

**TRANSFORMATIONAL LEADERSHIP ON CROSS-CULTURAL
ADJUSTMENT AND EMPLOYEE COMMITMENT AMONG EXPATRIATES
WORKING IN SELECTED MISSION HOSPITALS IN KENYA**

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DEDICATION

I would like to dedicate this work to my late husband Ambrose Kibet Chedotum for his encouragement to pursue my studies and our loving children Flavious, Fabian, and Falin for their everlasting love, affection, support, and dedication that they have continued to show me always. I have set the pace for you with great love.

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ABSTRACT

Globalization has expanded the scope of business. Many companies' worldwide strategy rely on the contributions of expatriates, who are crucial in filling skill gaps in foreign business operations, transferring management knowledge or corporate culture, launching new operations, and coordinating activities on a global scale. However, the expatriates face challenges that stem from cultural differences and employee commitment. The commitment levels of expatriates depend on how well and how quickly the expatriate manages to adjust to the unfamiliar culture of the host country. Therefore, the main objective of this study was to determine moderating effect of transformational leadership on cross-cultural adjustment and employee commitment among expatriates working in selected mission hospitals in Kenya. Specific objectives were to determine the effect of non-work factors; work factors; interaction factors on employee commitment of expatriates working in selected mission hospitals in Kenya, to evaluate the moderating effect of transformational leadership on the relationship between non-work factors, work factors, interaction factors and employee commitment of expatriates working in selected mission hospitals in Kenya. The study was guided by the Three-Component Commitment Theory. The study utilized an explanatory research design. A simple random sampling technique was used in collecting data from a target population of 156. A sample of 112 respondents was drawn from a target population of selected mission hospitals. A closed questionnaire was used in data collection. Both descriptive (mean, standard deviation) and inferential statistics (correlation, multiple regression, linear regression, Baron and Kenny moderation model) at $p < .05$ were used to analyze the data obtained and to test the hypotheses. The findings found that the standardized coefficient beta weights results indicated that; non-work factors ($\beta = 1.277$, $p = 0.000$), work-related factors ($\beta = -1.033$, $p = 0.000$), and interaction factors ($\beta = 0.706$, $p = 0.000$) significantly affect employee commitment. Moderation model results showed that; transformational leadership had a positive and significant effect on employee commitment ($\beta = 0.951$, $p = .0000$), transformational leadership had a positive and significant moderating effect on the relationship between non-work factors and employee commitment ($\beta = 1.127$, $p = 0.0000$), transformational leadership had a negative and significant moderating effect on the relationship between work-related factors and employee commitment ($\beta = -0.168$, $p = 0.022$) and transformational leadership had a positive and significant moderating effect on the relationship between interaction factors and employee commitment ($\beta = 0.377$, $p = 0.0000$). All the null hypotheses were rejected since the P-values results were significant and less than 0.05. In conclusion, employee commitment can be achieved among expatriates working in selected mission hospitals in Kenya through cross-cultural adjustment which include work, non-work and interaction factors. In addition, transformational leadership moderates the relationship between cross-cultural adjustment and employee commitment. The study recommends that human resource managers in selected mission hospitals should set up policies on the cross-cultural adjustment of expatriates in their hospitals. Also, managers of institutions in the home country should prepare their expatriates on cross-cultural adjustment mechanisms to adapt to their commitment in their host country.

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ABBREVIATIONS

CCA	:	Cross-Cultural Adjustment
EC	:	Employee Commitment
OEs	:	Organizational Expatriates
SIEs	:	Self-Initiated Expatriates
TL	:	Transformational leadership
CCT	:	Cross-cultural Training
USIU	:	United States International University
WHO	:	World Health Organization
AIC	:	African Inland Church
OC	:	Organizational Commitment
HCN	:	Host Country National
PE	:	Person-Environment
USAID	:	United States Agency for International Development
HIV/AIDS	:	Human Immuno-Deficiency Virus/Acquired Immuno-Deficiency Syndrome
PEPFAR	:	U.S. President's Emergency Plan for AIDS Relief
AIM	:	Africa Inland Mission
SPSS	:	Statistical Package for Social Sciences
NACOSTI	:	National Commission for Science, Technology, and Innovation
VIF	:	Variance Inflation Factor

DEFINITIONS OF OPERATIONAL TERMS

Cross-cultural Adjustment: The term "cross-cultural adjustment" refers to the extent to which expatriates feel psychologically at home in a foreign culture and are conversant with various elements of that culture. According to Wu and Ang (2011), it is the capacity of an expatriate to acclimatize to the new working environment that they are in.

Employee Commitment: According to Andrew (2017), this refers to an employee's willingness to work in accordance with the goals and values of the business, as well as their efforts that go above and beyond what is expected by the organization.

Expatriates: These are people or employees living and working in foreign countries as either organizational expatriates or self-initiated expatriates (Peltokorpi, 2008; McNulty & Brewster, 2017).

Interaction factors: Cultural empathy, adaptability, diplomacy, a positive outlook, emotional stability and maturity, drive, leadership abilities, self-confidence, and a willingness to try out new customs in the foreign culture are some examples of these personality traits and characteristics (Ramalu & Uli, 2010).

Non-work-related factors: The term "general adjustment" is synonymous with "socio-cultural adjustment," and it refers to the degree of psychological comfort with regard to different parts of the host culture environment, such as the climate, cuisine, health care, living condition, shopping, and housing circumstances (Zhang & Peltokorpi, 2016).

General adjustment also refers to the degree of psychological comfort with regard to numerous aspects of the host culture environment.

Transformational leadership: This is a leadership style that clearly presents common goals and values, and encourages cooperation of leaders and employees in an organization (Bass & Bass, 2008; Ahmed & Al Amiri, 2022).

Work related factors: According to Konanahalli and Oyedele (2016), this refers to the extent to which an expatriate feels comfortable about their new job environment and the requirements that come along with it. These needs can include things like differing performance standards and expectations, working conditions, duties, job satisfaction, and work values in the workplace.

CHAPTER ONE

INTRODUCTION TO THE STUDY

1.1 Overview

This chapter provides background knowledge on the literature on study theme particularly on cross-cultural adaptation and staff commitment. Additionally, it highlights the problem statement, the objectives of the study, as well as the study's hypothesis and its significance.

1.2 Background of the Study

Workplace Commitment (in the context of this study) is associated with level of enthusiasm and attachment employees have with the organisation they work for/in (Piñeros Espinosa, 2022). As such, the workforce that is committed to their employer have a sense of responsibility and an overall understanding and appreciation of work vision, mission, goals, and objectives (Agus & Selvaraj, 2020; Marić *et al.*, 2021).

A strong commitment translates to motivation which in turn comes with better prospects for retention, productivity, and development. Employee commitment (hereinafter abbreviated EC) expressly acknowledges importance of a progressive approach towards employees and in so doing, treats them as collaborators at work. In regard to building commitment, employees' connection to the business is through actions, behaviours, outcomes, and adaptability is directly influenced by their competence in terms of skills (Jahan, Huynh & Mass, 2022). And when it comes to talent and experience, there is perhaps no better workforce than expatriates (Prihadyanti *et al.*, 2022).

As a result of the requirement to generate greater output with fewer resources, the new global economy appears to be experiencing a crisis of competent people in both the public and commercial service sectors (Andrew, 2017). This environment has boosted competition for bright people and spurred the employment of a high number of expatriates to run businesses abroad (Okpara & Kabongo, 2010).

Business expatriates are, most entirely, employed to handle business operations in a foreign country (McNulty & Brewster, 2017). According to Gupta *et al.*, (2012), an increase in the desire to hire expatriates affects both developing and developed nations alike. As such, it is necessary for global businesses to recruit, select, hire, develop, and retain workers who are particularly good in their fields of work, and who can live and operate effectively overseas (Hesse, 2011). This is because global firms compete with other global organizations for talent (Amankwah-Amoah, 2020).

Expatriates bridge the gap in skills in foreign business operation during global assignments, transfer corporate culture and expertise on management, establish fresh operations, and coordinate multi-national activities for the growth of the organization as well as for functional reasons (Tiawijit, 2007). These individuals are typically either organizational expatriates (OEs), who are released by their companies to wide-ranging locations, or self-initiated expatriates (SIEs), who make the choice to relocate and find work in a foreign country on their own initiative. According to a study by Cheng (2019), for expatriates to auspiciously adapt to a new culture and continue to function effectively in their jobs, they must adapt their doings and attitudes to the new cultural environment. In particular, successful expatriate assignments are necessary for a variety

of reasons, including personal growth and the advancement of the organization (Lee, 2006).

Deductively, therefore, it is possible to define success for expatriates as staying on assignment to the end, achieving performance targets, successfully returning home, and having their talents and knowledge acknowledged. Conversely, "expatriates' failure" could be characterized as the early return of the expatriate, the inaptitude to cope with the new environ, the undervaluing of the expatriate's abilities, the failure to accomplish the assignment's goals, and the absence of family assimilation (Lee, 2007).

1.2.1 Employee Commitment

Employee commitment in human resource studies could be conceptualized as a person's sense of commitment and/or connection to the company, which may manifest as a desire to stay with the company as well as a commitment to be devoted and work diligently for it (Nobile, 2017).

This desire to remain with the organization may also develop as a decision to work hard for the organization. According to Andrew (2017), it is also possible to define it as a cognitive state that indicates the employees' relationship to and with the establishments and has connotations for the decision to continue working in the business. Based on the findings by Radosavljevic *et al.*, (2017), contemporary businesses confront a challenge when trying to keep their employees committed in their present business climate, which is marked by increased levels of uncertainty and decreased levels of job security. EC can be increased by providing clear company goals, respecting employee's needs, providing feedback, clear communication, favorable working conditions, employment

contract, good income, job enrichment, employee involvement, career development, guaranteeing job security, and making employees feel like they are a part of the organization (Wainwright, 2019; Tsai, 2011; Anne, 2011)..

According to Wainwright (2019), EC leads to improved value for the organization as a result of enhanced employee determination, proactive help, relatively high productivity, and heightened awareness of quality. This is because EC results in increased value for the company. Committed employees are predisposed to adopt the establishment's vision and goals, are expected to positively refer the organization to contacts, and display positive conduct within the organization (Andrew, 2017). Committed employees also have a greater likelihood of demonstrating positive conduct within the organization. Individuals that are devoted to a company are more likely to be productive, to guarantee that their goals are met, to make their work enjoyable, and to exhibit positive conduct within the organization (Muhamad *et al.*, 2023). Affective devotion and commitment refer to the psychological tie that a worker has to the organization as well as the aims of the organization. Sustained/continuous commitment is the determination to continue working in an establishment as a result of inter-employee relationships and other non-transferable investments, such as retrival plans.

Studies denote "normative commitment" as the form of duty/obligation that rests on the shoulders of an employee to voluntarily remain in the business (see Meyer & Parfyonova, 2010 and Ali *et al.*, 2022). Emotional commitment, continuous commitment, and normative commitment are the three aspects of employee commitment that are broken down as follows: emotional commitment, continuous commitment, and normative commitment. Field and Buitendach (2012) stated that

employees of an organization will exhibit responsible behavior and commitment to the company if they believe that such behavior is ethically commendable. This illustrates that for a company to realize the gains of having its expats perform at a high level throughout their assignments, it must ensure that it creates a happy working environment for those employees (Zhenjing *et al.*, 2022). Only then will the company be able to reap the benefits of having its expatriates perform at a high level. This will not only earn the trust of the workers, but it will also inspire them to feel dedicated to the work that they do as well as the business as a whole.

1.2.2 Cross-cultural Adjustment

Business expansion has changed local (domestic) human resource practices to international human resource practices, allowing an employee to easily relocate to another country in search of better work prospects (Minghua, 2022). This is because corporations are increasingly attempting to penetrate worldwide markets. For instance, it was discovered that moving people between nations was the most efficient way to transfer crucial competencies (Hesse, 2011). Organizations must assign these roles to workers with the capacity for quick adjustment and intercultural competence in view to successfully compete in the world's market (Minghua, 2022). Employee cross-border transfers have been crucial in promoting teamwork, centralization, and providing skills that aren't available in the foreign country (Beil & Mayor, 2018). They also provide skills that aren't available in the foreign country and provide opportunities for learning from others. Additionally, there are self-initiated expats who want to live and work overseas in order to pursue personal objectives (Minghua, 2022).

In overseas workplaces (see Morley *et al.*, 2004; Bourdin, 2012; Beil & Mayor, 2018) and the African society for example Nigeria (Okpara & Kabongo, 2010) expatriates confront numerous important challenges that stem from cultural difference. These range from instance isolation, culture shock, homesickness, changes in work-related norms and housing, roles, language, sex, customs, and cost of living (Zakaria & Yusuf, 2023; Dousin & Sulong, 2022). The ability and speed with which the expatriate is able to adapt to the foreign culture of the host nation determines how successful their missions will be (Chai & Rogers, 2004). Work, general non-work, and interaction elements are cross-cultural adjustment components that have an impact on the degree of such adaptations (Beil & Mayor, 2018).

1.2.3 Transformational Leadership

Organizations on a global scale, in both private and public sectors, are built primarily with the idea of reaching a preset set of goals and objectives (Pervaiz, Li & He, 2021). This is true of both public and private organizations. It is impossible to place an adequate amount of focus on the role that human factors (workers) play in the attainment of these goals and objectives (Mokgolo, Mokgolo & Modiba 2012; Mottoh, 2015; Abasilim, Gbervbie & Osibanjo, 2019). This is a consequence of the fact that organizations, regardless of the other resources (financial, land, and technological) that they have access to, are unable to do anything significant in terms of achieving the goals that they have set for themselves without the human resources galvanizing all of the other resources (Gbervbie *et al.*, 2017). This is due to the fact that organizations are unable to do anything significant without the human resources galvanizing all of the other resources. The primary justification for this is as stated above.

Organizational leaders in several parts have allegedly been implicated of embracing leadership philosophies that favour the top-down, command and control approach when directing their subordinates (Abasilim, Gberevbie & Osibanjo, 2019). This criticism has been levelled in light of the fact that these leaders frequently take on leadership roles. This, in turn, produces negative responses from their subordinates (employees), which hinders goodwill between the two parties and results in negative responses from their employees. These styles of leadership would involve, among other things, the demotivation of workers as well as a degradation of employees' attention to their task. In addition, these styles would lead to less productive work environments. According to Howard & Cordes (2010) and Abraham (2000) among others, , all stakeholders are in agreement that an employee will experience emotional alienation from the organization when there is no imminent potential for the employee to quit the company for any reason, regardless of the cause for the employee's wish to quit. Consequently, the necessity of leadership, in particular the leadership style that is taken by the leader, as well as employee dedication to the accomplishment of either professional or organizational goals becomes evident and vital. This is because this analysis reveals that there is a direct relationship between employee dedication and the success of the company. Because it enables an organization to more effectively control the degree of dedication demonstrated by its workers and make progress toward the attainment of its goals, leadership has at all times been seen as an essential component and responsibility of management. This is due to the fact that it has been the case since the beginning of time.

According to Gathungue *et al.*'s (2015) research, having strong leadership in place within an organization is a pertinent factor to the achievement of employee

commitment. Silva (2016) and Anne (2011) define leadership as "the process of exerting influence on the actions of a structured group operating within an organization in order to bring about a desired outcome," which she describes as "the process of leading others to achieve their goals." To be more specific, in transformational leadership, leaders work together with employees to determine the nature of the required changes, create a vision to motivate and guide those changes, and then carry out those changes in an ongoing manner with the assistance of the group members who are committed to the process. It does this by enhancing the levels of motivation and morale of its followers, as well as their performance on the job. This is accomplished through a variety of procedures. These involves, but not limited to, encouraging followers to take substantial ownership of their work, challenging interests to do so, and appreciating both the followers' strengths and weaknesses (Khumalo, 2015). Another is to act as a mentor by inspiring them and increasing their interest in the project.

According to sources, the majority of expatriates who are currently working in Kenya are well-compensated managers of foreign firms and organizations, such as persons working for non-governmental organizations and those who are volunteering (Muriuki, 2012). These individuals make up the bulk of the expatriates who are currently working in Kenya. It may be difficult for even highly trained and skilled foreigners to get job in their field of competence due to the excessive levels of local labor protectionism, as stated by Muriuki (2012). It is to the advantage of educational institutions to have expatriates provide aid and support during trainings in the form of technical assistance and support. There is a link that can be drawn between the fellowship exchange programs that take place between universities and the engagements of expatriates.

Several private universities in Kenya, such as United States International University (USIU), Strathmore University, Catholic University, Kenya Methodist University, Aga Khan University, and others, have recruited a small number of expatriates to work as lecturers or senior administrators (US Embassy in Kenya, 2018; United States International University [USIU] - Africa, 2018). Among these universities are Strathmore University, Catholic University, Kenya Methodist University, and Aga Khan University. In Kenya's health care industry, which requires highly skilled clinical abilities, there is now a shortage of 34,445 indigenous professionals in medicine. This industry also requires highly specialized clinical abilities. For example, as of the month of March in the year 2018, Kenya had a total of 4344 local doctors registered, yet there were a total of 1019 overseas doctors working there (Jamhuri News Media, 2017). Kenya is not any closer to reaching the requirements specified by the World Health Organization (WHO), which call for a ratio of 44-45 doctors, physicians, and nurses to care for every 10,000 patients. These requirements call for a ratio of 44-45 doctors, physicians, and nurses to care for every 10,000 patients.

