

Effects of rare values on organisational commitment and performance

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ABSTRACT

While, some scholars have given a clarion call for value-based leadership, studies on the effect of RARE (Responsible, Accountable, Relevant, and Ethical) value-based leadership (Ngambi, 2011) on organisational behaviour are rather fragmented and disparate. This study, therefore, sought to assess the effects of these RARE values of leadership on organisational commitment and performance. The study examined survey data on experience of stakeholder employees in public institutions that were sampled from three out of ten of Zambia's Provinces, namely: Copperbelt Province, Central Province, and Lusaka Province. The case study and descriptive survey design was adopted, where data were collected through questionnaires. Data were analysed using descriptive statistics, chi-square, correlations and Analysis of Variance (ANOVA). The results indicate that the higher the educational attainment, work position and the more experience an employee has, the more likely they are to appreciate their organisational leader who applies the RARE leadership value-based principles. The correlation values on Affective, Continuance and Normative commitment were 62.1%, 67.1% and 55.2% respectively in relation with RARE principles. This denotes a strong positive relationship. Regression analysis was used and established that there is a 58.1% positive relationship between RARE values and performance. The results suggest that organisational leaders, who are equipped with RARE values, are able to positively influence the perceptions of employees and enhance organisational commitment and performance.

Keywords: Value-based leadership, organisational commitment, organisational performance, RARE

INTRODUCTION

Current business conditions require a shift to an efficiency model based on organisational involvement. Organisations must form teams that are work oriented and strongly committed to their strategic goals. To sustain themselves, organisations strive to achieve high levels of performance and low levels of absenteeism and turnover in their work environment. Organisational

commitment is thought to be a key factor in achieving this goal, but it can be driven by several factors, including leadership values. In the literature, organisational engagement is associated with fulfilment of the psychological contract that constitutes it as one of the explanatory variables.

Problem Statement

In spite of a long history of applying leadership knowledge from both developed and developing countries, Zambia is still plagued with challenges associated with poor and toxic leadership. Even though there are national values and principles being championed by the Republican Constitution of Zambia, no study has been done to show the impact of such values on organisational performance and employee commitment in Zambia. The National values and principles are enshrined in Article 8 of Zambia's Constitutional Amendment Act No. 2 of 2016 and include (a) morality and ethics; (b) patriotism and national unity; (c) democracy and constitutionalism; (d) human dignity, equity, social justice, equality and non-discrimination; (e) good governance and integrity; and (f) sustainable development. Of interest to this study is a focus on morality and ethics, as well as good governance and integrity in as much as they relate to organisational leadership. Haque, Fernando, and Caputi (2019), used structural equation modelling and found that "only a handful of studies have empirically examined the influence of responsible leadership on employee and organisational outcomes". Specifically, the elements of Responsible, Accountable, Relevant and Ethical value-based principles (RARE) as advocated by Ng'ambi (2011), are of interest in this study.

Research Objective

The general objective of this study is to assess the employee behavioural and organisational changes associated with adoption of RARE leadership values in private and public organisations, based on the perceptions of employees. The following are the specific research objectives:

- i. Assess the perception of employees towards organisational leaders who uphold RARE values in Zambia
- ii. To identify the effect of RARE principle-based values on affective, continuance and normative commitment in organisations
- iii. Examine the impact of RARE values on performance of organisations

LITERATURE REVIEW

Definition

Values-based leadership is defined as the relationship between a leader and his followers based on ideological values that are shared. Kuczmariski & Kuczmariski (1995)

proposed a "Values-Based Leadership" model to revitalize organisations by replacing declining employee motivation with renewed commitment through addressing feelings of powerlessness and apathy. In other words, the main principle for developing value-based thinking is to rebuild good working relationships. Leaders must work effectively with all members of their organisation, to create value-based patterns through their words and actions.

