inclusive Diversity Climate and the three subcategories of Organizational Commitment or not. The chi-square test was employed to determine this association. Moreover, and given the fact that using a chi-square test requires having nominal or ordinal variables, the following were recorded.

- Create the value of the variable Responsible Leadership (the total mean of all 8 elements included under the variable responsible leadership divided by 8).
- Create the value of the variable Inclusive Diversity (the total mean of all 8 elements included under the variable responsible leadership divided by 8).
- Create the variable Affective Commitment (the total mean of all 8 elements included under the variable responsible leadership divided by 8).
- Create the variable Continuance Commitment (the total mean of all 8 elements included under the variable Continuance Commitment divided by 8).
- Create the variable Normative Commitment (the total mean of all 8 elements included under the variable normative commitment divided by 8).
- Given the fact that the data were collected based on a Likert scale (in which 1 means strongly disagree, 2 means disagree, 3 means neutral, 4 means agree and 5 means strongly agree), the author tended to record all new variables as follows: values between 1 to 2.9 are Disagree, values between 3.0 to 3.9 are Neutral, values between 4.0 to 5.0 are Agree. A chi-square test for association was conducted between Responsible Leadership and Inclusive Diversity Climate. All expected cell frequencies were greater than five.

Table 3. Chi-square test for association between Responsible Leadership and an Inclusive Diversity Climate

			Inclusive Diversity Climate		
			Agree		
Disagree					
Neutral					
Responsible leadership	Disagree	Count	6.0	3.0	21.0
		Expected Count	7.1	13.9	9.0
	Neutral	Count	22.0	60.0	5.0
		Expected Count	20.5	40.4	26.1
	Agree	Count	5.0	2.0	16.0
		Expected Count	5.4	10.7	6.9

Pearson Chi-Square Asymp. Sig. (2-sided)	Value	70.508
	0.000	
Cramer's V Approx. Sig.	Value	0.502
	0.000	

Source: own.

The table reflects a statistically significant association between Responsible Leadership and Inclusive Diversity Climate; $\chi^2(1) = 70.508, p = .000$. $\phi = 0.502, p = .000$ means a strong association between the two variables.

A chi-square test for association was conducted between Inclusive Diversity Climate and Affective Commitment and all expected cell frequencies were greater than five.

Table 4. Chi-square test for association between Inclusive Diversity Climate and Affective Commitment

		Affective Commitment			
		Disagree	Neutral	Agree	Total
Inclusive Diversity Climate	Disagree	Count	13.0	7.0	13.0
		Expected Count	5.7	21.9	5.4
	Neutral	Count	2.0	60.0	3.0
		Expected Count	11.1	43.2	10.7
	Agree	Count	9.0	26.0	7.0
		Expected Count	7.2	27.9	6.9

Pearson Chi-Square Asymp. Sig. (2-sided)	Value	50.439
		0.000
Cramer's V Approx. Sig.	Value	0.424
		0.000

Source: own.

The table reflects a statistically significant association between Inclusive Diversity Climate and Affective Commitment; $\chi^2(1) = 50.439, p = .000$. $\phi = 0.424, p = .000$ means a moderate to strong association between the two variables.

A chi-square test for association was conducted between Inclusive Diversity Climate and Continuance Commitment and all expected cell frequencies were greater than five.

Table 5. Chi-square test for association between Inclusive Diversity Climate and Continuance Commitment

			Continuance Commitment		
			Agree		
Disagree		Count	11.0	11.0	11.0
Neutral		Expected Count	6.6	20.5	5.9
Inclusive Diversity Climate	Disagree	Count	3.0	58.0	4.0
		Expected Count	13.0	40.4	11.6
	Neutral	Count	14.0	18.0	10.0
		Expected Count	8.4	26.1	7.5
	Agree	Count			
		Expected Count			

Pearson Chi-Square Asymp. Sig. (2-sided)	Value	39.200
	0.000	
Cramer's V Approx. Sig.	Value	0.374
	0.000	

Source: own.

The table reflects a statistically significant association between Inclusive Diversity Climate and Continuance Commitment; $\chi^2(1) = 39.200, p = .000$. $\phi = 0.374, p = .000$ means a moderate association between the two variables.

A chi-square test for association was conducted between Inclusive Diversity Climate and Nominative Commitment and all expected cell frequencies were greater than five.