Even though the government has hired one hundred Cuban physicians so far this year, they have not yet attained the ratio that is recommended by the WHO (Odhiambo, 2018). On the other hand, the government, through its network of educational institutions, is unable to offer a sufficient number of highly trained medical professionals to meet the demand of the population. This makes it impossible for the government to meet public expectations. The bulk of the country's private and mission hospitals have, as a direct result of this, resorted to bringing in specialists and consultants from other nations (Muriuki, 2012). As a consequence of this, these expatriates have the capacity assist in educating the native population as well as filling

a gap in the local workforce caused by a lack of experience in health care. Some of the healthcare facilities in Kenya that have recruited expatriates include Kenyatta National Hospital, MP Shah, Mediheal group of hospitals, Moi Teaching and Referral hospital, Guru Nanak, Avenue, Mater hospital, Aga Khan University hospital, Nairobi hospital, and the majority of Kenya's mission hospitals (InterNations, 2018; Muriuki, 2012). Other facilities that have recruited expatriates include Nairobi hospital, Guru Nanak, Avenue, and Mater hospital. In light of the aforementioned circumstances, the objective of this study was to evaluate the moderating effect of transformational leadership on cross-cultural adjustment and employee engagement among expatriates working in selected Kenyan mission hospitals.

1.3 Statement of the Problem

Employee commitment, as indicated by Steers *et al.*, (2013), is the level of an individual's involvement with a company. This level of involvement is defined by a strong commitment to the company's ideals and objectives, a readiness to put forth specific efforts on its behalf, and a strong desire to stay a member. Employee commitment and loyalty are reported to be essential to an organization. According to Mowdays Steers in Robinson *et al.*, (2009) addressing active ties with organizations, committed workers help organizations achieve their goals or be successful. This is due to the fact that engaged relationships with the company have helped the latter achieve its objectives or become successful.

Commitment for expatriates can be defined as staying on assignment to the end, achieving performance targets, successfully returning home, and acknowledging their talents and knowledge. Conversely, "expatriates' failure" could be characterized as the

early return of the expatriate, the inaptitude to cope with the new environment, the undervaluing of the expatriate's abilities, the failure to accomplish the assignment's goals, and the absence of family assimilation (Lee, 2007).

There is not enough data to look beyond the US, but it is estimated that some 10-45% of US expatriates fail to stay in their overseas assignment for the agreed upon length of time. An expatriate's early exit from a job overseas can have costly repercussions (Andrew, 2017). The organization is left without someone in the role, there are direct and indirect expenses (i.e., assignment administration, outsourcing costs, investment in learning and development), and the organization would need to invest in a replacement. Because expatriates are expensive, organizations need them to be successful (Dang, Tinh & Nguyen, 2020).

While there are numerous studies on the contribution of EC to organizations, the attempts seem to focus on its relationship with other aspects other than cross-cultural adjustment. For example, Andrew (2017) studied employees' commitment and its effect on performance in Sri Lanka. Field and Buitendach (2012) evaluated the relationships among work engagement, job resources, employee commitment, and job demands for teachers serving in poor high schools in South Africa and found a significant relationship between these. This research was conducted closer to home in Africa. Mwaniki *et al.*, (2020) showed that staff commitment was influenced by employee welfare in their study of the relationship between employee welfare and staff commitment at the Kenyan judiciary. Gathungu, Iravo and Namusonge (2015) further demonstrated a link between organizational commitment of employees of an organization in Nairobi and transformational leadership (TL). Back in Uasin Gishu

County, Chepkirui and Kimutai (2020) did an investigation on the contribution of talent development techniques on staff commitment at the Kenya Forest Service and discovered that talent development is extremely important and necessary in enhancing the performance of employee commitment.

This apparent lack the studies on the correlation between expatriates' cross-cultural adjustment and employee commitment, calls into question whether, indeed, a relationship between these two aspects exists or not. This is particularly in the health sector in Kenya which has witnessed an influx of foreign medical personnel such as Cuba doctors to fill the medical skills gaps. This understanding motivated the current study – the fact that studies have overlooked have the association between cross cultural adjustment and employee commitment. It is in light of the foregoing that the study sought to assess the effect of transformational leadership on cross-cultural adjustment and employee commitment among expatriates working in selected mission hospitals in Kenya.

1.4 Objectives of the Study

The study sought to establish the impact of transformational leadership on cross-cultural adjustment and employee commitment among expatriates working in selected mission hospitals in Kenya.

The study was guided by the following specific objectives;

- i. To determine the effect of non-work factors on commitment of expatriates working in selected mission hospitals in Kenya.

- ii. To establish the effect of work factors on commitment of expatriates working in selected mission hospitals in Kenya.
- iii. To examine the effects of interaction factors on commitment of expatriates working in selected mission hospitals in Kenya
- iv. To assess the effect of transformational leadership on commitment of expatriates working in selected mission hospitals in Kenya
- v. To evaluate the moderating effect of transformational leadership on the relationship between:
 - a) Non-work factors and expatriate commitment.
 - b) Work factors and expatriate commitment.
 - c) Interaction factors and expatriate commitment

1.5 Hypotheses of the Study

The study tested the following null hypotheses;

- H₀1: Non- work factors have no significant effect on employee commitment of expatriates working in selected mission hospitals in Kenya.
- H₀2: Work-related factors have no significant effect on employee commitment of expatriates working in selected mission hospitals in Kenya.
- H₀3: Interaction factors have no significant effect on employee commitment of expatriates working in selected mission hospitals in Kenya.
- H₀4: Transformational leadership has no effect on employee commitment of expatriates working in selected mission hospitals in Kenya
- H₀5: Transformational leadership have no moderating effect on the relationship between;

- a) Non-work factors and employee commitment of expatriates working in selected mission hospitals in Kenya.
- b) Work factors and employee commitment of expatriates working in selected mission hospitals in Kenya.
- c) Interaction factors and employee commitment of expatriates working in selected mission hospitals in Kenya.

1.6 Significance of the Study

It was expected that this research would reveal a significant correlation existing between cross-cultural adjustment and employee commitment of expatriates working in selected mission hospitals in Kenya. Also, to establishing the moderating effects of transformational leadership on cross-cultural adjustment and employee commitment of expatriates.

The findings of this research would help policy makers develop and identify goals that will address the concerns of the expatriates. The formulation of such policies can play a pivotal role in analyzing range of concerns bedeviling the expatriates. Regulatory bodies can also gain as it would assist in establishing effective and efficient measures of cross-cultural adjustment and conducting routine inspections on compliance.

The study's conclusions could help managers by providing solutions to numerous operational and planning issues that arise in company and industry creating environment where expatriates could fit in. The findings could help international human-resource managers understand the specific ways that expatriates differ from

locals in both their home and their host country in both practice and theory. Both home and host organizations could benefit from understanding the cross-cultural adjustment mechanisms that expatriates require comprehending the unique management difficulties and opportunities these personnel can provide. These would prepare the expatriates to be ready for cross cultural adjustment factors ahead of them.

1.7 Scope of the Study

The goal of the research was to ascertain the effects of transformational leadership on employee commitment and cross-cultural acculturation among foreign workers in particular Kenyan mission hospitals. The specific goals were to assess the moderating effect of transformational leadership in the relationship between cross-cultural adjustment and employee commitment of expatriates working in particular mission hospitals in Kenya, as well as to ascertain the impact of non-work, work, and interaction factors on employee commitment of expatriates working in these hospitals.

The study was conducted in two mission hospitals: AIC Kijabe and Tenwek chosen as case studies. The choice was informed by the fact that medical expatriates are the most sought after personell in the workforce (Häzaq, 2023; Parekh *et al.*, 2016). The study utilized explanatory research design with a sample size of 112 participants from a target population of 156 that included medical field of the hospitals covering the period of one year. The findings could be generalized to be representative of moderating effects of transformational leadership on cross cultural adjustment and employee commitment of expatriates working in selected mission hospitals in Kenya.

1.8 Limitation of the Study

It took longer than expected to retrieve the questionnaires because every expatriate had busy schedules in the hospitals. The sample size of 112 expatriate employees from two mission hospitals in Kenya might have led to potential biases in their responses since it was a self evaluation of their work. Therefore, a much bigger sample and wider sampling frame should be considered in future research. Furthermore, due to the limited geographical scope of this research, a replication of the same should be done in a broader scope to compare results and get more valuable information.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter explores existing literature on the concept of employee commitment and its dimensions and also the concept of cross-cultural adjustment. It also provides an empirical review of the impacts of cross-cultural adjustment on employee commitment. Both theoretical and conceptual models underpinning the study were discussed.

2.2 Concept of Employee Commitment

Given the nature of contemporary economy, maintaining high levels of employee commitment (EC) has emerged as a primary concern for many businesses. Over the course of the previous two decades, a number of researchers have attempted, with very little success, to offer a definition of EC. However, according to one definition that was supplied by Mitonga-Monga and Cilliers (2016), the idea of EC relates to an employee's willingness to work according to the business's aims and values, as well as their contributions that go above and beyond what is expected by the organization. It is the psychological condition attaching the employees to their organization that is the primary factor impacting the decisions that employees make regarding whether or not they will continue working for the organization. It can also be characterised as a person's sense of loyalty or attachment to a company, which may appear as a desire to stay there as long as with a commitment to be devoted to and work diligently for it (Nobile, 2017). It can also be characterised as the degree of obligation an employee feels towards a company.

One of the most significant current discussions related to EC, places importance on employees as a strategic resource for any organization as they tend to exemplify high work performance and are more proactive in addressing the needs of the organization (Castro & Martin, 2010). Staff with high EC tends to share the goals and objectives of their organization, have the inclination to work diligently for the benefit of their institution and also wishes to stay in the organization for a longer period because they love been associated with it.

EC leads to beneficial results to the organization for example reduces absenteeism, performance improvement and general organizational efficiency. Employee level of commitment is influenced by job satisfaction, organizational climate and leadership styles (Amunkele & Rothman, 2015).

The importance of EC has been established in a number of industries. For example, Yang (2008) examined this concept in the Taiwanese hotel industry by determining employees' beliefs about job satisfaction and their individual commitment to an organization. While Joao and Coetzee (2012), explored EC and its relationship to perceived career mobility and job retention among early-career employees in the South African financial sector. Studies of EC have not escaped the health sector for example Tekingündüz *et al.*, (2017) investigated the effect of job satisfaction dimensions, organizational trust, and demographics on the EC in Turkish public hospitals. Additionally, Maharani and Tampubolon (2016) examined the consequences of corporatization on EC and EC's relationship with work values and job satisfaction in Indonesian hospitals. These studies undoubtedly confirm that EC as a human resource

management component has been at the hearts of many industries including hospitals in addressing issues that affect employees' stability in an organization.

2.2.1 Employee Commitment Dimensions

There are a number of studies that have reported on EC aspects in the hospitality industry that can be found in the published research. Kara (2012), for instance, explored disparities in organizational commitment with respect to gender in five-star hotels in Ankara, Turkey. This study was part of a larger investigation of EC aspects that have been conducted in a variety of different ways. According to the results of the research, there was no statistically significant disparity between male and female workers with regard to the attitudinal commitment factor that is a component of the EC scale. On the other hand, the behavioral commitment factor reported high levels of male been committed in comparison to their female counterparts. Additionally, a different research study that was conducted in the past investigated the amount to which organizational climate, leadership styles, and job satisfaction influence EC in South African troops. According to the findings of this study, the dimensions of emotional contagion (Affective, Continuance, and Normative) demonstrated that it moderates favorable connections between transactional, transformational, and laissez-faire leadership styles (Makhathini & Dyk, 2018).

According to the findings of yet another study that was published not too long ago, the EC dimensions can be divided into three different components: affective, normative, and continuing. According to Yang (2008), these components of commitment play a preponderant impact in employee turnover as well as work satisfaction inside a firm. Continuous Commitment, Affective Commitment, and Normative Commitment are the

three components that make up the model that was created by Meyer and Allen in 1991. The three components were further proposed by (Buitendach & Hendrina, 2012). Affective commitment is the first component of organizational commitment, and it includes the ways in which an employee identifies with, participates in, and is attached to the organization. Employees derive happiness from their work, their fellow workers, and the atmosphere of their workplace, which contributes to and supports that satisfaction. According to Kumari and Afroz (2013), employees that have a strong affective commitment will have a greater level of participation and attachment to the firm. The organization's capacity to perform more effectively is improved as a result of this kind of dedication. A significant level of job satisfaction and involvement, in addition to a rise in job performance, are examples of such gains (Liou, 2008). The continuance commitment is the second component, and it is anchored on employee's judgment of the cost implications of quitting or stopping a certain activity inside the organization. According to Joo and Coetzee (2012), these workers are likely to be retained by the organization either for the reason that they believe there are few viable alternatives or because there are significant costs involved with quitting the business.

Employees who have a continuing commitment may only perform to the level necessary for them to keep their employment, according to research published in 2008 by Liou. The final constituent of commitment is called normative, and it entails the experience of having a sense of responsibility to the company as a consequence of pressure from other people or the idea that it is morally acceptable to do so. This sense of obligation might be caused by the belief that it is morally correct to do so. To put it another way, an individual's sense of responsibility and devotion to an institution because they suppose its the ethical and right thing to do (Mitonga-Monga & Cilliers,

2016). Therefore, to accurately measure institutional commitment of expatriates serving in Kenyan mission hospitals, this study adopted the characteristics given by Buitendach and Hendrina (2012).

2.3 Concept of Cross-cultural Adjustment

The term "cross-cultural adjustment" (CCA), in line with Takeuchi *et al.*, (2005), is the level at which expatriates are psychologically at ease and conversant with certain characteristics of a new environment. CCA can also be seen of as the difficulty or ease with which expats deal with different aspects of living and working overseas. Cross-cultural adjustment aims to help immigrants feel more at home and integrate into their new culture. The process of change and a reduction in uncertainty help achieve this. The amount of uncertainty experienced by expatriates can be reduced by their capacity to imitate and/or learn behaviors that are appropriate in their new culture.

Numerous studies (Waxin & Panaccio, 2005; Black & Gregersen, 1991; Shaffer, Harrison, & Gilley, 1999; Palthe, 2004) have empirically verified this idea. Cross-cultural adjustment has traditionally been regarded to include three components namely work, non work and interaction factors.

2.3.1 Dimensions of Cross Cultural Adjustment

Non-work/general adjustment factors or the first dimension refers to how comfortable a person is with their day to day way of life in a new place, including the environmental factors, living condition, social support, peace and stability, transportation, food, climate, etc. The second dimension is work-related adjustment factors which is concerned with how at ease a person is with the working circumstances in a new setting.

These has to do with the particular position's duties, role novelty, organizational culture novelty, social support from the organization, performance standards, and leadership responsibilities that are present at the new environment. Finally there is interaction adjustment factors which measures how well a person can communicate with others from the host nation's culture in both professional and social settings. These include cultural empathy, language ability, adaptability, positive attitude and emotional stability. This shows that depending on these three aspects one chooses to focus on, one can be influenced to a different degree by the other (Reegard, 2011).

Previous research has looked into a number of different adaptation mechanisms for working across cultural boundaries. For instance, researchers like Black *et al.*, (1991) have investigated the process of cross-cultural adaptation as a five-dimensional process between Europe and Africa. These aspects include pre-departure training, previous foreign experience, organization selection procedure, individual skills, and non-work element considerations. The first three aspects are concerned with the problems arising before expatriates leave their home countries, such as the decision to leave those countries. The last two aspects are concerned with the time period that occurs after expatriates have arrived at their new homes in foreign countries.

Berry (2001), writing from a different vantage point, adopted an immigrant point of view. Berry suggested four distinct strategies for adjusting to a new culture that are applicable to immigrants in general. However, it was discovered that these strategies also sat well with expatriates and their adjustments cross-culturally (Morley *et al.*, 2004). Integration, separation, marginalization, and assimilation are the four strategies that might be utilized during the adjustment process. Integration describes the process

through which expatriates continue to uphold the norms and practices of their home culture while also adopting the norms and practices of their host society. Because of this, they are able to become fully functioning members of society (Berry, 2001). Individuals who have no interest in adopting any aspects of the host culture's norms and/or values of their own culture are said to have separated themselves from that culture. These people have made the conscious decision to continue living apart from one another in order to preserve their cultural history. When an expatriate has little inclination either to identify with their own culture or to blend in with the culture of their host nation, they are more likely to be marginalized.

As a final point, assimilation takes place when expatriates replace the traditions and practices of their home culture with those of their new host society. The expatriate has little interest in preserving his or her own culture while living abroad. According to the findings by Morley *et al.*, (2004), integration is typically the most fruitful course of action, while marginalization and separation do not result in good adjustment. Black and Mendenhall (1990), Bourdin (2012), and Kyi (1988) had previously verified that cross-cultural adjustment does indeed occur in stages, particularly when applied to a multinational organizational set up. This was done in order to address cross-cultural adjustment concerns in their entirety. For example, Beil and Mayor (2018) remark in their discussion that there are four distinct phases, and they refer to this pattern as the U-curve (see to Figure 2.1 for further explanation). This model appears to consist of four steps, the first of which is the honeymoon period, which takes place during the first few weeks after expatriates arrive. During this stage, newly arrived expatriates are captivated by the novel and distinctive aspects of the culture and country to which they have relocated. The next step is known as culture shock, and it is during this stage that

the expatriate realizes that certain of their actions are unacceptable in the new culture, but they have not yet grasped what behaviors are proper during this point of their adjustment.

The individual enters the third stage of adjustment when they acquire some language abilities and the ability to move about independently. This stage can last for several months. The expatriate will also learn some level of expertise in performing the new set of cultural norms during this period. The mastery stage is the fourth and last step in the process. At this point, the expatriate has typically reached their maximum level of adjustment. The individual is now aware of and able to correctly conduct the appropriate actions in order to work effectively and without anxiety as a result of cultural differences (Black & Mendenhall, 1991; Beil & Mayor, 2018; Bourdin, 2012). Due to the fact that the U-curve is applicable on a global scale, the present study decided to employ it. This decision was made because the U-curve tackles concerns that are consistent with the CCA and EC relationship of expatriates living in a foreign country like Kenya.