Theoretical foundation

Leadership values have been extensively studied in the field of organisational behaviour and leadership theory, highlighting their significant impact on organisational performance (Wooll, 2021). A theoretical review of the relationship between leadership values and organisational performance suggest that value-based leadership is championed by transformational leadership theory, ethical leadership theory, servant leadership theory, authentic leadership theory and Value-based leadership theory. However, these theories are prescriptive in regard to the specific values that ought to be pursued.

Transformational Leadership

Transformational leadership theory emphasizes the role of leaders in inspiring and motivating their followers to achieve exceptional performance. Piccolo and Colquitt (2006), propose that transformational leadership is associated with the way followers view their jobs. Further, their study revealed that transformational leadership relationships were significantly stronger for followers who perceived high quality leader-member exchange. Values such as integrity, trustworthiness, and ethical behaviour are central to transformational leadership. Leaders who exemplify these values inspire and engage employees, fostering a shared vision and a sense of purpose (Wooll, 2021). This leads to increased employee satisfaction, commitment, and ultimately, improved organisational performance.

Ethical Leadership

Ethical leadership theory emphasizes the importance of ethical values and behaviour in leadership. Leaders who demonstrate ethical values, such as fairness, transparency, and accountability, set the tone for an ethical organisational culture (Grigoropoul, 2019). Ethical leaders promote ethical decision-making processes and hold

themselves and others to high ethical standards. This fosters trust among employees, enhances their commitment to the organisation, and contributes to improved performance outcomes.

Servant Leadership

Servant leadership theory emphasizes leaders' focus on serving the needs of their followers and the organisation as a whole. Values such as humility, empathy, and stewardship are central to servant leadership. Leaders who prioritize these values create a supportive and empowering environment where employees feel valued and motivated (Tran, Spears, Carey, 2020). This leads to higher levels of employee engagement, satisfaction, and ultimately, improved organisational performance.

Authentic Leadership

Authentic leadership theory highlights the importance of leaders being true to themselves and their values. The many ethical scandals of the past in corporations have brought a renewed attention to the topic of authentic leadership and the ethical behaviour of leaders (Zhu, May, & Avolio, 2004). Leaders who exhibit authenticity and transparency inspire trust and credibility among their followers. Authentic leaders create an open and honest organisational culture, encouraging employees to be their authentic selves, take risks, and contribute their best efforts. This fosters a positive work environment, enhances employee satisfaction and well-being, and positively influences organisational performance.

Values-Based Leadership

Values-based leadership theory posits that leaders who align their actions and decisions with their core values have a significant impact on organisational performance (Zydzianaite, 2018). When leaders prioritize and promote specific values, such as teamwork, innovation, and continuous improvement, they shape the organisational culture and set performance expectations. This, in turn, influences employee behaviour, motivation, and performance outcomes.

Theoretical research consistently suggests that leadership values play a critical role in shaping organisational commitment and performance. Leaders who embody and promote values that foster trust, engagement, ethical behaviour, and a sense of purpose create a positive work environment, enhance employee satisfaction,

and contribute to improved performance outcomes. Also, by embodying and promoting these values, leaders can foster a sense of purpose, engagement, and loyalty among employees, ultimately contributing to their commitment to the organisation.

Besides Ngambi (2011), there are other scholars who have advocated the use of RARE leadership values. A similar acronym has been used with a different focus by other scholars (Baillie, 2018; Warner and Wilder, 2016). Warner and Wilder (2016) use a similar acronym in reference to qualities of an effective Christian leader, which include "Remaining relational; Acting like yourself; Returning to joy; and Enduring hardship as well". Warner and Wilder anchor their leadership model on Christian values. However, since Ngambi's RARE leadership values have been adopted by other scholars, this study will focus on Ngambi's model to determine its impact on organisational behaviour. Ngambi (2011) advocates the use of RARE (Responsible, Accountable, Relevant, Ethical) principle-based values. However, the actual effect of these principle-based values has hardly been tested in the Zambian landscape.

To complement government pursuit to promote national values, it is necessary to ensure that supportive values have the intended effect. Research studies (England and Lee 1974; Russell, 2001; Ngambi, 2011) have identified value-based leadership as one of the key success factors of an organisation, adding that value-based leadership also creates an organisational (and national) identity.