Table 6. Chi-square test for association between Inclusive Diversity Climate and Normative Commitment

			Normative Commitment		
			Agree		
Disagree					
Neutral					
Inclusive Diversity Climate	Disagree	Count	11.0	7.0	15.0
		Expected Count	9.4	17.9	5.7
	Neutral	Count	18.0	45.0	2.0
		Expected Count	18.6	35.3	11.1
	Agree	Count	11.0	24.0	7.0
		Expected Count	12.0	22.8	7.2

Pearson Chi-Square Asymp. Sig. (2-sided)	Value	32.687
	0.000	
Cramer's V Approx. Sig.	Value	0.342
	0.000	

Source: own.

The table reflects a statistically significant association between Inclusive Diversity Climate and Normative Commitment; $\chi^2(1) = 32.687, p = .000$. $\phi = 0.342, p = .000$ means a moderate association between the two variables.

3.2. The variation (regressions) in relationships

The second purpose of this research is to understand how much variation in affective, continuance and normative commitment can be explained by Responsible Leadership and Inclusive Diversity Climate. For the second purpose, multiple regressions were used.

It is worth evaluating the regression models in the hierarchical multiple regressions. Here the author used 2 models. In the first model the independ-

ent variable is Responsible Leadership and the 3 elements of Organizational Commitment will be used as dependent variables one by one. In the second model, the independent variables are Responsible Leadership and Inclusive Diversity Climate. As can be seen, the second Model is not a completely separate model but is a variation on Model 1 with one variable added. Each model is a standard multiple regression procedure with the variables in that model entered simultaneously. Therefore, each model has measures that show how well that particular model fits the data, and these are presented in Table 7 below.

Table 7. Summary of the Regression Analyses of the Models

Model	Affective Commitment		Continuance Commitment		Normative Commitment	
	1	2	1	2	1	2
R	0.645	0.719	0.561	0.696	0.525	0.645
R Square	0.416	0.517	0.315	0.484	0.276	0.416
Adjusted R Square	0.412	0.51	0.31	0.477	0.271	0.408
Std. Error of the Estimate	0.347	0.317	0.402	0.35	0.399	0.359
R Square Change	0.416	0.101	0.315	0.169	0.276	0.14
F	96.490	97.433	63.463	64.297	52.633	52.822
F Change	96.490	98.645	63.463	64.929	52.633	53.859
df1	1	1	1	1	1	1
df2	138	137	138	137	138	137
Sig. F Change	0.000	0.000	0.000	0.000	0.000	0.000

Source: own.

The measure of most importance when interpreting a hierarchical multiple regressions is R^2 , which represents the variation in the dependent variable explained by the independent variables. We can see from these results that each model explains a greater amount of the variation in the dependent variable as more variables are added. Essentially, the models here get better at predicting the dependent variable.

In the case of the dependent variable Affective Commitment in Model 1, in which responsible leadership alone is the independent variable, R^2 is 0.416, with statistical significance of $p < 0.005$, and $F = 96.490$. Due to the inclusion of Inclusive Diversity Climate as an additional independent variable, R^2 increased by .101 (the variance explained increased by 10.1%), and this increase was statistically significant ($p < .0005$) and F increased to 98.645. In other words, Inclusive Diversity Climate adds statistical significance to the prediction of Affective Commitment. In summary, the addition of Inclusive Diversity Climate to the prediction of Affective Commitment (Model 2) led to a statistically significant increase in R^2 of .101 and $F(1, 137) = 98.645, p < .0005$.

In the case of the dependent variable Continuance Commitment for Model 1, in which Responsible Leadership alone is the independent variable, R^2 is 0.315, with statistical significance of $p < 0.005$, and $F = 63.463$. Due to the addition of Inclusive Diversity Climate as an independent variable, R^2 increased by .169 (the variance explained increased by 16.9%), and this increase was statistically significant ($p < .0005$) and F increased to 64.929. In other words, Inclusive Diversity Climate adds statistical significance to the prediction of continuance commitment. The addition of Inclusive Diversity Climate to the prediction of continuance commitment (Model 2) led to a statistically significant increase in R^2 of .169, $F(1, 137) = 64.929, p < .0005$.

In the case of the dependent variable Normative Commitment for Model 1, in which Responsible Leadership alone is the independent variable, R^2 is 0.276, with statistical significance of $p < 0.005$, and $F = 52.633$. Due to the addition of Inclusive Diversity Climate as an independent variable, R^2 increased by 0.14 (the variance explained increased by 14%), and this increase was statistically significant ($p < .0005$) and F increased to 53.859. In other words, Inclusive Diversity Climate adds statistical significance to the prediction of normative commitment. The addition of Inclusive Diversity Climate to the prediction of normative commitment (Model 2) led to a statistically significant increase in R^2 of .14 and $F(1, 137) = 53.859, p < .0005$.