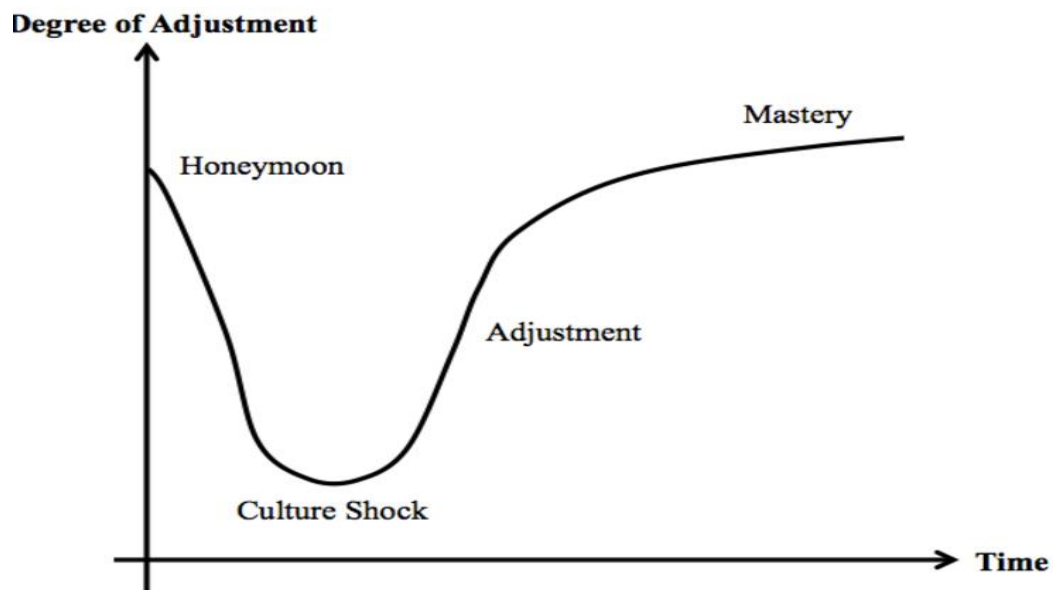


Figure 2. 1: The Stages of Cross-Cultural Adjustment

Source: Adapted from Bourdin, 2012

2.4 The Concept of Transformational Leadership as a Moderating Factor

Transformational Leadership (TL) has dominated the attention of leadership studies over the years (Anne, 2011; Bass, 1997; Bass & Bass, 2008; Bass *et al.*, 2003; Chiang & Wang, 2012; Dlamini, 2017; Feizi, 2014; Gulluceet *al*, 2016; Keskes, 2014; Lo *et al*, 2009). Importantly, these leaders display certain characteristics and achieve results in several ways (Bass, 1990, 1997; Avolio *et al*, 2004; Duggal, 2015; Bass *et al.*, 2003; Solomon & Steyn, 2017). According to Bass and Bass (2008), the term "transformational leadership" refers to a style of leadership that makes it very obvious what the common aims and values of an organization are and encourage cooperation between the leaders and the workforce of that business. According to Bass and Bass (2008), TL is also synonymous with charismatic leadership. According to Gathungu *et al.*, (2015), transformational leaders are visionary, motivating, courageous, risk-takers, thoughtful thinkers, and have charismatic appeal. This type of leadership enables leaders to obtain their subordinates, respect the sentiments and needs of their employees, and encourage their colleagues to ponder over what the most effective

solutions to their work problems would be. On the other hand, it enables employees to deliberate ideal solutions and creativity in the task that has been allotted to them, which ultimately results in great performance (Chiang & Wang, 2012). In addition, this style makes it possible for the organizational goals and visions of staff members to align with the overarching vision of the organization (Solomon & Steyn, 2017).

According to transformational leadership, it is crucial for leaders to have an impact on employees' emotional states at all institutional levels, including divisions, teams, departments, and the entire organisation. Idealised influence, inspiring motivation, intellectual stimulation, and individualised consideration are the four dimensions of TL, according to Duggal (2015) and Gathungu *et al.*, (2015). For their followers, these leaders may have an idealised charisma (Paul *et al.*, 2002). According to a study by Bass (1997), "leaders exhibit conviction, emphasise trust, take positions on contentious issues, communicate their most critical values, and stress the significance of purpose, commitment, and ethical consequences of decisions." Employees desire to identify with them as a result because "such leaders are admired as role models generating pride, loyalty, confidence, and alignment around a shared purpose" (Bass, 1997). Inspiring motivation is another thing they offer. When given inspiration and a purpose for the activities they must complete, employees work harder and achieve amazing things (Bass, 1997; Hinkin and Tracey, 1999).

Additionally, transformational leaders show individual consideration for their followers by treating them as unique persons, taking into account their various needs, skills, and goals, and serving as mentors to those who desire assistance in developing themselves (Bass, 1990). The stimulation of the mind is the last constituent of transformational

leadership. According to the study by Bass (1990), the leaders are "able to show [their] employees' new ways of looking at old assumptions, traditions, beliefs, and problems, to teach them to see difficulties as problems to be solved, and to emphasise rational solutions," [encouraging] them to freely express ideas for the benefit of the organisation. The phrase "non-traditional approach to problems" is used to best characterise this by Hinkin and Tracey (1999). In view to create an individualising and progressive way of life in a corporation, Bass (1990) suggests that delegating with instruction and follow-up would be more appropriate (Hinkin and Tracey, 1999).

Employees see transformational leaders as more gratifying and effective leaders than transactional leaders (Bass, 1990). Additionally, Bass (1997) and Avolio and Gardner (2005) assert that authentic transformational leaders must motivate their subordinates to transcend their own goals and self-interests for the good of a group, an organization, or country. Bass (1990) believes that it is incumbent upon organizations to introduce rigorous training programmes in transformational leadership to improve the performance and productivity of managers at various levels of an organization, an idea supported by Weber and Kelloway (1996). Several scholars have previously investigated the nexus between transformational leadership and organizational commitment (Avolio, 2004; Chiang & Wang, 2012); and cross-cultural adjustment (Caligiuri & Tarique, 2012; Solomon & Steyn, 2017; Kerr, 2016; Gulluce- *et al.*, 2016) of employees in different context and disciplines. In two separate studies in the banking sector, Anne (2011) established that TL style was greatly influenced by culture, religion and exposure to western education in Pakistan, Gulluce's (2016) study revealed that there is a significant (positive) correlation between TL and organizational commitment (OC) in Turkey. Besides the banking sector, similar studies have not escaped the

hospitality industry. For instance, (Chiang & Wang, 2012) investigated the causal relationship among transactional leadership, TL and EC. The study established that TL had a positive effect on EC, moderated via cognitive and affective trust. Dlamini (2017) investigated on the effects of different leadership styles on employee commitment within the hotel business in South Africa. The research was conducted within an African environment. It was discovered that TL has a constructive effect on EC. On the other hand, Feizi *et al.*, (2014) found that there is a positive association between TL style and organizational commitment amongst secondary school teachers in Iran. Kenya has conducted research on TL and EC in a wide array of contexts over the years.

Njoroge *et al.*, (2015) investigated the influence of TL style on organization commitment in technical institutions. The results of this study indicated that TL had a favorable implication on organization commitment and the dimensions of organization commitment. Mbithi *et al.*, (2016) conducted a separate study in which they investigated the factors that influence the correlation between TL and performance. The investigation's findings demonstrated the existence of a constructive and statistically significant connection between TL and the achievements achieved by workers. At the Aga Khan University hospital in Kenya, Muriuki (2012) conducted research to investigate the elements that influence expatriate cultural adaptation. There is no doubt that the findings of these studies provide proof that transformational leadership has been researched in a range of situations both inside and outside of Africa, including Kenya. This study offered the chance to assess the effects of transformational leadership on cross-cultural adaptation and staffs commitment among expats working in selected Kenyan mission hospitals.

2.5 Theoretical Framework

This study was anchored on several theories – the Three-Component Commitment Theory, International Adjustment Theory, and Transformational leadership theory. The three theories were chosen for their ability to conceptualize the three key study variables i.e. Employee commitment, Expatriate adjustment, and Transformational Leadership respectively.

They were deemed most relevant as they formed a solid foundation not only for setting the scene for the study and reviewing of literature, but also provided a roadmap useful in developing scientific arguments for this thesis and drawing important conclusions. Importantly, they were used in limiting the scope of the study variables while organizing ideas.

2.5.1 Three-Component Commitment Theory

This is the main theory of the study. This is because it supported the dependent variable of current study; employee commitment. This theory has three components; Affective, continuation, and normative commitments make up the tridimensional model that Meyer and Allen (1997) developed to define organizational commitment in three scales/dimensions. These aspects provide a description of the various ways in which organizational commitment can grow and the implications that this has for the behavior of employees.

The first element of organisational commitment in the paradigm is affective commitment, which describes a person's emotional interconnection to an organisation. Affective commitment, as defined by Meyer and Allen (1997), is "the employee's

emotional attachment to, identification with, and involvement in the organisation." Meyer and Allen (1991) found that employees who have an emotional attachment to a company are more likely to stick with it because they want to. Affectively committed members stick with the organisation because they believe their personal work relationship is in line with the organization's objectives and beliefs, claim Beck and Wilson (2000). McElroy, Morrow, Power, and Iqbal (1993) defined affective commitment as a work-related attitude that is characterised by positive feelings towards the organisation. This mindset, according to Sheldon (1971), is described as "an orientation towards the organisation, which links or attaches the identity of the person to the organisation." An individual's level of affective commitment to a certain organisation is determined by their level of identification and connection with that organisation, according to Mowday *et al.*, (1982).

The second part of the three-dimensional model of organisational commitment is the continuity commitment model. Continuous commitment is defined as having "awareness of the costs associated with leaving the organisation" by Meyer and Allen (1997). Meyer and Allen (1997) assert that this is due to the individual's perspective or estimate of the expenses and dangers related to leaving the current company, which gives it a calculative aspect. Meyer and Allen (1991) go on to say that "employees whose primary link to the organisation is based on continuance commitment remain because they need to do so" This exemplifies the difference between persistent work and passionate commitment to a project. The latter implies that individuals stay involved with the organisation out of their own free will. A continuing commitment, according to Beck and Wilson (2000), can be seen of as an instrumental attachment to an organisation, in which the person's involvement with the organisation is based on an

assessment of the financial benefits obtained. Even if they do not share the company's objectives and beliefs, employees of an organisation may experience a sense of loyalty to their employer as a result of the favourable extrinsic rewards they obtain by taking part in an effort-bargaining arrangement.

The organisational commitment model's final element is the normative commitment dimension. The phrase "normative commitment" was first used by Meyer and Allen (1997) and is described as "a feeling of obligation to continue employment." Allen and Meyer (1990) assert that when people internalise normative conceptions of responsibility and obligation, they are obliged to prolong their involvement in an organisation. According to Meyer and Allen (1991), "employees with normative commitment feel that they ought to stay with the organisation." According to their research, this is the case. Regarding the normative dimension, we may state that the employees continue working because it is required of them or because it is the right thing to do. Normative commitment is described by Wiener and Vardi (1980) as "the work behaviour of individuals guided by a sense of duty, obligation, and loyalty towards the organisation." It is also possible to think of normative commitment as "work engagement." Iverson and Buttigieg (1999) assert that ethical issues influence an organisational member's loyalty to the group. The loyal employee who follows the normative model thinks that continuing to work for the firm is the morally right thing to do, no matter how much status advancement or satisfaction the company offers him or her over the years. Suleiman and Iles (2000) assert that the level of normative organisational commitment may be impacted by accepted criteria for the extent of reciprocal duty that exists between an organisation and its members. The idea of reciprocal obligation is supported by the social exchange theory. According to this

view, a person who obtains a benefit has a strong normative duty to atone for the benefit in some way (McDonald & Makin, 2000). On this principle, the reciprocal obligation is based. As a result, workers frequently feel obligated to repay the company for the investments it has made in them, such as through professional growth and training.

According to McElroy *et al.*, (1993), organizational commitment can have a positive impact on employee retention as well as output. Employees are given the opportunity to contribute to organizational development projects and to fully express their creative potential as a result (Walton, 1985). According to Meyer and Allen (1997), highly devoted workers are less likely to leave an organization because they are unhappy there, and they are more likely to accept challenging work responsibilities. According to McElroy *et al.*, (1993), committed members typically have an achievement and innovation orientation, with the ultimate goal of becoming engaged in and enhancing performance. As a result, the purpose of this study was to evaluate the level of employee commitment exhibited by expatriates working at a selection of Kenya's mission hospitals using this theory.

2.5.2 International Adjustment Theory

The framework of international adjustment theory provided by Black *et al.*, (1991) and modified by Beil and Mayor (2018) was utilized in this investigation for it supported the independent variable; cross cultural adjustment. This framework is represented in Fig. 2.2. The conceptual framework of international adjustment postulates that there are a variety of elements that can influence an expatriate's ability to adapt to their new culture. The anticipatory adjustment, which takes place before moving overseas, and the in-country adjustment, which takes place in the host country, are the two

components that make up these elements (Beil & Mayor, 2018). According to the idea, both types of international adjustment are influenced by a number of elements, all of which are considered to contribute to the overall determination of an expatriate's mode of adjustment. In order for international adjustment to take place, there are three different important degrees of adjustment that are influenced by several factors related to individual adjustment. These factors include organizational socialization, career transitions and sense making, work role transitions, and relocation or domestic transfers, all of which are very important to the cross-cultural adjustment of expatriates working in a foreign country. which takes place before moving overseas, and the in-country adjustment, which takes place in the host country, are the two components that make up these elements the three specific aspects of one's degree of adjustment. As a result, the current investigation will place a greater emphasis on the in-country adjustment component associated with expatriates who are currently working in mission hospitals in Kenya.

Work adjustment encompasses all job-related elements, according to the Framework of International Adjustment that Beil and Mayor (2018) and Black *et al.*, (1991) developed. These factors include individual performance, duties, and supervision. Clarity, discretion, novelty, and conflict-related qualities of the new job role, the novelty of the organisational culture, and the company's social support all have an effect on this kind of adjustment. The term "interaction adjustment" on the other hand, as seen through the lens of the framework, designates a relational adaptation that takes interactions with the novelty of the culture into account. Finally, general adjustment refers to the living conditions in the host country and is influenced by the logistical

support provided by the company as well as the cultural uniqueness (Black *et al.*, 1991; Beil & Mayor, 2018).

Adjustment to employment, adjustment to dealing with host nationals, and adjustment to the general environment were the three aspects of international adjustment that were taken from Black *et al.*'s (1991) theory of international adjustment was used in this study. Every facet of acclimating to a new culture has its own unique set of antecedents, or the circumstances that are likely to play a role in shaping that facet. To put it another way, the individual's skills (self-efficacy, relation skills, perception skills), as well as the family's and spouse's ability to adjust (Black *et al.*, 1991), have an effect on every component. Aside from that, there are components of the framework that only effect one or two degrees of modification at most.

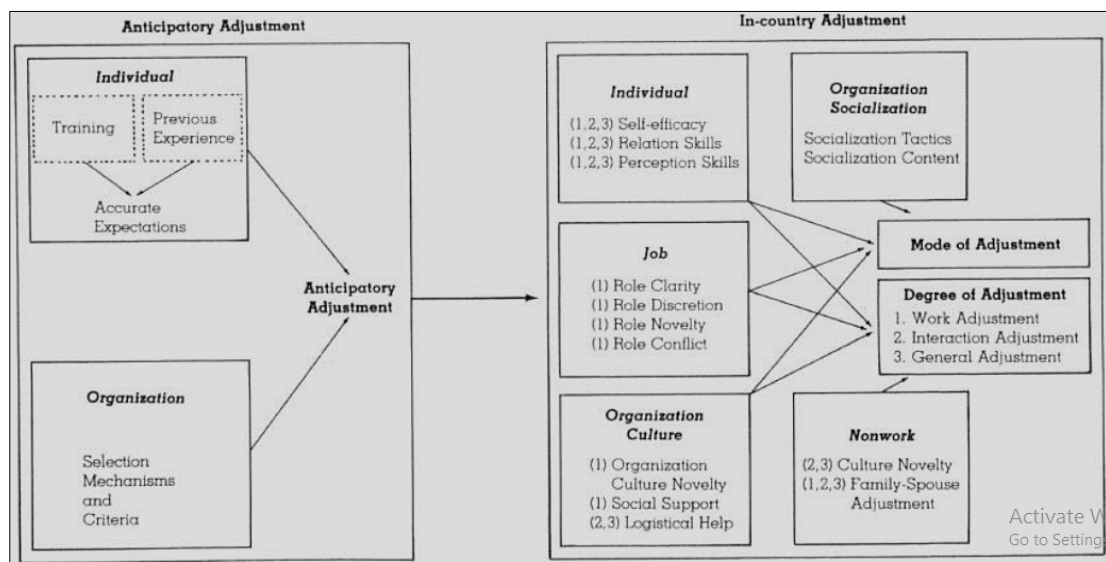


Figure 2. 2: Framework of International Adjustment

Source: Beil and Mayor, 2018

2.5.3 Transformational Leadership Theory

Transformational leadership theory was used in the study because it supported the moderating variable; transformational leadership. According to Bass and Riggio (2006), transformational leadership involves developing followers' leadership capacity through coaching, mentoring, and the provision of both challenge and support. It also entails inspiring followers to commit to a shared vision and goals for an organisation or unit. The transformational leadership idea was first conceived by Bass (1985) in terms of a leader's potential influence on his or her followers. The transformational leadership theory served as the framework for doing this. Bass' analytical research revealed and classed four key characteristics that set transformational leadership apart from other leadership philosophies. Some of the elements that fit into this category are idealised influence, inspirational motivation, intellectual stimulation, and individual consideration (Bass, 1985).