Understanding the RARE Values

As advocated by Ngambi (2011), RARE (Responsible, Accountable, Relevant, Ethical) principle-based values are intertwined and tend to reinforce each other. They are not mutually exclusive.

Responsibility Value

Some leadership literature view the leadership based value of responsibility as synonymous with accountable and dependable for performance and outcomes (Doh and Stumph 2005; Yukl et al. 2002). This includes the idea of following through on promises and achieving promised performance (Bass and Bass 2008; Meindl and Ehrlich 1987). As a matter of slight departure, Spreitzer (2007) advocates the view that responsible individuals are those

who have the authority, resources, and discretion to act effectively. Maak and Pless (2006) associates' responsibility with how the leader associates with stakeholders by building and sustaining social and moral relationships based on justice, recognition, care, and accountability (Pless 2007). Walsh (2003) on the other hand gives it a broader definition as acting appropriately, associated with what is considered right or good (Walsh et al. 2003).

Based on the reviewed literature, although responsible leadership has a wide range of characteristics, accountability and dependability combined with empowerment and action form the core characteristics of responsible leadership. The diversity of definitions to responsibility values has been a deterrent to growth of research in this field (Cameron, 2011). Responsible leaders take ownership for their decisions and their consequences and avoid blaming others or external factors and actively manage the outcomes of their choices (Ngambi, 2011). They also prioritize the needs and interests of others, which makes it related to servant leadership. They are, therefore, willing to make personal sacrifices for the common good and focus on creating a positive future for those they lead (van Rensburg, 2007).

It is not the purpose of this study to review the existing definitions, but to explore the impact of this value as an aggregation of existing definitions. Based on the reviewed literature, responsible leadership value is a multifaceted concept encompassing accountability, empowerment, ethical stakeholder relationships, and a commitment to acting in the best interests of others, taking ownership for decisions and consequences. This implies that the values that make up RARE leadership are intertwined rather than mutually exclusive of each other.

Impact of Responsibility

Considering the value of responsibility as synonymous to virtuousness, Cameron, et al.(2011) conducted two multi-year studies which explored financial and healthcare organisations in order to determine how performance changed alongside fluctuations in leadership virtuousness (responsibility score). The studies focused on leader behaviours that promoted virtuous practices and a culture of virtue by measuring it against six dimensions of virtuousness which included caring, compassion, forgiveness, and inspiration, respect, and gratitude. The

first of these studies reported that organisations with high aggregate virtuousness scores had significantly higher financial performance based on organisational records of 40 financial service institutions within a year. This was in comparison to those that had lower scores. In these studies, Cameron, et al.(2011) observed that when this virtue was not recognized, it deteriorated in its impact.

A study by Haque, Fernando, and Caputi, P. (2019) examined the relationship between leader responsibility values and employee commitment in Austria. Using a web-based online survey data was collected from 200 Australian employees working full-time. Structural equation modelling was used to analyse the data whose results revealed that perceived responsible leadership significantly influences employees' organisational commitment.

The existence of these values is expected to yield a spiral of positive effects which not only affect the individuals involved but also the organisation at large (Fredrickson and Joiner (2002); Cialdini (2000). In this case, individuals that are exposed to the positive effects of responsibility values are likely to replicate that behaviour in contrast to individuals exposed to toxic leadership values who would replicate toxicity. Ozdemir (2012) found that leaders who exhibit attributes such as vision, confidence, and responsibility can increase organisational commitment.

Accountability leadership value

As used by Craig Bailie, the value of accountability implies complies, transparency, and being held answerable for decisions and outcomes. Ngambi, (2011) argues that leaders are accountable for following the set guidelines and regularly interacting with the people they lead in order to ensure transparency. This ensures adherence to the established rules and keeps the public informed. She further explains that leaders are accountable for explaining and justifying their decisions and actions, including how the resources entrusted to them have been utilized appropriately (Ngambi, 2011).