Table 8. Hierarchical Multiple Regression predicting organizational Commitment from Responsible Leadership and Inclusive Diversity Climate

			B	β	R ²	F	ΔR^2	ΔF
Affective commitment	Model 1	(Constant)	1.047		0.416	96.490	0.416	96.490
		Responsible Leadership	0.606	0.745				
	Model 2	(Constant)	0.736		0.517	97.433	0.101	98.645
		Responsible Leadership	0.314	0.434				
		Inclusive Diversity Climate	0.439	0.545				
	Continuance Commitment	Model 1	(Constant)	1.186		0.315	63.463	0.315
Responsible Leadership			0.537	0.561				
Model 2		(Constant)	0.756		0.484	64.297	0.169	64.929
		Responsible Leadership	0.179	0.158				
		Inclusive Diversity Climate	0.521	0.576				
Normative commitment		Model 1	(Constant)	1.301		0.276	52.633	0.276
	Responsible Leadership		0.476	0.525				
	Model 2	(Constant)	0.924		0.416	52.822	0.140	53.859
		Responsible Leadership	0.073	0.158				
		Inclusive Diversity Climate	0.545	0.624				

Note: N=140; p<0.05

Source: own.

- Hierarchical multiple regressions were run to determine if the addition of Inclusive Diversity Climate improved the prediction of Affective Commitment over and above Responsible Leadership. The full model of Responsible Leadership and Inclusive Diversity Climate for predicting Affective

Commitment (Model 2) was statistically significant – $R^2 = 0.517$, $F(1, 137) = 97.433$, $p < .0005$, and adjusted $R^2 = 0.101$. When Responsible Leadership is used alone (Model 1) to predict Affective Commitment $R^2 = 0.146$ $F(1, 138) = 96.490$, $p < .0005$; therefore, hypothesis 3a is confirmed.

- Hierarchical multiple regressions were run to determine if the addition of Inclusive Diversity Climate improved the prediction of Continuance Commitment over and above Responsible Leadership. The full model of Responsible Leadership and Inclusive Diversity Climate for predicting Continuance Commitment (Model 2) was statistically significant – $R^2 = 0.484$ $F(1, 137) = 64.297$, $p < .0005$; adjusted $R^2 = 0.169$. When Responsible Leadership is used alone (Model 1) to predict the Continuance Commitment $R^2 = 0.315$ $F(1, 138) = 63.463$, $p < .0005$; therefore, hypothesis 3b is confirmed.

- Hierarchical multiple regressions were run to determine if the addition of Inclusive Diversity Climate improved the prediction of Normative Commitment over and above Responsible Leadership. The full model of Responsible Leadership and Inclusive Diversity Climate for predicting Normative Commitment (Model 2) was statistically significant – $R^2 = 0.416$ $F(1, 137) = 52.822$, $p < .0005$; adjusted $R^2 = 0.140$. When Responsible Leadership is used alone (Model 1) to predict Normative Commitment, $R^2 = 0.276$ $F(1, 138) = 52.633$, $p < .0005$; therefore, hypothesis 3c is confirmed.

4. Discussion

The findings support the hypothesis that responsible leadership is positively associated with an inclusive organizational climate. The confirmation of this hypothesis seems to be logical because physicians are considered one of the main stakeholders with whom responsible leaders should collaborate, build their social network and open continuous neutral communication channels (Chun, 2005). Such collaboration and networking, as previously mentioned, is constantly perceived by physicians as an inclusion. Western literature shows that urging inclusion in the workplace fosters the feeling

of insidership through which each employee can attain both individual outcomes (e.g. job mobility, job satisfaction, involvement etc.) and organizational outcomes (e.g. high performance, alleviated turnover etc.) (Pless and Maak, 2004; Nishi, 2013). That is why having the values of involvement in any work setting enhances employee emotional attachment and organizational commitment to this setting.

My research also found a statistically significant positive association between an inclusive diversity climate and organizational commitment approaches (affective, continuance and normative). This is consistent with the study by Mousa and Alas (2016) of a number of public schools in Menoufia (Egypt) in which the authors explored a positive relationship between the two main challenges of diversity (communication and training) and organizational commitment approaches (affective, continuance and normative), where a negative correlation was discovered between the third diversity challenge Discrimination and the three approaches to commitment. Actually, supporting this hypothesis represents an obvious adoption of social exchange theory, as both the employer and his or her employees seek to keep their working relationship. On the one hand, the employer cares about his or her employee by churching a climate of justice, organizational belongingness and inclusion, whereas employees on the other hand, offer the feelings of love, loyalty and the desire to continuously maintain membership with their employer (Fao and Fao, 1974; Wrench, 2005, Cropanzano and Mitchell, 2005).