The study by Shafi *et al.*, from 2020 found that idealised influence is frequently related to the image of a role model, someone who others look up to and attempt to emulate in terms of behaviour. Bass and Riggio (2006) claim that managers commonly utilise idealised influence to achieve a specific goal. The respect, admiration, and confidence of the followers provide as support for this kind of influence. Zdaniuk & Bobocel (2015) claim that leaders that incorporate idealised influence into their approach can foster a sense of communal interest in their workers. This sense of purpose can then transfer into a focus on the good of the group and a respect for moral principles. Transformational leaders are frequently praised for their extraordinary skills, unwavering desire, and persistence in the business. Bass and Riggio (2006) contend that the best leaders are those who can set an example for their followers, encouraging

them to aspire to be just like them. Along with their followers, these leaders exhibit the aforementioned traits in a way that commands respect and eventually inspires followers to look up to and want to mimic their superior.

The inspirational motivating part of transformational leadership refers to the manner in which transformational leaders imbue a project with unique meaning and impose goal-oriented difficulties on their adherents. (Bass & Riggio, 2006) These initiatives not only assist people in realizing their maximum potential, but also help them grow in a happy work environment. According to Salas-Vallina et al. (2020), inspirational leaders adhere to a specific vision or set of higher goals that propels progress and enables them to acquire followers' respect. Engaging in communication, providing transparent guidance, and exuding consistent positive energy are three things that leaders need to do in order to give the proper meaning to the requirements and behaviors of an employee. This concept has merit because previous research has demonstrated that an employee's well-being and performance are not solely dependent on their physical environment, but also comprise their psychosocial work environment (Salas-Vallina *et al.*, 2020). Similar to the effect that idealized influence has, inspirational motivation works to advance the common interest of the group. This would be the case if a team member lost interest in a project, which would inevitably result in a subpar outcome for the group as a whole. According to Salas-Vallina et al.'s research from 2020, the responsibility of the leader would then be to take into account the psychosocial structure of each employee and to re-inspire them in order to protect the collective goal.

According to Bass and Riggio (2006), the efforts of transformational leaders to inspire the wants of their followers to be inventive, creative, and make a difference that matters

are characterized as intellectual stimulation. Some ways to achieve intellectual stimulation include challenging the presumptions of adherents, reformulating problems, and identifying novel approaches to old situations. In lieu of conforming to preset techniques, followers are encouraged to develop unorthodox and innovative solutions to a particular problem without fear of being harshly criticized or punished. Knowledge generation and a sustained competitive advantage can be accomplished through intellectual stimulation in the workplace (Rafferty and Griffin, 2004). Groza *et al.*, (2021) presents the illustration that when a sales manager provides intellectual stimulation, there is a greater likelihood that marketers will contribute to the organizational innovation. This further indicates the possibility for a drop in the performance of an organization if intellectual stimulation is omitted from the strategy of a leader.

Individualized consideration, as proposed by Bass, is the finishing part of the Transformational Leadership Theory. This attribute is best represented when a transformational leader meets the requirements of each individual within their area of influence (Bass & Riggio, 2006). When a leader exhibits precise and specialized attention to each individual disciple, he or she assumes the roles of coach and mentor. This level of personalization can be of great assistance to any worker in realizing their maximum potential. Providing strong emotional support is one of the methods that can be used to identify and address these needs (Kwan, 2020). Other methods include demonstrating undivided attention, listening to what the follower is projecting, and showing concern for what the follower is projecting. According to Bass and Riggio (2006), a second strategy and a potential solution for difficulties found in individualized

consideration is the introduction of additional tailored learning opportunities for the follower.

In the 21st century, organizations are confronted with new difficulties that are in some instances unique from face-to-face challenges. As a result, organizations are required to implement intervention tactics that are both quick and reliable. Transformational leaders are committed to knowing the motivations of their adherents beyond reward and punishment (DuBrin, 2013). Transformational leaders structure the work environment in a way that facilitates employee commitment to higher requirements, so that both the individual and the team as a whole are fully engaged and everyone benefits. In order for followers to actively follow transformational leaders and benefit from their experience, the leaders must first establish that they can be trusted and that they are sincere.

2.6 Empirical Review

2.6.1 The Effect of Non-work-related Factors on Employee Commitment

Feeling at peace with the local food, healthcare options, entertainment options, living circumstances, and general shopping and entertainment options was described as non-work adjustment. General adjustment is the process by which an expatriate adjusts to and feels at ease in his or her new surroundings in the host country (Hongyu, 2015). Several studies on cross-cultural adaptation have been done in the past. In a study, Peltokorpi (2008) looked at how foreigners adapted to Japanese culture. The study found that cultural distance, expatriate gender, language ability, type (organisational or self-initiated expatriates), and stable personality traits (social initiative, emotional stability, cultural empathy, flexibility, and openness) influence both non-work and

work-related adjustment. This study discovered that both categories of adjustment are positively impacted by the language competence, personality type, and cultural empathy of expatriates using hierarchical regression analysis on data from 112 expatriates.

Zhang and Peltokorpi (2016) looked into how fluency in the local tongue affected expatriates' capacity for cross-cultural adjustment. In order to give a contextual description of the effects of host country language ability on work and non-work-related adjustment in China, 70 expatriates and their host country national (HCN) coworkers were interviewed. According to the study's findings, the ability of foreign nationals to communicate in their host country has a variety of implications on HCN interaction, social support, and network-related adjustments to both work and non-work situations. Hesse (2011) examined the variables influencing expatriates' aptitude for cross-cultural adaption on a different scale. The goal of the self-administered online survey for the study was to find a relationship between the three CCA components (general, interaction, and labour). The results showed that the most important criteria and those with the strongest association to cross-cultural adaptation were assessed to be language proficiency and marital adaption.

In a different study, Chai & Rogers (2004) analyzed the intercultural adaptation experiences of American expatriates in Singapore, relying primarily on Kim's (2001) theory of cross-cultural adaptation and Berry's (1994) theory of acculturation. Twenty American expatriates in Singapore and five Singaporeans were interviewed to determine partial support for the two hypotheses under investigation. Results revealed minimal interpersonal contact between US expatriates and host individuals. The

combination of living and working in Singapore elevated American expatriates to the upper class of local society. There was no indication of a desire to establish intimate ties with the indigenous population. Expats adopt a "separatist" strategy and seek to preserve their cultural identity at the expense of inter-group relations with the local culture.

2.6.2 The Effect of Work-related Factors on Employee Commitment

According to Peltokorpi (2006), an expatriate's capacity to adjust successfully to the job-related features of a given host country is influenced by the perceived ethnocentrism of the nationals of the host country as well as variations in the work values of the two countries. A view of local ethnocentrism has been shown to have a negative impact on work adjustment and loyalty to the host unit, according to research that was conducted on 250 expatriates from the western hemisphere. Open communication, individual accountability, and clearly stated performance objectives and feedback are frequently valued by Western expatriates living abroad. In contrast, Japanese employees are accustomed to following top-down directions and have a tendency to hesitate before expressing their ideas without reservation due to the cultural ideals of collectivism and verticality (Peltokorpi, 2006). This is because Japanese employees appreciate the importance of maintaining hierarchy. According to research conducted by Peltokorpi (2007), it has been discovered that Western expatriates experience increased levels of frustration as a result of the disparities in the work values of their host country.

In a separate piece of research, Peltokorpi and Froese (2009) investigated the degree to which organizational expatriates and self-initiated expatriates in Japan had different

levels of success in adjusting to life in a foreign country. The findings indicated that both expatriates were adapting better to work and non-work-related aspects of their lives in. These adjustment levels were examined in comparison to those that were reported in the investigations conducted Napier and Taylor (1995, 2002).

According to Selmer and Fenner (2009), it should come as no surprise that work-related variables have the most significant bearing on work adjustment. According to Selmer and Fenner (2009), individuals who are posted overseas frequently face the challenge of adapting to new procedures, new approaches to completing tasks, and an increase in responsibility. In a meta-analysis of the impact of job characteristics in expatriate adjustment it was revealed that the most important elements for work adjustment were role ambiguity or clarity ($r=0.41$), role discretion ($r=0.43$) and role conflict ($r =0.46$) (Hechanova-Alampay, Beehr & Christiansen, 2001). According to Morely *et al.*, (2004), work-related adjustment is also significantly impacted by the presence of fresh role demands and excessive role demands. According to Nolan *et al.*, (2014), cultural competency training (CCT) is the process that is used to prepare staff members and their families so that they have a better understanding of the work and non-work environment, as well as the culture and norms of the host nation to which they have been assigned. It is a method that is used to enlarge an individual's skill to cope with job in a foreign atmosphere (Ying, 2013). Additionally, it seeks to build a gratitude for the culture of the host country (Hesse, 2011).

2.6.3 The Effect of Interaction Factors on Employee Commitment

The ability of an expatriate to freely connect with the citizens of their host country is referred to as interactive adjustment, according to Hongyu (2015). According to Black

(1990), it is a process of adjusting to a different communication style in a new environment and creating new interpersonal communication with the citizens of the host country. In order to assess the strength of the relationship between person-environment (PE) fit and cross-cultural adjustment among self-initiated expatriates, Nolan and Morley (2014) performed study in Ireland. The study includes gathering information from 369 self-initiated foreign medical professionals working in Ireland. The results showed that, to varied degrees, physical fitness played a part in the process of cross-cultural adjustment. The only fit dimension that had any bearing on the interaction adjustment was the fit between the individual and the demands and resources of the job. However, both the work adjustment and the interaction adjustment were impacted by how well a person fit the requirements and skills of their job, whereas the fit between a person and their supervisor had no impact on either adjustment.

In a separate piece of research, Peltokorpi and Froese (2009) looked at how organizational expatriates (OEs) and self-initiated expatriates (SIEs) in Japan adapted to their new surroundings differently. This comparison was made in the context of Japan. According to the findings of a survey conducted in Japan, SIEs are better adapted to the general characteristics of their host country as well as contacts with the people of the host country than OEs are. The results of the study indicated that adjusting to interactions with host nations appeared to be a time-related process. It was discovered that motivation, knowledge of culture-related challenges, and the frequency of cross-cultural engagement were all connected to interaction adjustment.

According to Brynningsen (2009), when hiring expatriates, businesses have historically given priority to candidates with strong managerial and technical skills. To be

successful as expatriates in their overseas assignments, several behaviours and attributes have been identified to be predictors of success in studies (Morley *et al.*, 2004; Ramalu & Uli, 2010). These qualities and attributes consist of (2) a willingness to take chances and (1) adaptation to new settings. An expatriate's capacity to adapt to their new environment may depend on a variety of personality traits and qualities, including cultural empathy, adaptability, diplomacy, a positive outlook, emotional stability and maturity, desire, leadership skills, self-confidence, and a willingness to try new things. The results of Ramalu and Uli's (2010) study showed that expatriates with higher extraversion scores were better able to adjust to their surroundings as a whole. People who are more meticulous and open to new ideas adapt to their workplaces more successfully. Better general and interpersonal adjustment is also correlated with high agreeableness scores. Similar findings regarding the impact of the "Big Five" attributes on an expatriate's desire to complete their job were made by Caligiuri (2000). The study's conclusions indicate that extroversion, agreeableness, and emotional stability all have an impact on a person's propensity to wish to leave their job. Additionally, there is a favourable association between conscientiousness and the supervisor's assessment of performance on the expatriate job. The "Big Five" personality traits should make it easier for people to adapt to their new surroundings and succeed in their foreign assignment.

According to Andreason (2008), the most significant obstacle that stands in the way of successful intercultural adaptation is a lack of linguistic competence. The capacity to communicate in the language of the home country increases the likelihood of establishing a social network in the host nation. This, in turn, will lead to improved adaptability because it develops social networks and, by extension, social support. The

idea of self-efficacy is an explanation of how individuals' opinions about their abilities to perform specific activities encourage them to achieve their goals in their personal lives as well as in their professional lives. The idea of self-efficacy has seen a lot of use in the domain of domestic employee performance, and it's possible that it may have the same kind of relevance in the situation of expatriate employee performance. Claus *et al.*, (2011) found that people with low self-efficacy frequently exhibit poor performance, a high rate of absenteeism, and a high intention to hunt for alternative employment. On the other side, people with high levels of self-efficacy frequently perform better and are more dedicated to their organisations. (2011) Claus *et al.*, Few research have looked at how self-efficacy affects work performance at home, but none of these studies have looked at how self-efficacy affects work performance for expatriates or abroad assignees. High self-efficacy expatriates may be more likely to take the initiative to solve issues and deal with challenging circumstances when on abroad assignments. This might help them perform better and help them adapt to the cultural customs of the host nation. Osman-Gani and Rockstuhl (2008) claim that self-efficacy influences work performance through social networking.

Chen and Starostam, (2000) described cultural sensitivity as the ability of an individual to cultivate a positive emotion toward understanding and respecting differences in cultural norms, which in turn promotes acceptable and successful behavior in intercultural communication. The capacity of expatriates to have a favorable perception of the cultural differences in the host nation may facilitate their adaptation to the new environment and lead to improved performance. If an expatriate has a favorable attitude toward the cultural differences that exist in their host country, it may be easier for them to develop stronger relationships and a deeper level of understanding with the

natives of that country, which in turn may boost their job performance. In this regard, Shin *et al.*, (2007) proposed that in order for expatriates to lessen stress and employment insecurity, they should modify their behavior to fit the new culture in which they are living.

Researchers Mol *et al.*, (2005) showed that cultural sensitivity was highly and positively connected with job performance. They found that cultural sensitivity was a key personal quality for better job performance for expatriates. In addition, the capacity to comprehend and appreciate other cultures could be of assistance to expatriates in resolving important cultural challenges. According to Claus *et al.*, (2011), expatriate cultural sensitivity assisted them in coping with the complexities of cross-cultural interactions and assisted in the development of a global mindset. Individuals can enhance their future lives by learning from their experiences and avoiding making the same mistakes again. An individual's life can be made better by reflecting on and gaining wisdom from their previous blunders, but at the same time, an individual's prior experience can be helpful in completing a variety of jobs and navigating a variety of challenging scenarios. It is possible for a person to enhance their job and family life by reflecting on and learning from mistakes they have made in the past and by engaging in certain patterns of behavior in order to accomplish specific objectives. It's possible that an individual's previous experiences can assist them perform better on the job. In this regard, Claus *et al.*, (2011) believe that previous job experience assists the individual in developing characteristics knowledge that is both essential for job performance and a significant component in the process of domestic selection.

Previous research has focused on this aspect at the global level and shown that prior overseas experience is favorably associated to the job performance of expatriates

(Tucker *et al.*, 2004). This component is particularly important at the worldwide level. In contrast, Mol *et al.*, (2005) discovered that expatriate workers' prior international experience did not affect their job performance in their new location. The moderating effects of expatriate adjustment, according to Mol *et al.*, (2005), could be the cause of these results. On the other hand, the literature on expatriates suggests that adjustment to life abroad serves as a mediator factor between personal traits and work performance (Ramalu *et al.*, 2011).

According to Wang and Rabindra (2004), the interactions that exist between expats, nationals of the host country, and friends make up the foundation of expatriate social networks. According to Johnson *et al.*, (2002), when expatriates obtain knowledge about occupations and the way of life through their social network, they are able to acclimatize themselves more quickly in a foreign society. According to Li and Rothstein (2009), social networks play a significant part in the social life of expatriates as well as the development of their careers. According to Silbert *et al.*, 's (2001) research, the ability to access knowledge, resources, and career sponsorship is facilitated by social networking. This contributes to increased expatriate professional success. According to Osman-Ganiamd RockstuhI (2008), social networks play an essential part in the adjustment process of expatriates as well as in their job performance. Researchers have brought attention to the idea of social networks and explained how these networks enable expatriates get social support from both inhabitants of the host country and their home country. This support, in turn, helps expatriates adjust to life in the host country and perform better on the job (Wang & Nayir, 2006). It was stated by Claus *et al.*, (2011) that social networks help expatriates better acclimate to their new culture and perform better on the job.

2.6.4 The Effects of Transformational Leadership on Employee Commitment

The links between transformational leadership (TL) and employee's commitment (EC) are well established in research recently (Shin 2013; Top *et al.*, 2012; Thamrin,2012; Saeed *et al.*, 2013; Ramachandran & Krishnan, 2008; Porter, 2015). Essentially, studies in the past have demonstrated a strong relationship between transformational leadership and employee's commitment (Shin, 2013; Thamrin, 2012; Mahmood,2015) in different context in Oklahoma, Pakistan, Bandung and Indonesia. On another study in German and Austrian companies, the outcome suggested a desirable relationship between TL and EC. In Lo *et al.*, (2009), indicated that TL had a positive impact on EC in the manufacturing industries in Malaysia. In a gas industry as well in South Africa, Khumalo, 2015 established that TL styles have been used in the industry and had a direct influence on employees' commitment.