Darvish (2011) considered accountability of an authentic leader to be critical for employee commitment. Based on 80 questionnaires that were analysed quantitatively, the study found a positive correlation between satisfaction levels and

commitment of employees whose leader was authentic and accountable.

Seligman, (2002) defined authenticity as “owning one’s personal experiences, be they thoughts, emotions, needs, preferences, or beliefs, processes captured by the injunction to know oneself”. Ilies et al. (2005) consider authenticity as covering four key components, namely: self-awareness, unbiased processing, authentic behaviour/acting, and authentic relational orientation. They are characterized also by a tendency of relational transparency and fostering positive self-development in others (Mazutis & Slawinski, 2008, p. 445). These are similar attributes that make up accountability values of leaders.

Relevance Leadership Value

As used by Ngambi (2011), the attribute of relevance implies embracing values that are adaptable to the contemporary needs without compromising future aspirations. Therefore, relevant leadership pays attention to the future, and assesses future trends to foster performance (Ngambi 2011, 15). In practice, this requires that the leader should not only initiate but also facilitate use of ‘best practices’ in a flexible and innovative way while discarding practices that become obsolete. Such a leader would therefore not be adamantly conservative in regard to values and systems that have outlived their usefulness.

While Ngambi (2011) asserts that leaders must adapt to future needs of their organisations, Adeyami- Bello (2003) found that leaders with conservative values tended to elicit higher performance from members. Conservative leadership is characterized by prioritizing stability, social order while accommodating cautious and incremental change. This study hypothesizes that the context of leadership can actually influence the extent to which relevant leaders can initiate change without dampening member performance.

Ethical leadership values

Ngambi (2011) regards ethical leadership as leadership that is devoid of hypocrisy, one that is transparent, honest and executed in the interest of those that are led. This suggests that ethical values in this context are not personalistic, deontological or based on consequentialism but are rather based on a social contract. Therefore, an ethical leader would uphold standards of behaviour that are acceptable in their context, whether

based on national values, professional values, organisational values or even religious values. Several studies consistently indicate that ethical values are associated with positive employee performance.

Oladimeji (2022) and Samdani (2017) both found that ethical leadership tends to significantly enhances employee performance. This is supported by Kamal (2018), whose study found a positive relationship between ethical leadership and organisational citizenship behaviour. Malik (2016) also highlights that ethical leadership, particularly in the context of organisational values, enhances employee performance.

However, it is important to note that the effects of leadership values on performance can be influenced by various contextual factors, such as industry, organisational culture, and individual differences among employees.

REVIEW OF EMPIRICAL STUDIES

While the subject of value-based leadership has been studied in the past as demonstrated by empirical studies outlined in this article, a search on SEMANTIC Scholar returned feedback of 29, 500 hits for ‘RARE Leadership values’ search. However, it was found that few articles existed on this combination though the model was adopted by Mulungushi University between 2012 and 2021 and the University of South Africa’s College of Economic and Management Sciences between 2010 and 2012, and adopted in its signature course, from 2010 to date (2024). The RARE Leadership values model was also adopted by the University of Kabwe since 2023. It was also championed by Craig Bailie (2018) in an article, “The RARE Leadership Model, Jacob Zuma and Nkandla: Thoughts on the Virtues of Leadership”. However, no evidence was found of scholars probing the impact of such values in their combined form.

The idea of RARE leadership values was further probed by Daugherty, Zelihic, Deresa, Nga'mbi, & Ssekamatte (2021). With a focus on creating an environment conducive to nurses' empowerment in primary healthcare clinics in Zambia. The authors suggested that to empower global leaders required equipping them with skills of being strategic thinkers, entrepreneurs and innovators, that are RARE. One of the limitations of this study was that it only focused on

respondents from the middle and top level leadership of organisations.

Neha, et. Al., (2023) reviewed the significance of professional values-based leadership and the value of nursing. The study relied on literature search and use of a PRISM (Preferred Reporting Items for Reviews) tool. The tool is a series of guidelines for conducting meta-analysis of literature. The study found that Value-based leadership had a potential to enhance collaboration, trust, and quality of patient care. This study had a limited context-the health care environment. It was also not based on primary data.

