

# **EXAMINING THE RELATIONSHIP BETWEEN LEADERSHIP STYLES AND ORGANIZATIONAL COMMITMENT IN THE GHANA ARMY: THE MODERATING ROLE OF EMOTIONAL INTELLIGENCE.**

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## **Abstract**

The study sought to examine the direct relationships between components of transactional, transformational leadership styles and organizational commitment (OC) of junior officers in the Ghana Army. Additionally, the study investigated the moderating role of emotional intelligence on the outcome relationship.

The mixed method, cross-sectional and explanatory sequential research design was used. SPSS (version 22) was used to analyze quantitative data collected. Sixteen (16) hypotheses developed from the initial conceptual framework/model were reduced to 12 hypotheses after data analysis. Out of these 12 hypotheses, nine (9) were supported and three (3) were not supported.

The findings revealed that both active and passive management by exception are significantly critical to the OC of junior officers in the Ghana Army, while contingent reward, although significant, does not influence OC in the same context. The study also established that perceived idealized influence, individual consideration and inspirational motivation of the transformational leadership style, significantly enhance OC, while intellectual stimulation does not, among the junior officers. Although active and passive management by exception were found significantly critical to OC among junior officers, high EI negatively moderated this relationship. The lack of influence of contingent reward on the OC of junior officers was weakened by high EI. The relationship between individual consideration and inspirational motivation, and OC was also strongly and significantly enhanced by high EI, while the significant relationship between perceived idealized influence and OC was weakened by high EI. High emotional intelligence weakened the negative relationship between intellectual stimulation and OC.

The study concluded that individual consideration and inspirational motivation strongly and significantly enhance OC, as moderated by EI, among junior officers in the Ghana Army.

**Keywords:** Transactional leadership style, Transformational leadership style, Emotional intelligence, and Organizational commitment.