Studies of TL and EC have also been carried out in hospitals as well. For instance, Avolio *et al.*, 2004 examined the effects of TL on workforce EC in Singapore hospitals and established a clear relationship between the two. Porter, 2015 on another study investigated TL behaviors in organization commitment among workers closest to patient care in Creighton. Results of the study revealed a statistically significant relationship between TL and EC. In Kenya for instance, a study to determine the effect of TL style on EC in technical institutions showed that TL had positive effect on employee commitment and its dimensions (Njoroge *et al.*, 2015). In a different study also, Mbithi *et al.* (2016) determined the factors that influence the relationship between TL and performance. The results showed a statistically significant relationship between TL and employees' outcome. Together these studies provide important insights into TL and employee commitment in different Settings. This study therefore, intended to

establish the moderating effects of transformational leadership on cross-cultural adjustment and employee commitment of expatriates working in mission hospitals in Kenya.

2.7 The Conceptual Framework

The goal of the study was to determine how well-adjusted cross-cultural foreign workers were at Kenyan mission hospitals. Cross-cultural adjustment was the independent variable (measured by interaction, non-work, and work-related components). Employee commitment is a dependent variable that is measured by affective, continual, and normative commitment. The link between independent, moderating, and dependent variables is shown in figure 2.3. The moderating variable is transformational leadership (measured by idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration).

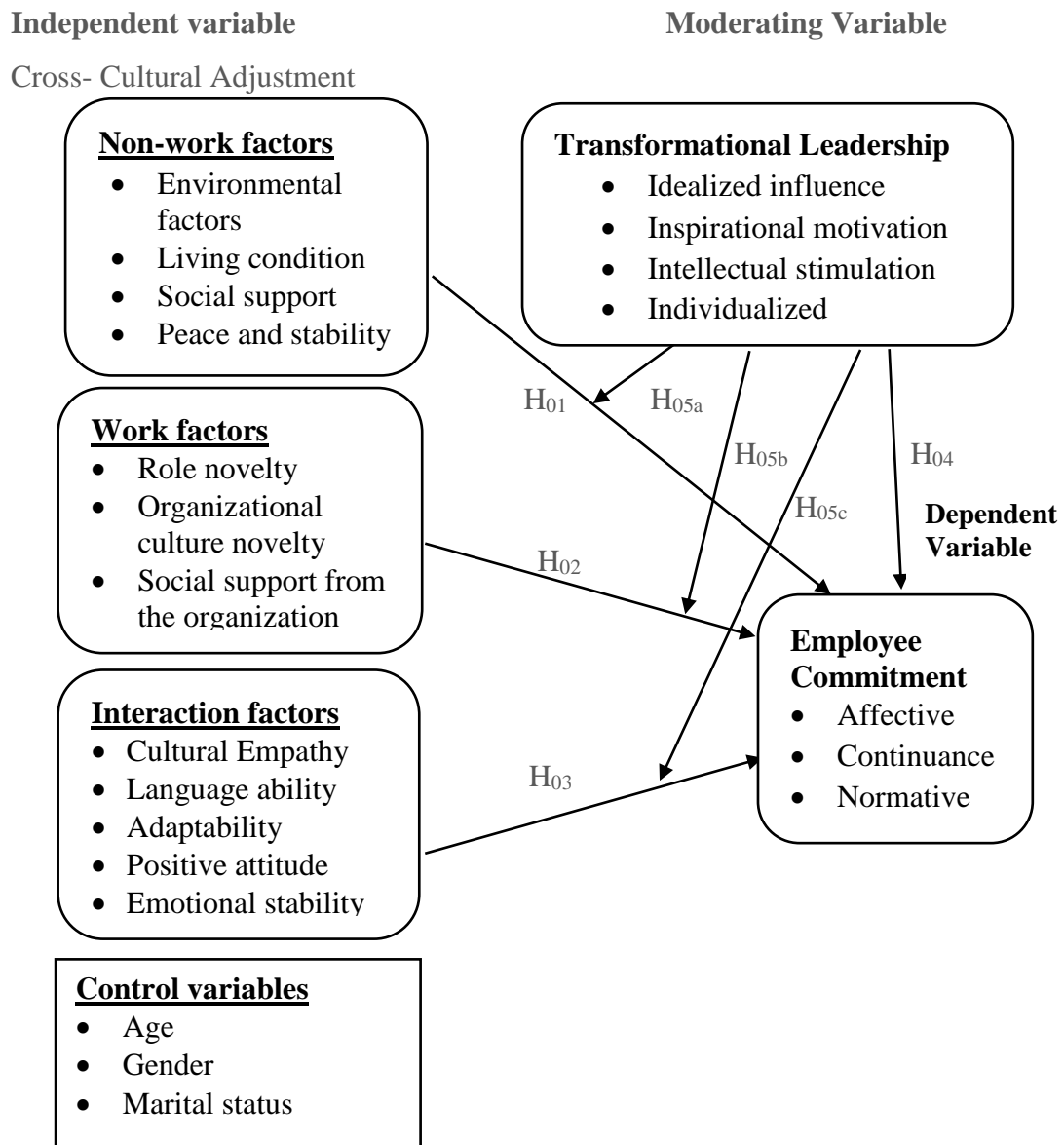


Figure 2.3: The Conceptual Framework

Source: Researcher (2023)

2.8 Research Gap

The findings of previous studies indicate that the degree to which an expatriate adapts to life in his or her new place of residence has a substantial impact on EC (Waxin, 2004). It has been demonstrated that a successful adjustment increases the likelihood of an expatriate's strong and successful job performance as well as the successful completion of their assignment (Waxin, 2004). According to Okpara and Kabongo

(2011), there is need for more study to be done on the topic of expatriate adjustment due to the crucially important function that it plays in the process of expatriate management as well as the potential consequences that can result from successful expatriate adjustment. As a result, the purpose of this investigation was to make use of explanatory research methods in order to address this vacuum, particularly in Kenya, where there are limited studies on expatriates working in mission hospitals.

In the overseas workplace (Black *et al.*, 1991; Morley *et al.*, 2004; Bourdin, 2012; Beil & Mayor, 2018) and in African society (Okpara & Kabongo, 2010), expatriates face numerous significant challenges that stem from cultural differences. These challenges include culture shock, differences in work-related norms, isolation, homesickness, differences in housing, language, customs, sex, roles, and cost of living. According to Chai and Rogers (2004), the success of an expatriate assignment is contingent on the speed with which the expatriate is able to acclimatize to the foreign culture of the host nation. Because of this, the purpose of this study was to address the research void by utilizing the three cross-cultural adjustment characteristics that were first proposed by Black, Mendenhall, and Oddou in 1991. These three categories of cross-cultural adaptation are referred to as non-work variables, work-related factors, and interaction adjustment factors.

Previous research (Shin, 2013; Thamrin, 2012; Mahmood, 2015) in a variety of settings, including Oklahoma, Pakistan, Bandung, and Indonesia, has shown that transformational leadership and employee commitment have a strong link with one another. According to Lo *et al.*, (2009)'s findings, transformational leadership has a beneficial effect on the level of employee commitment in Malaysia's manufacturing

industries. According to the findings of Khumalo (2015) in both the gas business and in South Africa, transformational leadership styles have been utilized in the industry and have had a direct effect on the employees' level of commitment. These studies, when taken together, provide significant new insights on transformational leadership and employee commitment in a variety of settings. However, there have only been a handful of research carried out in Kenya. As a result, the purpose of this research was to determine whether or not transformational leadership plays a moderating role on cross-cultural adjustment and employee commitment for expatriates working in selected mission hospitals in Kenya.

2.9 Summary

One of the more significant findings emerged from this literature review is that hospitals and most especially mission hospitals should develop a cross-culture that will support the expatriates working in them to attain their goals as well as those of the organization. The literature also shows that limited studies have been conducted on cross-cultural adjustment and employee commitment, especially in mission hospitals. Hence, this study sought to contribute to the body of literature filling this gap by exploring the transformational leadership on cross-cultural adjustment and employee commitment of expatriates working in mission hospitals in Kenya.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This chapter discussed the procedures and methods that the researcher adapted for the study. It included the research design, study area, target population, sample size, data collection methods instruments, validity and reliability, data processing, analysis and ethical consideration.

3.2 Study Area

The study was conducted in AIC Kijabe and Tenwek mission hospitals. The mission hospitals were selected because they had a large number of expatriate doctors in the country which was ideal for the study.

3.2.1 AIC Kijabe Mission Hospital

On the Rift Valley escarpment, 35 miles North-West of Nairobi, is where you'll find the hospital. The Kijabe mission station, which also has a bible college, church, secondary schools, and a printing press, is run by the African Inland Church. The hospital seeks to provide both local residents and as a referral centre for medical, surgical, and obstetric services. Every month, a public health team travels to 16 nearby villages. A school for registered nurses, general education, midwifery, and public health nursing are available, along with a connection to Kapsowar for experience. It also contains a lab that is completely stocked and a school for training lab technicians. The hospital's purpose is to provide quality medical care, staff development and unity, evangelism and training (AIC Kijabe Hospital, 2016). It consists of 69 expatriates from USA, Duke, Korea, Boston, Oklahoma, San Antonio, Queens, South Africa, India,

Uganda, Pakistan, Rwanda, Congo, Ethiopia and Arizona (Kenya Medical Practitioners and Dentists Board, 2018).

3.2.2 Tenwek Mission Hospital

The hospital was established as a Christian community hospital in Bomet County in 1937 by missionaries. Since then, it has expanded to become one of the biggest mission hospitals in Africa as well as a premier teaching and referral hospital in the area. It is a nonprofit, religious organisation that collaborates with World Gospel Mission and is a ministry of Africa Gospel Church. It has a 300-bed capacity and provides a vast array of high-quality, reasonably priced primary and specialised healthcare services. It involves outpatient therapy financed by USAID, HIV/AIDS care backed by the PEPFAR programme, and visiting physicians organised by Samaritan's Purse with experience in hospital care (Tenwek Hospital, 2018). Around 87 international medical professionals work in the hospital (Kenya Medical Practitioners and Dentists Board, 2018).

3.3 Research Design

Best and Kahn (2009) and Creswell & Clerk (2011) define research design as the plans and procedures for research that span the decisions from broad assumptions to detailed methods of data collection and analysis. Ogula (2009) on the other hand, defines research design as a strategy used in conducting research. In regard to this, research design can be considered as the blue prints used in guiding the execution process of a research study.

The study adopted explanatory research design. This is because the study aimed at establishing and explaining the moderating effect of transformational leadership on cross-cultural adjustment and employee commitment of expatriates working in mission hospitals in Kenya. According to Saunders, Lewis and Thornhill (2012), explanatory research is used to establish causal relationship between variables in a study. This design was appropriate for the study because it enabled the respondents to explain the challenges the expatriates are facing when adjusting to the culture in selected mission hospitals and their environs and ways in which it affects their commitment.

3.4 Target Population

Target population refer to a set of research participants who may be individuals, physical objects or even events from which the researcher intends to draw general conclusion from (Mugenda & Mugenda, 2019). The study targeted 156 expatriates in the medical field in the selected mission hospitals. Kenya lacks enough specialized personnel in the medical field, and for this reason, the government engage the services of expatriates in mission hospitals where specialized treatments are sought. Hence the medical expatriates gave a substantial population for the study. The population of this study was expatriates working in selected mission hospitals and registered in foreign doctors' register of medical practitioners and dentist board. The specific target population of each selected hospital was as summarized in table 1 below.

Table 3. 1: Target Population

Mission Hospital	Population Frequency
AIC Kijabe	69
Tenwek	87
Total	156

Source: Kenya Medical Practitioners and Dentists Board, 2018

3.5 Sampling

A sample refers to a small portion of an entire study population (Mugenda, 2011). Miles *et al.*, (2014) ascertains that, “you cannot study everyone everywhere doing everything”. The researcher therefore needs to do sampling. Sampling is a research technique employed in the selection of respondents from the study’s target population. The sample was drawn from the sampling frame which according to Creswell (2014) is the actual list of individuals included in the study. He explains that unbiased sample is the one in which every member of a population has an equal opportunity of being selected in the sample.

3.5.1 Sample Size

In the context of Kothari (2004), the sample size included the number of foreigners who were chosen for the study from the general community. Both an excessively big and a little sample size are undesirable. In accordance with Mugenda & Mugenda's 2008 study, it must be effective, representative, reliable, and flexible. The sample size result should apply to the entire population, be simple to administer, and meet the needs of sampling methodologies (Saunders *et al.*, 2012). A sample size of 112 expatriates doctors was determined by this study.

3.5.2 Sampling Design and Techniques

Simple random sampling was the method of sampling that was employed in the investigation. Each unit of the population has an equal chance of being included in the sample when using simple random sampling (Bryman & Bell, 2011). With a 95% confidence level, the sample for this study was calculated using Taro Yamane's formula (Yamane, 1973).

The calculation formula of Taro Yamane is presented as follows.

$$n = \frac{N}{1+(e)^2}$$

Where :

n= sample size required

N = number of people in the population

e = allowable error (%)

$$\text{Sample size in this study is } n = \frac{156}{1 + 156(0.05)^2}$$

$$n = 112$$

The sample size of the study was therefore 112 expatriates from the selected mission hospitals as per the calculation. Hence, The study utilized stratified (grouping according to specialization) and simple random sampling (to administer questionnaires to expatriates doctors) techniques to draw a sample of 112 from the population of 156 expatriates doctors. The specific sample size of each selected hospital was as summarized in table 3.2 below.

Table 3. 2: Sample Size for Each Selected Hospital

Mission Hospital	Sample size frequency
AIC Kijabe	50
Tenwek	62
Total	112

Source: Researcher, 2023

3.5.3 Data Collection Instruments

The questionnaires were used to collect data. Respondents were given to fill at their own time and collected once they had completed. The researcher could analyse and clarify the link between variables using questionnaire (Saunders *et al.*, 2012). When compared to other instruments, questionnaires are quick approach to data collection and provide thorough information on variety of factors (Mugenda & Mugenda, 2008). Expatriates were questioned in-depth about employee commitment, cross cultural adjustment and transformational leadership using closed ended questions (Saunders *et al.*, 2012). closed-ended questions were employed to obtain quick and direct responses to questions that had predefined responses (Kothari, 2004). Due to the high degree of consistency these questions enabled, the responses to be more compatible. The replies were evaluated using a Likert scale with a range of 1 to 5. 1 = Strongly Disagree to 5 = Strongly Agree was used to code the questions in the questionnaires.

3.6 Measurement of Variables

The questionnaire consisted of 4 major parts. Part A of the questionnaire consisted of demographic information with eight (7) items adopted from (Hesse, 2011; Beil & Mayor, 2018), part B comprises the factors influencing employee commitment with one (1) major question containing twenty three (23) items as adopted from (Anne, 2011),

part C entails factors influencing cross-cultural adjustment of expatriates with one (1) major question comprising of thirty eight (38) items adopted from (Beil & Mayor, 2018; Black, Mendenhall andss Oddou, 1991; Liao, 2010). The final part D of the questionnaire was the moderating role of transformational leadership with one (1) major question having eighteen (18) items.

Table 3. 3: Measurement of Variables

Variable	Measurement	Empirical studies
Dependent variable		
Affective	Affective commitment as a core essence of organizational commitment	Mercurio, (2015)
Continuance	Is continuance commitment beneficial to organizations?	Suliman & Iles, (2000)
Normative	Normative commitment in the workplace: A theoretical analysis and re-conceptualization.	Meyer, & Parfyonova, (2010)
Affective, Continuance and Normative	Affective, continuance, and normative commitment to the organization: An examination of construct validity.	Allen, & Meyer, (1996)
Independent Variable		
Non-work factors	Non-work factors and job satisfaction revisited.	Liou, <i>et al.</i> , (1990)
Work related factors	Testing a theoretical model for examining the relationship between family adjustment and expatriates' work adjustment.	Caligiuri, <i>et al.</i> , (1998)
Interaction factors	Expatriates' interaction adjustment: The direct and moderator effects of culture of origin.	Waxin, (2004)
Non-work factors, Work related factors and Interaction factors	The Challenge of Cross-Cultural Adjustment: The Case of Expatriates on International Assignments between Africa and Sweden Managing your expatriates: What the successful firms do.	Beil& Mayor, 2018; Oddou, 1991
Moderating Variable		
Idealized influence	Idealized influence and commitment: a granular approach in understanding leadership.	Afshari, (2022)
Inspirational motivation	Influence of inspirational motivation on employee job performance in the insurance industry in Kenya.	Linge,&Sikalieh, (2019)
Intellectual stimulation	Intellectual stimulation and job commitment: A study of IT professionals.	Anjali, & Anand, (2015)
Individualized consideration	Refining individualized consideration: Distinguishing developmental leadership and supportive leadership.	Rafferty, & Griffin, (2006)

Source: Researcher, 2023

3.7 Pilot Study

A pilot study was carried out in Kapsowar Mission Hospital prior to the main trial. A modest mission hospital called Kapsowar Hospital is located in Elgeyo Marakwet

County in north-west Kenya. Africa Inland Mission (AIM) founded it in 1933, and Africa Inland Church (AIC) took ownership of it in 1963. It has a bed capacity of 140. The hospital provides services such as maternity, pediatric, medical and surgical care. It has a nursing school. The hospital has expatriate doctors and nurses from USA and other different part of the world. The number of expatriate staff varies greatly depending on the number of visitors many of whom are medical students or other visiting doctors or nurses (AIC Kapsowar Hospital, 2018). This hospital was selected because it had the same characteristics with the selected hospitals to be studied in this study. Based on these recommendations, the researcher chose a sample of 12 respondents for pilot-testing. Mugenda & Mugenda (2003) state that a pre-test sample of 10% of the research population is sufficient. Treece and Treece (1982), who recommended a sample size of 10% for the project, are among the research that support the small sample size for pilot testing. According to Saunders, Lewis, and Thornhill (2009), a minimum of 10 respondents should be included in the pilot sample size in order to account for any significant population variables that may influence replies.