Another recent study was done by Simon., et al. (2023), focused on comparative analysis of value-based leadership theories and observed that transformational leadership theory overlaps with other value-based leadership theories which included authentic leadership theory, servant leadership theory, ethical leadership theory. The study reviewed 161 publications.

A year earlier, a study focused on value-based leadership and its role in curriculum development was done by survey (Antoine, 2022). Not only was the context confined to curriculum development but also had limited participants, confined to the health sector. However, the study was instrumental in showing the role of value-based leadership in shaping curriculum, particularly in the COVID-19 crisis era.

In 2022, a study was also conducted in the Philippines to establish how value-based leadership was perceived by leaders from selected schools (Rosyabelle, 2022). The study reviewed that implementing value-based leadership can be challenging on account of potential conflict in perceptions of the values. However, the study found that Values-Based Leadership (VBL) was positively perceived by school leaders in Samar, Philippines, influencing, motivating, and guiding teachers, despite challenges like conflicting values and misunderstandings. Such a study highlights the importance of contextualizing value-based leadership research in order for it to be meaningful.

Sumanasiri (2020) did a more encompassing literature review on value-based leadership and identified six categories of leaders. The work was based on a review of 184 pieces of literature which had to be summarized. The study did not find a different categorization of leadership from that which was later highlighted by Simon (2023). In this case,

leadership was categorized as comprising transformational leadership. Ethical leadership, spiritual leadership, responsible leadership, servant leadership, and authentic leadership.

Based on an interest to determine the impact of leadership-based values on organisational performance and locus of control, Adeyemi Bello (2003) found that leaders with conservative values and internal locus of control tend to elicit higher levels of performance from their members. According to this study, conservative values in leadership can be defined as beliefs and principles that emphasize tradition, stability, and caution in decision-making. Leaders with conservative values typically adhere to established norms and practices rather than advocating for radical change.

Suharto, Suyanto, & Hendri (2019), examined the direct effects of multicultural competence, organisational justice, and organisational commitment on job performance. Research results showed that multicultural competence had a direct effect on organisational justice, multicultural competence had a direct effect on organisational commitment, multicultural competence has no direct effect on work performance, organisational justice has no direct effect on organisational commitment, organisational justice has no direct effect on job performance while organisational commitment directly affects work performance.

Organisational Commitment

Three different perspectives can be distinguished in research related to organisational commitment. The first comes from a social exchange perspective, where an individual's commitment to an organisation is the result of small investments he has made over time that would prevent him from voluntarily leaving the organisation (Becker, 1960). This perspective was later developed by Meyer and Allen (1991, 1997) where it was called continuance commitment (CC). Another model, affective commitment (CA), leans towards a psychological perspective, emphasizing the binding force between the individual and the organisation. It is characterized by the desire of the employee to remain a member of the organisation, to adopt the values and goals of the organisation in return for certain psychological benefits such as support or

recognition (Mowday et al., 1979; Mathieu and Zajac, 1990).

The third perspective, or normative commitment (NC) developed by Meyer and Allen (1991), focuses on the work ethic and responsibility of an employee, which makes him do his job well in any situation. This normative commitment was the source of many interpretations of this independence as an element of research (Varona, 1993; Ko et al., 1997; Bergman, 2006; González and Guillén, 2008).

METHODOLOGY

Study Design

The study adopted case study and descriptive survey research design. Descriptive research design was appropriate in this research in order to describe certain features of the population such as attitudes, opinions, behaviours, or characteristics. Creswell (2007) observes that a descriptive research design is used when data are collected to describe persons, organisations, settings, or phenomena. Kelley (2007) claim that the descriptive design is an effective way to obtain information used to formulate a hypothesis and propose associations. According to Copper and Schindler (2014), descriptive statistics discovers and measures cause and effect relationship among variables. The structured questionnaires and quantitative method were used.