The research also found a statistically significant effect of responsible leadership on organizational commitment approaches (affective, continuance and normative) through the mediation of an inclusive diversity climate. The fact that responsible leadership primarily accounted for a relational approach by which both internal and external stakeholders can participate in organizational decision-making and formulating objectives, has an influence over employee behavior (Cunha et al., 2007). Employees turn out to be effective partners with a general interest in the organization instead of, as previously, being followers only seeking profit for the shareholders (Waldman and Siegel, 2008).

Consequently, they accept their organization's goals because they assist in setting them and then do their best in fulfilling them. Accordingly, they often feel proud of continuing the membership in their current organization. This can be described as organizational commitment, which was defined earlier by Porter, Steers and Boulian (1974) as "an attachment to the organization, characterized by an intention to remain in it; an identification with the values and goals of the organization; and a willingness to exert extra effort on its behalf" (p. 604). Admittedly, accepting organizational objectives because the employee contributes to their design and attainment is one case, and having contributed to both the design and achievement of these objectives within the organization that respects my similarities and dissimilarities with other organizational members is the second case. The second case guarantees absolute mutual recognition, self-esteem and trust between leaders and their employees – an aspect that positively reflects on employee commitment.

With regard to managerial implications, managers at Kasr El- Eini hospital should create a social network with both internal and external stakeholders. As seen in the statistical results, employees feel a desire to continue their organizational membership if they are fairly treated and feel like a partner in any decision-making process. This fosters open neutral communication in work-related activities and creates a kind of mutual trust between the hospital and its surrounding stakeholders, which positively affects the hospital's continuity. Second, having addressed the effect of responsible leadership on the organizational commitment of physicians through mediating the role of an inclusive diversity climate urges the managers at Kasr El- Eini hospital to re-address the issue of their physicians' organizational commitment, which is no longer limited to material or financial variables like pay and financial benefits. As mentioned earlier, the salaries of physicians have been increased at a considerable rate over the past five years and yet they constantly consider leaving the hospital. Accordingly, ensuring the existence of inclusion and justice at Kasr El- Eini hospital plays a role in enhancing physician commitment.

The research has clear limitations. First, focusing only on Kasr El- Eini hospital, even if it is the oldest and largest, diminishes the author's ability to generalize his results. Second, depending only on one source, physicians in this case, to collect the research data may lead to an inflation of the statistical results. Third, relying mostly on references with an organizational and business background due to the fact that not so many studies have been conducted to cover the topic of responsible leadership given its novelty, the choice of the health sector, especially the Egyptian one, was considered a challenge for the author of this paper because of the lack of scholarly published papers and limited information available focused on this sector.

5. Conclusion

The study focused on physicians at Kasr El- Eini hospital and provided empirical support for a positive association between responsible leadership and an inclusive diversity climate. Furthermore, it offered additional insights into the positive association between an inclusive diversity climate and affective, continuance and normative commitment. As mentioned earlier, the association between diversity and organizational commitment approaches was firstly discovered by Mousa and Alas (2016). Finally, this study statistically highlighted that having a climate of justice, solidarity and tolerance in the context of Kasr El- Eini hospital ensures the effect of responsible leaders on the organizational commitment of its physicians.

While studies have examined the topic of responsible leadership in western countries, the uniqueness of the present research emanates from being considered the first, to the best of the author's knowledge, to address the topic of responsible leadership not only in Egyptian but also the Arabian context. This subsequently opens further academic research opportunities for both Egyptian and Arabian researchers in investigating this topic and maybe testing the same hypotheses in other organizational settings (e.g. private hospitals, military hospitals, public and private companies, ministries

and so on). Furthermore, this research is also the first globally, to the best of the author's knowledge, to examine the effect of responsible leadership on organizational commitment through the mediating role of an inclusive diversity climate, an aspect that adds a new sphere to the academic literature in the fields of management and organization. Finally, it appeared that the majority of respondents are Muslim, male and less than 35 years old and all of them work on a full-time basis. To a large extent, this presents an image of Egyptian society which is mostly young and male-dominated, and has often been described as a Muslim society with a Christian minority (Mousa and Alas, 2016). However, the situation at Kasr El Eini hospital cannot be generalized to other Egyptian public sectors or even other Egyptian health care systems (e.g. military, private hospitals etc.) without testing the same hypotheses and having more data about the demographics there – information the author of the present paper does not have access to.

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