3.8 Validity and Reliability

In this research the quality of the instruments of data collections depends on validity and reliability. The sections below explain how this study was established the two aspects.

3.8.1 Validity

Babbie (2010) defines validity as the degree to which an empirical measure accurately captures the essence of the concept being studied. According to De Vellis (2011), there are four types of validity: face validity, criterion-related validity, construct validity, and

content validity. Face validity is concerned with a measuring procedure's outward appearance or face value (Babbie, 2010). The degree to which a measure is related to another standard or criterion that is recognised to accurately reflect the construct is known as criterion validity (Terre & Durheim, 1999). The theoretical relationship between a variable and other variables is a key consideration for construct validity (De Vellis, 2011). The extent to which a measure captures the variety of meaning included in a notion is known as content validity (Babbie, 2010). The construct validity of the instruments was assessed by carrying out a factor analysis and presenting the instruments to the supervisors whereby their opinions were used to make the necessary adjustments.

3.8.2 Reliability

According to Neuman (2000), the degree of reliability refers to how well results hold up over time and accurately reflect the entire population under investigation. Statistics were applied to the data gathered from the pilot study. The Statistical Package for Social Sciences (SPSS version 23) was used in the study to measure dependability. The value of Cronbach's alpha between 0.7 to 0.95 is deemed acceptable therefore the instrument of the study can be used because its reliable (Warrens, 2014). The questionnaire's Cronbach's coefficient alpha was ($\alpha = .985$).

The results of the pilot study revealed that the employment commitment variable with 23 items ($\alpha=0.989$) and the cross-cultural adjustment with 38 items ($\alpha=0.989$) were found reliable. Similarly, transformational leadership variable with 18 items ($\alpha=0.982$). Reliability results are summarized in table 3.3 below.

Table 3. 4 Reliability test

Reliability Statistics		
Variables	Cronbach's Alpha	N of Items
Employee Commitment	.989	23
Cross-Cultural Adjustment	.989	38
Transformational Leadership	.982	18

Source: Researcher, 2023)

3.9 Data Analysis

3.9.1. Data Screening and Cleaning

After the questionnaires were distributed, the raw data that had been obtained were checked for missing values, normality, and outliers, and then they were cleaned. According to Tabaschnick and Fidell (2007), the missing values were replaced with new ones using a technique called mean substitution estimation. The presence of missing data in the analysis that are not of a random nature has a significant impact on the generalization of the results, whereas the effects of missing data that are of a random nature are less significant because they can be restored. Within the scope of this investigation, precision was preserved throughout the processes of data coding and entry. According to Tabachnick and Fidell (2007)'s explanation, data of a random nature were substituted with the mean of the data set. In the process of processing the data, we also checked for any outlying values. These numbers are extremely high when compared to other data, which distorts the results and prevents generalizations from being drawn from them. In this study, consistency and precision were prioritized during the data entry process so that the number of outliers could be reduced.

3.9.2 Data processing

The collected data were analyzed with statistical software (SPSS) to check for errors, omissions, and commissions of both kinds. In the beginning, the data were inspected and edited to ensure that they were complete. Each question on the questionnaire was manually coded before being loaded into the SPSS program. Coding of the data, which entailed assigning numerical symbols, was done with the purpose of facilitating speedy data entry, minimizing errors, and making it easier to do additional analysis. The results were summarized using descriptive statistics (the mean and the standard deviation), where the mean represented the performance of a group as an average on some measure of a variable, and the standard deviation indicated how spread out a collection of scores was. In order to determine the nature of the connection that exists between the independent and dependent variables, a multiple regression analysis was carried out.

3.9.3 Descriptive Statistics

According to Zikmund *et al.*, (2010), descriptive statistics entail the process of transforming raw data into a form that would be simple to comprehend. As a result, it offered some illumination regarding the qualities of the samples. In this study, descriptive statistics were employed to describe and compare variables numerically. Some examples of descriptive statistics are frequency distributions, mean and standard deviations. The study was carried out with SPSS version 23, which was deemed suitable due to the fact that it offered a variety of ways in which the data set could be manipulated and transformed.

3.10 Assumptions of Regression Model

A mathematical description of the nature of the relationship between independent variables and dependent variables is referred to as a regression model (Keith, 2006). The use of any regression model necessitates the formulation of certain assumptions; if these assumptions are violated, the resulting estimates may not be accurate. The following assumptions, which form the basis for the multiple regression model of analysis, were evaluated.

3.10.1 Linearity

Darlington (1968) defined linearity as the dependent variable having a linear relationship to the independent factors (predictor variables), a definition that still holds in current studies (see Aiken, West & Pitts, 2003; Roth *et al.*, 2018; Wijaya, 2021; and Braun, Converse & Oswald, 2019 among others). Osborne and Waters (2002) further claims that multiple regression can accurately predict the relationship between the dependent and independent variables when the relationship between them is linear. Analyses must be checked for linearity because there is a high chance of non-linear interactions in the social sciences (Osborne & Waters, 2002).

The test for linearity was done by looking at the residual vs fitted plot. Ideally, this plot would not have a pattern where the red line is approximately horizontal at zero (Garson, 2012).

3.10.2 Homoscedasticity

The homoscedasticity assumption, according to Osborne and Waters (2002), stipulates that there should be a constant variance of errors for all levels of the independent

variables. This reveals that the researchers base their findings on the notion that errors are equally distributed among all of the variables (Keith, 2006). When the variance around the regression line remains constant for all possible values of the predictor variable, this becomes evident.

Osborne and Waters (2002) assert that homoscedasticity can be verified visually by examining a plot that contrasts the standardised residuals with the standardised expected value of the regression. The approach used to evaluate this assumption is the scatterplot of residuals with independent variables (Keith, 2006).

3.10.3 Collinearity

Collinearity, according to Keith (2006), is the presumption that there is no correlation between the independent variables. The researcher can interpret the regression coefficients as the impact of the independent variables on the variables under study when the level of collinearity is minimal (Keith, 2006). This shows that we have a solid foundation from which to infer the causes and effects of the variables. Keith (2006) claims that collinearity happens when there is a strong correlation between two or more independent variables or when one independent variable may be described as a nearly linear combination of other independent variables. It is more challenging for researchers to determine the effects of individual variables when there is greater overlap (correlation) across variables. According to Darlington (1968), multiple regression allows for some degree of correlation between the variables that are considered independent. This was tested using the correlation factor and variance inflation factor (VIF).

3.10.4 Normality

When conducting multiple regression analyses, it is common practice to use the assumption that the variable distributions are normal (Darlington, 1968; Osborne & Waters, 2002). This indicates that residuals follow a normal distribution, and therefore a plot of the values of the residuals will roughly follow the shape of a normal curve (Keith, 2006). According to Osborne and Waters (2002), variables that are not regularly distributed might skew the results of significance tests and correlations. According to Osborne and Waters (2002), outliers can have an effect on both type I and type II errors, in addition to the general accuracy of the results. This assumption was put to the test by the researcher who used a histogram to determine the shape of the distribution and determine whether or not it revealed a bell-shaped graphic.

3.10.5 Conditions for regression

As sought by Baron and Kenny (1986), the researcher was able to conduct a test to evaluate the impact of the moderator (transformational leadership) on the dependent variable (employee commitment). Both qualitative and quantitative aspects may be included in moderating variables. According to Baron and Kenny 1986's original study (and more recently by such studies such as Miller & Nicols, 2008 and Memon *et al.*, 2019 among others), their purpose is to operate as a third variable that interacts with an exogenous variable and an endogenous result study variable within a statistical procedure in a way that influences the magnitude and/or direction of the predictor-outcome association.

3.11 Correlation Analysis

To ascertain whether there was a relationship between the variables that were of interest (Gogtay & Thatte, 2017; Franzese & Iuliano, 2018), a correlation analysis was performed. For the purposes of a correlation study, two sets of measurements are gathered. These measurements can be performed on identical individual variables or on similar pairings of individual variables. The correlation coefficients have a range of values from +1.00 to -1.00, with +1.00 denoting the most ideal connections and -1.00 denoting the least ideal links. According to Hair *et al.*, (2011), it is challenging to ascertain how each independent variable affects the dependent variable when there is a large amount of correlation between the independent variables.

3.12 Hypothesis Testing

3.12.1 Regression Analysis

The technique of multiple regression was utilized to demonstrate the amount of variations that might be attributed to the independent variables having an effect on the dependent variable by utilizing the coefficient of determination (R^2). An examination of hierarchical regression models was utilized in the testing of hypotheses.

3.12.2 Analytical Model

The study used multiple linear regression analysis to evaluate not only the direct effect that the independent variables had on the variables that were being studied, but also the moderating effect that transformational leadership had on the link that existed between the variables that were being studied and the independent variables.

Model's specifications

Model 1: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$ All independent Variables

Model 2: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 M + \varepsilon$ Moderator Introduced

Model 3: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 M + \beta_5 X_1.M + \varepsilon$ 1st Interaction

Model 4: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 M + \beta_5 X_1.M + \beta_6 X_2.M + \varepsilon$ 2nd Interaction

Model 5: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 M + \beta_5 X_1.M + \beta_6 X_2.M + \beta_7 X_3.M + \varepsilon$..3rd Interaction

Model 6: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 M + \beta_5 X_1.M + \beta_6 X_2.M + \beta_7 X_3.M + \beta_8 X_4.M + \varepsilon$... 4th Interaction

Where;

Y_1 = Employee Commitment

X_1 = Non-work factors

X_2 = Work related factors

X_3 = Interaction factors

M = Transformational leadership (Moderator)

β_0 = Constant term

$\beta_1, \beta_2, \dots, \beta_8$ = Coefficients of the Regression

ε = Error term

3.13 Ethical Considerations

In matters research, ethics is concerned with good and bad behavior (see Correia, 2023; Drolet *et al.*, 2023; Aguinis & Henle, 2004; Gregory, 2003). When it comes to planning and carrying out research, researchers are expected to adhere to a certain code of conduct known as research ethics. According to Blaikie (2000), certain kinds of research have the potential to have psychological or emotional consequences on the people who take part in the studies. In order to prevent this, ethical concerns were taken into consideration in this work. In the context of research, ethics refers to a set of behavioral standards that define what kinds of actions are and are not permissible. During the process of writing academic research, there is potential for a number of

ethical problems to emerge. According to Cooksey *et al.*, (2019), these issues include things like confidentiality, plagiarism, informed permission, anonymity, and the manipulation of data.

In order to make it easier to acquire consent and authorisation to carry out the study from the National Commission for Science, Technology, and Innovation (NACOSTI), the researcher requested and received a research introduction letter from the University. The researcher then traveled to a number of different mission hospitals in order to solicit their permission to carry out the research within their own facilities. Information obtained from any individual was handled with the utmost discretion, and the identity of the respondent was never revealed (see Kambhampati, Menon & Maini, 2023; Mahajan, 2023). Furthermore, every effort was made to maintain an open mind and to express thoughts exactly as they were provided. The researcher made no changes to anything, and they were quite grateful for all of the literature that had been donated in any way to this investigation.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Overview

The findings of this study, as well as an interpretation and discussion of the findings, are presented in this chapter. Following the presentation of the questionnaire return rate comes the demographic information of the people who took part in the study. The results of the investigation are then presented in accordance with the objectives of the study in the following order:

The primary purpose of this research was to investigate whether or not transformational leadership has a moderating role in the connection between successful adjustment to a new culture and high levels of employee commitment among expatriates working in a few different mission hospitals in Kenya. The specific objectives of this study were to determine the effect of non-work factors; work factors; and interaction factors on the employee commitment of expatriates working in selected mission hospitals in Kenya; to evaluate the moderating effect of transformational leadership on employee commitment; and to evaluate the moderating effect of transformational leadership on the relationship between non-work factors, work factors, and interaction factors and the employee commitment of expatriates working in selected mission hospitals in Kenya.

4.2 Response Rate

The total number of questionnaires that were administered was 112 to the target respondents. Out of all the issued questionnaires, 105 were dully filled by the respondents and were returned. This summed up to a 93.75% response rate. According

to Mugenda and Mugenda (2013), the percentage of subjects who respond to the questionnaire is adequate if it is 50%, good at 60%, and very good at 70%.

Table 4. 1: Response Rate

Responses	Response rate
Initial sample size	112
Number administered	112
Spoiled and un-returned questionnaires	7
Number returned	105
Response rate	93.75%

Source: Researcher (2023)

4.3 Demographic Analysis

The study sought to establish demographic information such as gender, age, academic level, years of service, overseas working experience, working in other countries other than Kenya, and whether the expatriates stayed with their families.

4.3.1 Gender of Respondents

According to Table 4.2, men made up the bulk of the study participants at 64.76%. The fact that 35.24% of respondents were women shows that efforts were made to balance the proportion of men and women who took part in the study. The findings indicate that both genders were fairly represented, and as a result, the study adequately caught both genders' viewpoints. The results also demonstrated a low standard deviation, indicating that the data was closely grouped around the mean (M=1.3524, standard deviation=0.48000).

Table 4.2: Gender of Respondents Descriptives

	Frequency	Percent	Mean	Std. Deviation
Male	68	64.8	1.3524	.48000
Female	37	35.2		
Total	105	100.0		

Source: Researcher, 2023

4.3.2 Age Bracket of Respondents

Table 4.3 shows that majority of the respondents 62.86% were between the age bracket of 30-39 years, they are followed by those of age bracket of below 29 years at 29.52%, and then age bracket of 40-49 years followed at 7.62%. This implies that there were few respondents with the age between 40-49 years in the studied mission hospitals. The findings also revealed a low standard deviation (mean=1.7810, standard deviation=0.57145) meaning that the data was closely clustered around the mean.

Table 4.3: Age Bracket of Respondents Descriptives

	Frequency	Percent	Mean	Std. Deviation
Below 29 years	31	29.5	1.7810	.57145
30 – 39 years	66	62.9		
40 – 49 years	8	7.6		
Total	105	100.0		

Source: Researcher, 2023

4.3.3 Academic Level of Respondents

As presented in Table 4.4, most of the respondents 52.38% have a bachelor's degree level of education as the highest level of education. This was followed by the respondents 24.32% having master's degree. Followed by those with diploma comprising of 17.14% of the respondents. Lastly, followed by 4.76% of respondents

with doctorate level of education. This is an indication that most of the respondents have relevant qualifications in their areas of expertise. The findings also showed a low standard deviation (mean=2.8190, standard deviation= 0.76938) meaning that the data was a little far from the mean.

Table 4.4: Highest Level of Education Descriptives

	Frequency	Percent	Mean	Std. Deviation
Doctorate	5	4.8	2.8190	.76938
Masters	27	25.7		
Degree	55	52.4		
Diploma	18	17.1		
Total	105	100.0		

Source: Researcher, 2023

4.3.4 Years of Service of Respondents

Table 4.5 shows that majority of the respondents 47.62% have served between the between 10-20 years, they were followed by those who have served for less than 5 years at 27.62%, and then followed by respondents with over 5 years of service at 24.76%. This implies that there were a few respondents with over 5 years of service in the studied mission hospitals. The findings also indicated a low standard deviation (mean= 2.2000, standard deviation= 0.84807) meaning that the data was far from the mean.

Table 4.5: Years served in the medical field descriptives

	Frequency	Percent	Mean	Std. Deviation
Less than 5 years	29	27.6	2.2000	.84807
Over 5 years	26	24.8		
Between 10 and 20 years	50	47.6		
Total	105	100.0		

Source: Researcher, 2023

4.3.5 Overseas Working Experience of Respondents

Table 4.6 shows that majority 90.48% of the respondents who participated in the study had overseas working experience. Those who had overseas working experience of the respondents constituted 9.52% of the respondents. The findings also indicated a low standard deviation (mean= 1.0952, standard deviation= 0.29495) meaning that the data was closely clustered around the mean.

Table 4.6: Overseas Working Experience Descriptives

	Frequency	Percent	Mean	Std. Deviation
Yes	95	90.5	1.0952	.29495
No	10	9.5		
Total	105	100.0		

Source: Researcher, 2023

4.3.6 Respondents Worked in Other Countries Other Than Kenya

Table 4.7 shows that majority 80.95% of the respondents who participated in the study had worked in other countries other than Kenya. Those who had not worked in other countries other Kenya constituted 19.05% of the respondents. The findings also indicated a low standard deviation (mean= 1.1905, standard deviation= 0.39456) meaning that the data was closely clustered around the mean.

Table 4.7: Worked in other Countries before Working in Kenya

	Frequency	Percent	Mean	Std. Deviation
Yes	85	81.0	1.1905	.39456
No	20	19.0		
Total	105	100.0		

Source: Researcher, 2023

4.3.7 Stayed with their Family

Table 4.8 shows that majority 94.29% of the respondents who participated in the study did not stay with their families. Those who stayed with family constituted 5.71% of the respondents. This implies that, most respondents don't move with their families to work in another country. The findings also indicated a low standard deviation close to zero (mean= 1.9429, standard deviation= 0.23323) meaning that the data was closely clustered around the mean.

Table 4.8: Stays with their Family Descriptives

	Frequency	Percent	Mean	Std. Deviation
Yes	6	5.7	1.9429	.23323
No	99	94.3		
Total	105	100.0		

Source: Researcher, 2023

4.3.8 Crosstab of demographic characteristics and Employee Commitment

A chi-square test is a statistical test used to compare observed results with expected results. The purpose of chi-square test is to determine if a difference between observed data and expected data is due to chance, or if it is due to a relationship between the variables being studied (Mindrila & Balentyne, 2013).