Study population

A population is a well-defined set of people or group of things or households that are being investigated (Cooper and Schindler, 2003). The study considered employees in the formal sector from selected provinces of Zambia namely; Central, Copperbelt, and Lusaka. These three provinces had the greatest number of employees in the formal sector relatively to the rest of the provinces. The total number of employed persons in the formal sector in the three provinces is as shown below:

Province	No. of employed persons in the formal sector
Central	84,364
Lusaka	318,953
Copperbelt	224855
Total	628,172

(Source: ZSA, 2012)

Sample Size and Sampling Method

Since the total population above is more than 10,000, the following formula was applied to determine the minimum sample size for the study;

$$n = \frac{Z^2 p(1-p)}{d^2} = \frac{[1.96^2 * 0.5(1-0.5)]}{(0.05)^2} = 384.16$$

Where Z value = 1.96

P = 50%

d = 5%

The study had 390 questionnaires collected. Respondents were drawn from the population using both purposive sampling and convenience sampling.

Data Collection Procedure

Questionnaire and measurement of variables

Primary data were collected through the administration of structured questionnaires, which were administered to employed persons in the formal sector. The variables of the study namely personal leadership values, organisational performance and employee commitment were measured by assessing the perceptions of employed persons on manager or leader's character, manager or leader's influence on organisational performance and employee perception towards their organisations on a five-point Likert scale ranging from strongly agree, which was rated 5 to strongly disagree which was rated 1. Appendix 1 shows the items that were included in the Likert scale.

Reliability Test for the Questionnaire

A Cronbach alpha reliability test was conducted on the data collection tool to test the internal consistency or reliability of the survey items. Cronbach's alpha of 0.94 indicates that the data collected was highly consistent and reliable for further analysis.

Reliability Statistics

Cronbach's Alpha	Number of Items
0.94	54

(source: Researchers' computation)

RESULTS

The results were analysed using the statistical package for social sciences (SPSS version no.21). The results are given in tables and pie charts. Tables 1-2 show the descriptive statistics and Tables 3-6 show the statistical analysis.

Descriptive statistics

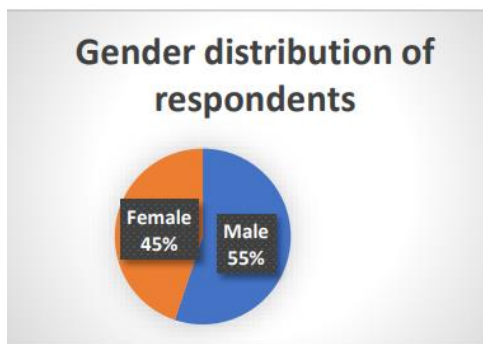
Table 1: Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
A. Male	215	55.1	55.1	55.1
B. Female	175	44.9	44.9	100.0
Total	390	100.0	100.0	

(Source: Researchers' computation)

The research had a total of 390 respondents, of whom 215 were male and 175 females, representing 55.1 % and 44.9% respectively. A further representation of gender composition is shown in the pie chart.

Chart 1: Gender

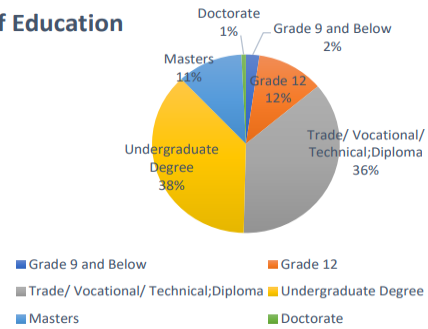


Education

The educational composition of the sampled population included, 9 respondents who went up to grade 9 or below, 45 with grade 12, 142 with a diploma or vocational and technical education, 146 respondents had an undergraduate degree, 44 with master's degree and 3 doctoral holders. This is represented in the pie chart below with percentages too.

Chart 2: Level of Education

Level of Education



Assessing the perception of employees towards organisational leaders who uphold RARE values in Zambia

A chi square test was conducted, and the following were the calculated chi square values by item assumed to be an attribute of an employee.