Table 4.9: Crosstab of Demographic Characteristics and Employee Commitment

	Pearson Chi-Square Value	Df	Asymptotic Significance (2- sided)
Gender	101.105 ^a	47	.000
Age bracket	198.909 ^a	94	.000
Highest level of education	297.394 ^a	141	.000
Years served in the medical field	200.163 ^a	94	.000
Overseas working experience	105.000 ^a	47	.000
Worked in other countries before working in Kenya	101.757 ^a	47	.000
Stays with their family	105.000 ^a	47	.000
N of Valid Cases	105		

Source: Researcher, 2023

Table 4.9 above, shows the crosstabs of the demographic information (as measured by; gender of respondents, age bracket, the highest level of education, years served in the medical field, overseas working experience, worked in other countries before working in Kenya, and stays with their family) and the dependent variable as measured by Employee Commitment. The findings further indicated, that there was a significant relationship between the demographics measures and Employee Commitment ($\chi^2=101.105$, $df=47$, $p=.000$; $\chi^2=198.909$, $df=94$, $p=.000$; $\chi^2=297.394$, $df=141$, $p=.000$; $\chi^2=200.163$, $df=94$, $p=.000$; $\chi^2=105.000$, $df=47$, $p=.000$; $\chi^2=101.757$, $df=47$, $p=.000$; $\chi^2=105.00$, $df=47$, $p=.000$) respectively for gender of respondents, age bracket, the highest level of education, years served in the medical field, overseas working experience, worked in other countries before working in Kenya, and stays with their family.

4.4 Descriptive Statistics of Variables

Descriptive statistics are measurements that indicate the center, spread, and shape of distributions. They are valuable as basic tools for data description and are often referred to as "descriptive statistics." According to Cooper and Schindler (2014), they are helpful in describing the fundamental aspects of the data, as well as in organizing the data and summarizing it in a straightforward manner.

Table 4.10: Descriptive Statistics of Variables

	N	Mean	Std. Deviation	Kurtosis	Std. Error
Employee Commitment	105	2.4936	.75785	-.531	.467
Cross Cultural Adjustment	105	3.8201	.47661	1.369	.467
Transformational Leadership	105	3.5667	.68638	-.011	.467
Valid N (listwise)	105				

Source: Researcher, 2023

For this study, the descriptive statistics present the respondents' views on the independent variable (cross-cultural adjustment), the moderating variable (transformational leadership), and the dependent variable (employee commitment).

The mean of all questions in table 4.10, which relates to the dependent variable employee commitment, was lower than the theoretical mean (3), or in other words, the frequency of the answers of strongly agree and agree was lower than that of strongly disagree and disagree. Additionally, the low standard deviation indicates that the

collected data were grouped close to the mean. Table 4.10 further demonstrates that the mean of all questions ($M=3.8201$ and $SD=0.47661$), the independent variable measured by cross-cultural adjustment, was larger than (>3), or, in other words, the frequency of the answers strongly agree and agree are more than strongly disagree and disagree.

Because of the low standard deviation, the observed data were grouped close to the mean. The mean of all questions ($M=3.5667$ and $SD=0.68638$) was larger than (>3), meaning in other words, the frequency of the answers of strongly agree and agree are more than strongly disagree and disagree. This table 4.10 also shows the moderating variable measured by transformational leadership. The low standard deviation indicates that the observed data were grouped close to the mean.

According to the kurtosis rule, if the value is less than 1.0, the distribution's kurtosis does not fall outside of the normal range, and the distribution can therefore be regarded as normal. The distribution cannot be regarded as normal if the values are higher than 1.0 since the kurtosis for the distribution is beyond the normality range (Westfall, 2014). As a result, table 4.10's findings revealed that the kurtosis for employee commitment, cross-cultural adjustment, and transformational leadership was (-0.531, 1.369, and -0.011), respectively, showing that the sample data had been taken from a population with a normally distributed population. It also shows how the data set was organised, with the majority of values concentrated in the middle of the range and the remainder tapering off symmetrically towards either end.

4.5 Test for Assumptions of Regression

The key assumptions tested were linearity, normality, multi-collinearity, and homoscedasticity (Hair *et al.*, 2011).

4.5.1 Test for Linearity

Linearity was tested in order to check the actual strength of all the relationships. In table 4.11 indicated that there was a clear pattern in the residual plot. This showed that there was linear relationship between cross cultural adjustment, transformational leadership and employee commitment.

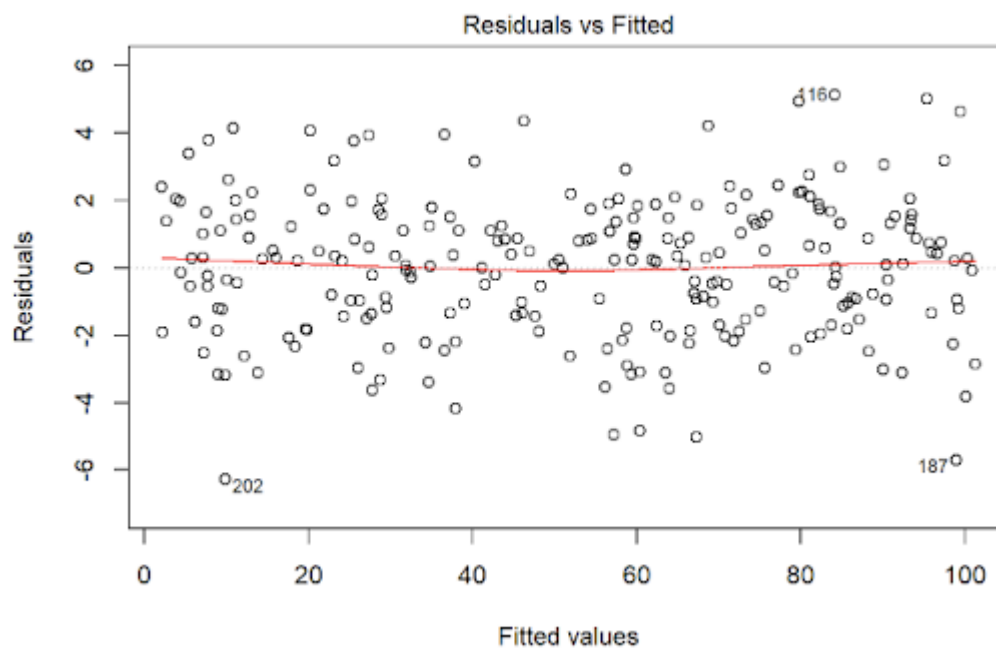


Figure 4.1: Test for Linearity

Source: Researcher, 2023

4.5.2 Test for Normality

The assumptions of normality were investigated both on the univariate level (that is, the distribution of scores at the item level) and on the multivariate level (that is, the distribution of scores within a combination of two or more than two items). The study

made use of a histogram to determine the shape of the distribution, which showed that it was in the form of a bell-shaped figure (as shown in Figure 4.1 below), which is consistent with the assumptions of normality.

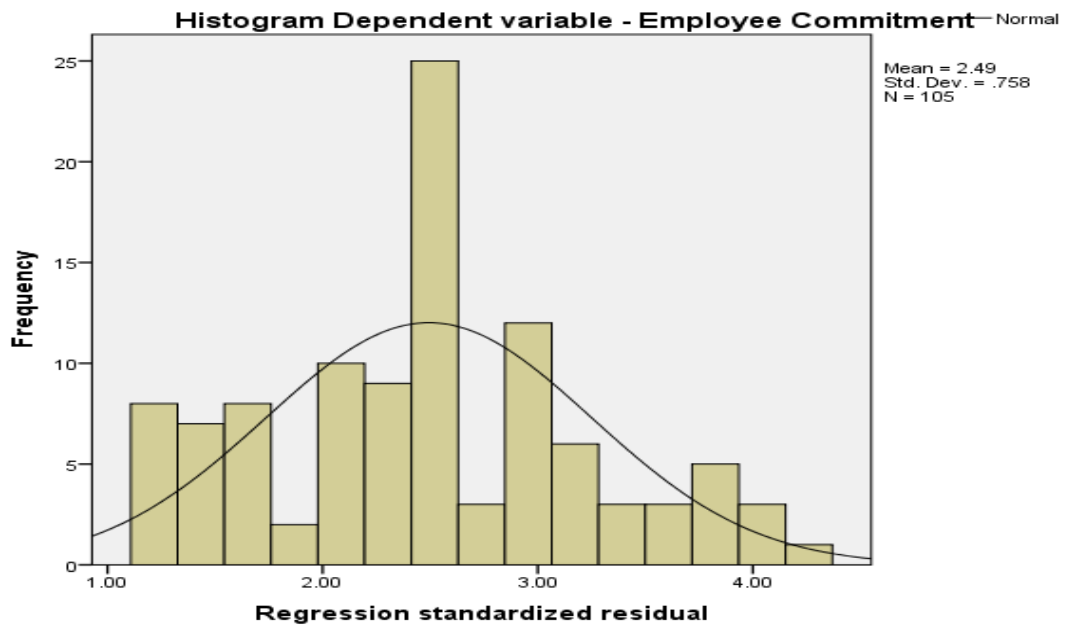


Figure 4. 2: Histogram Plot for Normality Tests

Source: Researcher, 2023

According to Garson (2012), the histogram of normalized residuals should display a curve that is broadly normal assuming the assumption of regression and the majority of other approaches, which is that error terms are normally distributed, is met. This is the case when error terms are regularly distributed. According to the author, any predictive method should have an expectation of a normal distribution of error, with the greatest number of predictions being at or very close to zero, followed by a gradual decline into "high prediction" and "low prediction" tails.

4.5.3 Test for multi-collinearity

According to Cooper and Schindler (2006), multi-collinearity is a condition in which two or more of the independent variables have a strong correlation with one another, and this circumstance might have a negative impact on the outcomes of multiple regressions. Tolerance and its reciprocal variance inflation factor (VIF) are two tools that can be utilized in the process of identifying multi-collinearity. According to Hair *et al.*, (2006), the tolerance value must be less than one, and a VIF value of ten or less indicates that multicollinearity did not take place. These are the cut-off criteria for assessing whether or not multicollinearity took place.

Table 4.11: Collinearity Statistics

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Non-work factors	.027	36.648
Work-related factors	.037	27.088
Interaction factors	.091	11.001
Transformational Leadership	.103	9.700

a. Dependent Variable: Employee Commitment

The findings in the table 4.12 above show the tolerance and the Variance Inflation Factor (VIF). The findings show that the tolerance values are 0.027, 0.037, 0.091, and 0.103 for non-work factors, work related factors, interaction factors and transformational leadership respectively. The VIF values are 36.648, 27.088, 11.001 and 9.700 for non-work factors, work related factors, interaction factors and transformational leadership respectively. These findings therefore show that there is no multi-collinearity because all the tolerance values are less than 1 and VIF values were

more than 10 for non-work factors, work related factors, interaction factors and less than 10 for transformational leadership. According to O'Brien (2007), very small tolerance values (<0.10) indicate that a predictor is redundant and a variable whose VIF values is greater than 10 may merit further investigation.

4.5.4 Homoscedasticity Test for the Variables

The assumption of homoscedasticity states that the dependent variable will display the same amount of variance regardless of the range of values for the independent variables. In order to offer support for homoscedasticity, it is assumed that the residual variance is the same for all predicted values of the dependent variable. This is demonstrated in the residual scatter plot below, which is referred to as Figure 4.3.

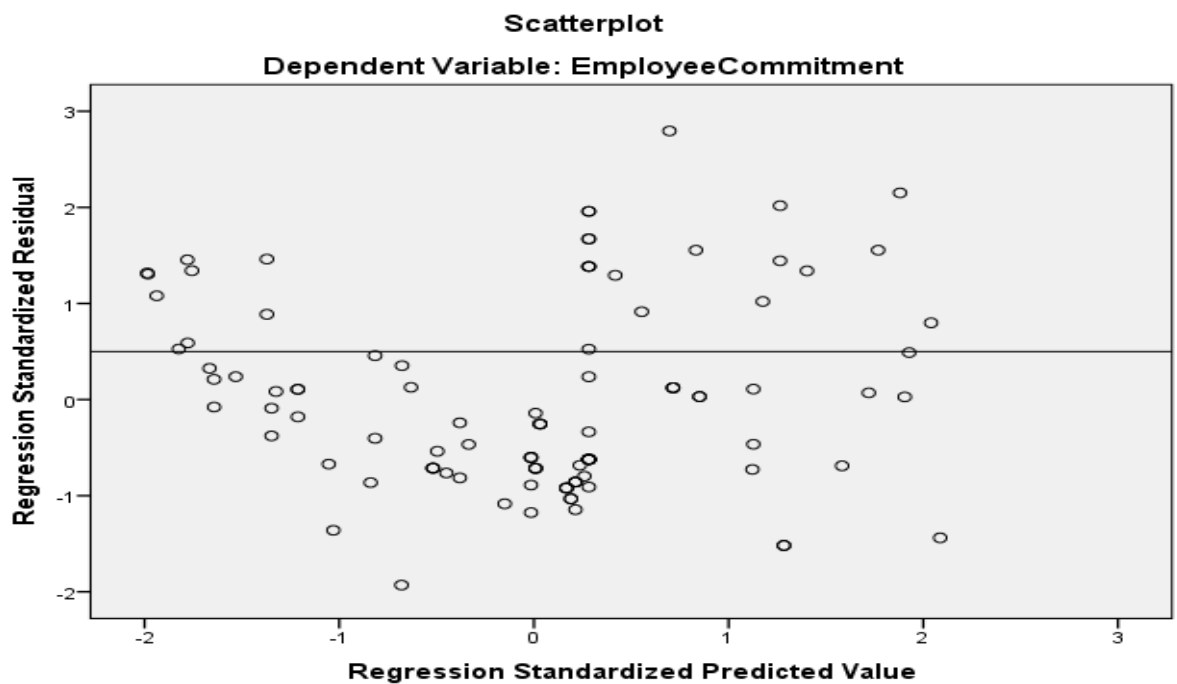


Figure 4.3: Homoscedasticity Plot

Source: Researcher, 2023

The Figure 4.2 indicates that residuals are distributed uniformly around 0 (horizontal line), resulting in a fairly equal distribution. In the event that the homoscedasticity assumption is validated, the residuals will take the shape of a patternless cloud of dots (Garson, 2012). This is also corroborated by Osborne & Waters, (2002) and more recently by Kim (2019) and Starbuck (2023), who suggest that residuals should lie between -2 and/or +2 points (or at least closer to zero). This is an important aspect to keep in mind. The presence of heteroscedasticity can be seen in the data when the residues do not have a uniform distribution along the axis.

4.6 Reliability Test

Cronbach's alpha values of less than 0.7 suggest that the research instrument is unreliable, whereas Cronbach's alpha values of equal to or more than 0.7 indicate that the research instrument is dependable, as stated by Tavakol and Dennick (2011). It is possible to draw the conclusion that the questionnaire can be trusted because the value that was calculated for alpha, which was 0.9855, was higher than the value that was advised, which was 0.7. Both the employment commitment variable, which contained 23 items and had a reliability coefficient of 0.872, and the cross-cultural adjustment variable, which contained 38 items and had a reliability coefficient of 0.897, were determined to be reliable by the results. In a similar vein, the variable on transformative leadership contains 18 items and has a correlation coefficient of 0.882. The findings of the reliability test are reported in table 4.13, which may be found below.

Table 4.12: Reliability Test

Reliability Statistics		
Variables	Cronbach's Alpha	N of Items
Employee Commitment	.872	23
Cross-Cultural Adjustment	.897	38
Transformational Leadership	.882	18

Source: Researcher, 2023

4.7 Correlation Analysis

Correlation analysis is also known as bivariate. Used to find out weather a relationship exists between variables. According to Gogtay & Thatte (2017), the Pearson correlation coefficient r can range from -1 to +1, with -1 indicating a perfect negative correlation, +1 indicating a perfect positive correlation, and 0 indicating no correlation at all between two continuous variables. A variable correlated with itself will always have a correlation coefficient of 1.

Table 4.13: Correlations

	Employee Commitment	Non-work factors	Work-Related factors	Interaction factors	Transformational Leadership
Employee Commitment	1				
Non-work factors	.923**	1			
Work-Related factors	.868**	.981**	1		
Interaction factors	.951**	.936**	.919**	1	
Transformational Leadership	.937**	.927**	.905**	.935**	1

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

Source: Researcher, 2023

Table 4.14 is a correlation analysis output table for the correlation between non-work factors, work-related factors, interaction factors, transformational leadership and employee commitment. The correlation coefficient was ($r=0.923, 0.868, 0.951$ and $.937$) which was a high degree of positive correlation between the non-work factors, work-related factors, interaction factors, transformational leadership with employee commitment respectively. Also, the correlation coefficient was significant as the p-value was $p<0.00$ and was less than the significance level ($\alpha = 0.01$). Therefore, non-work factors had a high positive correlation significant relationship with employee commitment at 0.923 . Also, work-related factors had a high positive correlation and significant relationship at 0.868 with employee commitment. Whereas, interaction factors had a significantly high positive correlation at 0.951 with employee commitment and lastly transformational leadership had a positive and significant correlation at $.937$ with employee commitment.

4.8 Multiple Regression Analysis

Multiple linear regression analysis was used to determine the direct effect of independent variable on the dependent variables. Multiple regression can accurately estimate the relationship between dependent and independent variables when the relationship is linear in nature (Osborne & Waters, 2002).

4.8.1 Model Summary

This is a statistical technique that uses two or more independent variables to predict the outcome of a dependent variables (Gogtay & Thatte, 2017). The technique enables analysts to determine the variation of the model and the relative contribution of independent variable and dependent variable in the total variance.