Table 2: Employees' perception on leaders character

	Upholding RARE values	P-value
Gender	1.00	
Age	1.00	
Education level	0.002	Significant
Work experience	0.002	Significant
Position	0.000	Significant
Department	1.00	

Note: The result is significant if the p-value is equal or less than the designated alpha level ($\alpha = 0.05$).

(Source: Researchers' computation)

Evidenced by the chi square results, the research holds that, the level of education, work experience, work position and province had an influence on the perception of employees towards leaders who uphold the rare values. On the other hand, gender, age, and department of the respondents did not have any influence on the attitude of employees towards leaders who uphold the RARE values.

It is evident from the research that, the higher one goes in their studies or in the organisational hierarchy, or the more work experience they gained, the more they are likely to appreciate leaders who uphold and apply the RARE values.

To identify the effect of RARE principle-based values on affective, continuance and normative commitment in organisations

To analyse the effect of RARE principle-based values on affective commitment, continuance

commitment and normative commitment in an organisation, correlation analysis was used to establish the relationships. From table (3) below, it can be seen that there is a positive relationship between RARE values and affective, continuance and normative commitment.

This shows that employees with organisational leaders that uphold RARE values are highly likely to be affectionate, and continually feel bound towards achieving

organisation targets. From the correlation values, Affective, Continuance and Normative commitment have 62.1%, 67.1% and 55.2% relationship with RARE values. This denotes a strong positive relationship in the independent and dependent variables. Therefore, implying that the RARE values have a positive effect on affective, continuance and normative commitment.

Table 3: Effect of RARE values on commitment

		Leader working with Stakeholders	RARE values	Performance	Effectiveness	Continuance	Normative commitment
Leader working with Stakeholders	Pearson Correlation	1	.504**	.171**	.185**	.241**	.178**
	Sig. (2-tailed)		.000	.001	.000	.000	.000
RARE values	Pearson Correlation	.504**	1	.581**	.621**	.671**	.552**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
Performance	Pearson Correlation	.171**	.581**	1	.794**	.766**	.550**
	Sig. (2-tailed)	.001	.000		.000	.000	.000
Effectiveness	Pearson Correlation	.185**	.621**	.794**	1	.821**	.563**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
Continuance	Pearson Correlation	.241**	.671**	.766**	.821**	1	.611**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
Normative commitment	Pearson Correlation	.178**	.552**	.550**	.563**	.611**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	

Examining the impact of RARE values on performance of organisations

Table 4: Model summary (R and R² Square)

Model Summary ^a					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.581 ^a	.338	.336	.79285	1.824

a. Predictors: (Constant), Rare values

b. Dependent Variable: Performance

From the regression analysis the research established that there is a 58.1% positive relationship between RARE values and performance. This R value represents a simple correlation between the variables. With R value being 0.581, it implies that there is a moderately positive relationship between RARE values and performance. This means that as RARE values increase,

performance tends to increase as well. In other words, higher levels of RARE values are associated with better performance.

Although the results show the strength and direction of the relationship, it does not imply causation. It does not necessarily mean that RARE values directly cause changes in performance. However, it suggests that RARE values could be a moderately influential factor in determining performance outcomes.

The R-squared in the regression analysis for the research denotes that 33.8% of the variations in performance can be explained by RARE values. This leaves 66.2 % to other factors rather than the RARE values. It can be seen that performance does not only depend on the RARE values, but other

factors should be brought into perspective to enhance the performance of an organisation which actually takes a larger proportion of the determinants. To avoid possible auto correction measured by the Durbin- Watson Value of 1.824, other models were used to examine the data, including the use of ANOVA.

Table 5: ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	122.334	1	122.334	194.607	.000 ^b
	Residual	239.503	381	.629		
	Total	361.837	382			

a. Dependent Variable: Performance

b. Predictors: (Constant), Rare values

The table indicates that the regression model predicted organisational performance significantly well, because the $p < 0.000$, which is less than 0.05. Implying that the regression model is statistically significant to predict organisational performance.

Table 6: Regression equation coefficients

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.459	.219		2.092	.037	.028	.890
	Rare values	.802	.057	.581	13.950	.000	.689	.915

a. Dependent Variable: Performance

(Source: researchers computation)

The resulting equation is;

$$Performance = 0.459 + 0.802 \text{ RARE values}$$

Based on the regression equation, the study showed that for every one-unit increase in RARE values, the predicted performance increases by 0.802 units. This implies that if RARE values increase by one unit, performance is expected to increase by an average of 0.802 units. This shows the importance of RARE values of leadership.

DISCUSSION OF FINDINGS

The primary objective of the study was to assess the employee behavioural and organisational changes associated with adoption of RARE leadership values in private and public organisations, based on the perceptions of employees. The results of the study show the employees' perception on the effect of RARE principle-based values on organisational performance and

organisational commitment is significant (positively).

Daugherty, Zelihic, Deressa, Nga'mbi, & Ssekamatte (2021) proposed a focus on creating an environment conducive to nurses' empowerment in primary healthcare clinics in Zambia. The authors suggested that to empower global leaders required equipping them with skills of being strategic thinkers, entrepreneurs, and innovators that are RARE. One of the limitations of this study was that it only focused on respondents from the middle and top-level leadership of organisations. The results of this study reveals that the respondent's level of education, work position, and work experience have a statistically significant influence over the perception of employees towards organisational leaders who apply RARE values at work. The respondents are likely to be middle to top level leadership, similar to the Daugherty, et al. study.

Neha, et. al. (2023) found that Value-based leadership had a potential to enhance collaboration, trust, and quality of patient care, which can enhance organisational commitment. The study results show that employees with organisational leaders that uphold RARE values are highly likely to exhibit organisational commitment towards their organisational targets. By using correlation analysis, it was evidenced that affective commitment, continuance commitment, and normative commitment had correlation values of 62.1%, 67.1% and 55.2% in relation to RARE values, respectively. This positive relationship is supported by several researchers (Meyer and Allen, 1991, 1997; Mowday et al., 1979; Mathieu and Zajac, 1990; Varona, 1993; Ko et al., 1997; Bergman, 2006; González and Guillén, 2008). Additionally, a study by Kamal (2018) found a positive relationship between ethical leadership and organisational citizenship behaviour, therefore supporting the study results.

The study, by Rosybel (2022), reviewed that implementing value-based leadership can be challenging on account of potential conflict in perceptions of the values. However, the study found that Values-Based Leadership (VBL) was positively perceived by school leaders in Samar, Philippines, influencing, motivating, and guiding teachers, despite challenges like conflicting values and misunderstandings. Similar to this study, RARE values were found to be statistically significant in

predicting organisational performance. Considering that for every introduction of the RARE leadership concept there would be an 80.2% increment in performance for the organisation, as many organisational leaders as possible should be trained to uphold RARE values in the execution of their duties.

CONCLUSION

Leadership values within an organisation are pertinent in achieving the objective of having employees who are psychologically bound with the organisation and improving

organisational performance. organisational committee is known for its impact on individual performance and organisational performance. The study suggests that equipping organisational leaders with RARE values, would enable them to positively influence the perceptions of employees and enhance organisational commitment and likewise organisational performance.

Availability of data and materials

Data can be obtained from the corresponding author on reasonable request.

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Authors Contributions

The authors contributed equally to this work.

Ethical declarations

The researchers ensured ethical research practice in undertaking the study. In this case, participants were given all the information about the study and asked to consent before participating in the study. To ensure confidentiality, the identity of the participants were kept anonymous. The study protocols and tools were subjected to ethical review at Mulungushi University in Zambia.

Consent for publications

No images, individual details or videos for clients' data are part of this paper.

Competing Interests

The authors declare that they have no competing interests.

Declaration of interests

Not applicable

Submission declaration and verification

We declare that this paper has not been submitted to any journal besides this one

Use of inclusive language

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