Table 4.14: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.976 ^a	.954	.952	.16576

a. Predictors: (Constant), Interaction Factors, Work-Related Factors, Non-work Factors

b. Dependent Variable: Employee Commitment

Source: Researcher, 2023

Table 4.15 presents the coefficient determinant of R , R^2 and $R^2 - \text{Adj}$. In the multiple regression model, after entering all the independent variables, R was equal to 0.976 which describes a strong relation between non-work factors, work related factors, interaction factors, and employee commitment. R square was equal to 0.954. This indicates that 95.4 percent of changes in the dependent variable as measured by employee commitment were described by non-work factors, work related factors and interaction factors. Here the point was R square did not involve the degree of freedom (df) in the analysis. Therefore, by using Adjusted R square which involves df we have $R^2 - \text{Adj} = 0.952$, which is more reliable.

4.8.2 Coefficients

According to Nathans, Oswald, and Nimon (2012), the regression beta weight is interpreted as the anticipated difference in the score on the dependent variable between individuals who differ by one unit on that independent variable, with the scores for all other independent variables being held constant. When the variables being used in the regression analysis are standardised, the weights employed are referred to as beta weights. A beta weight can indicate an expected rise or fall in the value of the dependent variable when it comes to an independent variable.

Table 4.15: Coefficients

	Unstandardized		Standardized		T	Sig.
	Coefficients		Coefficients			
	B	Std. Error	Beta			
(Constant)	-.817	.209			-3.907	.000
Non-work Factors	2.057	.201	1.277		10.229	.000
Work Related Factors	-1.833	.197	-1.033		-9.284	.000
Interaction Factors	.765	.066	.706		11.577	.000

a. Dependent Variable: Employee Commitment

Source: Researcher, 2023

The first **Hypothesis (H₀₁)** regarding if non-work factors have no significant effect on the employee commitment of expatriates working in the health sector in Kenya. The results in table 4.16, indicated that Beta₁ for non-work factors positively and significantly influenced employee commitment of expatriates ($\beta=1.277$, $p=0.000$). Implying that, for every increase in the non-work factors the employee commitment will increase by the beta coefficient value of 1.277. Hence the null hypothesis was rejected.

The findings in this study were in agreement to the study according to Zakariyaa, Othmanb & Abdullahb, (2018) who found that non-work factors were positively significant to job performance of expatriates ($\beta=0.490$, $p=0.000$) in Malaysia. The findings also agree with a study by Luo, Guo, Lu, & Chen, (2018) on Can non-work-related social media use benefit the company? A study on corporate blogging and affective organizational commitment. The results showed that non-work-related content contribution and information acquisition activities both have significant positive impacts on the affective commitment of employees. In addition, another study

that disagrees with these findings was carried out by Rosalina, (2016) on the improvement of expatriate performance through adjustment. The results found that non-work factors had a negative and not significant on the performance of expatriates. The second **hypothesis (H₀₂)** regarding if work-related factors have no significant effect on employee commitment of expatriates working in the health sector in Kenya. The results indicated that Beta₂ for work-related factors had a negatively significant influence on employee commitment ($\beta = -1.033$ $p = 0.000$), this implies that for every increase in the work-related factors, the employee commitment will decrease by the beta coefficient value of 1.033. Hence the null hypothesis was rejected.

These findings contrasted with a study by Zakariyaa, Othmanb & Abdullahb, (2018) in Malaysia who found that work-related factors were positively significant with job performance of expatriates ($\beta = 0.041$, $p = 0.000$). However, it agreed with a study by Florkowski & Fogel (1999) on Expatriate adjustment and commitment: The role of host-unit treatment. The study revealed that perceptions of local ethnocentrism had a negative effect on work adjustment and commitment to the host unit, particularly when cultural distance was low. Also, the findings of this study agree with the study by Lii, & Wong (2008) on the antecedents of overseas adjustment and commitment of expatriates. The results indicated that work role characteristics was the most significant predictor for the adjustment and commitment of the expatriates. Also, another study that disagrees with these findings was carried out by Rosalina (2016) on the improvement of expatriate performance through adjustment. The results revealed that work adjustment had a significant positive effect on expatriate performance.

The third **hypothesis (H₀₃)** regarding if interaction factors have no significant effect on employee commitment of expatriates working in the health sector in Kenya. The findings indicated in Beta₃ for interaction factors was found to be positively and significantly influencing employee commitment ($\beta=0.706$, $p=0.000$). Thus, indicating that for every increase in the interaction factors the employee commitment will increase by the beta coefficient value of 0.706. Hence the null hypothesis was rejected.

The findings in this study differed with the study by Zakariyaa, Othmanb- & Abdullahb, (2018) in Malaysia who found that interaction factors were negatively and significantly influencing to job performance of expatriates ($\beta= -0.220$, $p=0.000$). However, the findings agree with the research conducted by Fenner & Selmer (2007) on Work and non-work adjustments of public sector expatriates. The results indicated that, interaction adjustment had a positive association with work adjustment but general adjustment had no relationship with the adjustment to work. Additionally, the extent of self-efficacy of the public sector expatriates was not associated with work adjustment, neither directly or indirectly. Moreover, another study that disagrees with these findings was carried out by Rosalina (2016) on the improvement of expatriate performance through adjustment. The results revealed that interaction adjustment had a negative and not significant on the performance of expatriates.

In summary, all variables and constant values were statistically significant at $p<0.05$ and this was supported by the *t*-test results indicating that the beta coefficients were significantly different from zero and hence the non-work factors, work related factors and interaction factors significantly predicted the employee commitment. Based on these findings, organization that take into account the non-work factors, work related

factors and interaction factors in adjustment of expatriates will have high employee commitment.

4.9 The Moderation Effect of Transformational Leadership

The study evaluated the moderating effect of transformational leadership on the relationship between cross-cultural adjustment dimensions (non-work factors, work factors and interaction factors) and employee commitment of expatriates working in selected mission hospitals in Kenya. The test for moderation effect was done using Baron and Kenny (1986) moderation model.

4.9.1 Moderation Effect Model Summary

Moderation describes a situation in which the relationship between independent and dependent variables is not constant but depends on the values of the third variable (Saunders *et al.*, 2009). This determined the variation of the model and the relative contribution the moderation variable has on independent and dependent variable in total variance.

Table 4.16: Moderation Effect Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.951 ^a	.905	.904	.23453
2	.961 ^b	.923	.921	.21244
3	.963 ^c	.927	.925	.20796
4	.981 ^d	.962	.960	.15157

a. Predictors: (Constant), Transformational Leadership

b. Predictors: (Constant), Transformational Leadership, interaction factors

c. Predictors: (Constant), Transformational Leadership, interaction factors, Work-related factors

d. Predictors: (Constant), Transformational Leadership, non-work factors, Work-related factors, interaction factors

Source: Researcher, 2023

Table 4.17 presents the moderation regression model summary. In the model 1-4, the changes in the employee commitment were accounted for by transformational leadership was 0.905, after interaction factors were added the R-Square changed to .923 indicating an increase of 0.018, the addition of work-related factors the R square was 0.927 indicating an increase of 0.004. The addition of non-work factors the R^2 was 0.962 indicating an increase of 0.035. The increasing R-Square change of 0.018, 0.004 and 0.035 in the model summary indicates that there is a moderation effect. Based on these findings, transformational leadership has a moderating effect on the relationship between non-work factors, work-related factors, interaction factors, and employee commitment.

4.9.2 Moderation Effect Coefficients

Table 4.18 below presents the moderation effect of transformational leadership on the relationship between non-work factors, work related factors, interaction factors and employee commitment. And also, whether transformational leadership had a significant moderating effect on employee commitment.

Table 4.17: Moderation effect Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-1.078	.116		-9.277	.000
Transformational Leadership	1.031	.033	.951	31.352	.000
2 (Constant)	-1.239	.110		-11.227	.000
Transformational Leadership	.649	.084	.598	7.694	.000
Interaction factors	.417	.086	.377	4.851	.000
3 (Constant)	-.671	.266		-2.521	.013
Transformational Leadership	.754	.094	.696	8.012	.000
Interaction factors	.484	.089	.439	5.445	.000
Work-related factors	-.299	.128	-.168	-2.331	.022
4 (Constant)	-.662	.194		-3.411	.001
Transformational Leadership	.600	.071	.553	8.508	.000
Interaction factors	.308	.067	.279	4.561	.000
Work-related factors	-1.772	.181	-.999	-9.784	.000
Non-work factors	1.816	.191	1.127	9.494	.000

a. Dependent Variable: Employee Commitment

Source: Researcher, 2023

The Hypothesis H₀₄) stated that transformational leadership has no moderating effect on employee commitment of expatriates working in selected mission hospitals in Kenya. In the findings in model 1 for transformational leadership and employee commitment showed that; transformational leadership had a positive and significant moderating effect on employee commitment ($\beta=0.951$, $p=0.000$). Therefore, the null hypothesis was rejected. In table 4.18, the standardized coefficient beta weights results indicated in model 1 for transformational leadership on employee commitment revealed that transformational leadership had a positive and significant effect on employee commitment ($\beta=0.951$, $p=.000$). Implying that transformational leadership had a moderating effect.

The findings of this study agree with a study by Bushra, Usman, & Naveed (2011) in Pakistan who found that transformational leadership positively affects job satisfaction and organizational commitment of employees. Another study that agrees with this study was conducted by Yuan *et al.*, (2022) on transformational leadership and trust in leadership impacts on employee commitment. The findings indicated that perceived transformational leadership was a positive predictor of trust in leadership and affective commitment. In addition to the positive contribution to commitment, trust in leadership also mediated the relationship between transformational leadership and organizational commitment. However, a study which conflicted with this study findings was carried that by Puni, Hilton & Quao, (2021) on the interaction effect of transactional-transformational leadership on employee commitment in a developing country. The findings showed that transactional leadership style had a significant positive effect on employee commitment. However, when transformational leadership was added on transactional leadership base, there was no augmentation effect of transformational leadership style in predicting employee commitment. The results further indicate that there was a negative interaction effect of transactional and transformational leadership styles on employee commitment.

The Hypothesis H_{05a}) stated that transformational leadership has no moderating effect on the relationship between non-work factors and employee commitment of expatriates working in selected mission hospitals in Kenya. The findings in model 4 on non-work factors and employee commitment shows that; transformational leadership had a positive and significant moderating effect on the relationship between non-work factors and employee commitment ($\beta=1.127$, $p=.000$). Based on these findings the null hypothesis was rejected. According to the results in model 4, the moderating effect of

transformational leadership on the relationship between non-work factors and employee commitment the beta results of non-work factors revealed that transformational leadership had a positive and significant moderating effect on the relationship between non-work factors and employee commitment ($\beta=1.127$, $p=0.000$). Therefore, transformational leadership moderates the relationship between non-work factors and employee commitment. The higher the transformational leadership the stronger the relationship between non-work factors and employee commitment because the coefficient beta of non-work factors was positive and significant.

This study findings agree with a study by Bulitia (2015) on transformational leadership style and organizational commitment, who's findings showed that transformational leadership style had a significant effect on organizational commitment and its three dimensions. Individually the components of transformational leadership had a significant effect on organizational commitment but not jointly. It also agrees with the study conducted by Chi, Lan & Dorjgotov (2012) on the moderating effect of transformational leadership on knowledge management and organizational effectiveness. The results showed that transformational leadership is a moderator between knowledge management and organizational effectiveness. Moreover, another study that agrees with this study was conducted by Ugheoke (2019) on organizational culture and employee performance: moderation effect of transformational leadership style. The findings revealed that there was a moderating effect of transformational leadership style.

The Hypothesis H_{05b}) stated that transformational leadership has no moderating effect on the relationship between work related factors and employee commitment of

expatriates working in selected mission hospitals in Kenya. The findings model 3 on work-related factors and employee commitment showed that; transformational leadership had a negative and significant moderating effect on the relationship between work-related factors and employee commitment ($\beta = -0.168$, $p = .000$). Based on these findings the null hypothesis was rejected. In assessing whether transformational leadership moderates the relationship between work-related factors and employee commitment the beta of work-related factors results revealed in the model 3 that transformational leadership had a negative and significant moderating effect on the relationship between work-related factors and employee commitment ($\beta = -0.168$, $p = 0.022$). Therefore, transformational leadership moderates the relationship between work-related factors and employee commitment. However, the higher the transformational leadership the weaker the relationship between work-related factors and employee commitment because the coefficient beta of work-related was negative and significant.

This study findings agree with a study conducted by Bulitua (2015) on transformational leadership style and organizational commitment. His findings showed that transformational leadership style had a significant effect on organizational commitment and its three dimensions. Individually the components of transformational leadership had a significant effect on organizational commitment but not jointly. It also agrees with the study conducted by Howladar, Rahman & Jewel, (2018) on deviant workplace behavior and job performance: The moderating effect of transformational leadership. The analysis found that there was a moderating effect of transformational leadership on the relationships between deviant workplace behavior and job performance. Transformational leadership can moderate the behavior of deviant

employees which, in turn, contributes to accelerating job performance. It further agrees with a study carried out by Muchiri & Ayoko (2013) on linking demographic diversity to organizational outcomes: The moderating role of transformational leadership. The findings showed that transformational leadership moderated relationships between organizational tenure and organizational citizenship behaviours as well as organizational tenure and general productivity.

The Hypothesis H_{05c}) stated that transformational leadership has no moderating effect on the relationship between Interaction factors and employee commitment of expatriates working in selected mission hospitals in Kenya. In the findings in model 2 on interaction factors and employee commitment showed that; transformational leadership had a positive and significant moderating effect on the relationship between interaction factors and employee commitment ($\beta=0.377$ $p=.0000$). Therefore, the null hypothesis was rejected. In model 2, the standardized coefficient beta weights result for transformational leadership on the relationship interaction factors and employee commitment revealed that transformational leadership had a positive and significant moderating effect between interaction factors and employee commitment ($\beta=0.377$, $p=0.0000$). Implying that, for every increase in transformational leadership the employee commitment will increase by the beta coefficient value of 0.377. The higher the transformational leadership the stronger the relationship between interaction factors and employee commitment because the coefficient beta of interaction factors was positive and significant.

The findings of this study are in agreement with those of a study conducted by Bulitia (2015) on transformational leadership style and organizational commitment. That study

found that transformational leadership style had a substantial effect on organizational commitment and its three dimensions. The findings of this study also found that transformational leadership style had a significant effect on organizational commitment. However, when implemented together, the components of transformational leadership did not have the same major impact on organizational commitment as they did individually. In addition, it is consistent with the findings of the research carried out by Lai *et al.*, (2021) on the topic of The Role of Team–Member Exchange in Proactive Personality and Employees' Proactive Behaviors: The Moderating Effect of Transformational Leadership. According to the findings, transformational leadership was able to increase the favorable association that existed between the team-member exchange and the proactive behavior of challenging others. In addition, the moderating effect of transformational leadership was shown to be significantly stronger on challenging proactive behavior compared to affiliative proactive behavior. In addition, it is consistent with the findings of a study that was conducted by Iftikhar *et al.*, (2021) and titled "Impact of green human resource management on service recovery: mediating role of environmental commitment and moderation of transformational leadership." The findings of the study indicated that a transformational leadership style was a moderating factor in the relationship between green human resource management practices and employee environmental commitment in the hospitality industry.

In conclusion, all variables and constant values were statistically significant at $p < 0.05$ and this was supported by the *t*-test results indicating that the beta coefficients were significantly different from zero and hence the non-work factors, work related factors and interaction factors significantly predicted the employee commitment. Based on

these findings, organization that take into account the non-work factors, work related factors and interaction factors in adjustment of expatriates will have high employee commitment.

4.9.3 Summary of Hypotheses Findings

Table 4.18: Summary of Hypotheses Tests

Null Hypotheses	Beta Coeff	P- Value	Significance	Decision
H ₀ 1: Non- work factors have no significant effect on employee commitment	1.277	0.000	Significant	Reject
H ₀ 2: Work-related factors have no significant effect on employee commitment	1.033	0.000	Significant	Reject
H ₀ 3: Interaction factors have no significant effect on employee commitment	0.706	0.000	Significant	Reject
H ₀ 4: Transformational leadership has no moderating effect on employee commitment	0.951	0.000	Significant	Reject
H ₀ 5a): Transformational leadership has no moderating effect on the relationship between non-work factors and employee commitment	1.127	0.000	Significant	Reject
H ₀ 5b): Transformational leadership has no moderating effect on the relationship between work factors and employee commitment	- 0.168	0.022	Significant	Reject
H ₀ 5c): Transformational leadership has no moderating effect on the relationship between interaction factors and employee commitment	0.377	0.000	Significant	Reject

Source: Researcher, 2023

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS OF THE STUDY

5.1 Overview

This chapter presents the summary, conclusions and recommendations of the study. It also makes suggestions for further studies based on the findings of this study.

5.2 Summary of the Findings

The purpose of this study was to evaluate the impact that transformational leadership has on cross-cultural adjustment and employee loyalty among expats working in a select mission hospitals in Kenya. Specifically, the researcher was interested in the effects of transformational leadership on Kenyan expatriates. The research was directed toward achieving four goals. Therefore, the primary purpose of this research was to establish whether or not transformational leadership has a moderating influence on cross-cultural adaptation and employee commitment among expatriates working in chosen mission hospitals in Kenya. The specific objectives of this study were to determine the effect of non-work factors, work factors, and interaction factors on the employee commitment of expatriates working in selected mission hospitals in Kenya, to evaluate the effect of transformational leadership on employee commitment, and to evaluate the moderating effect of transformational leadership on the relationship between non-work factors, work factors, and interaction factors and the employee commitment of expatriates working in selected mission hospitals in Kenya. The Three Component Commitment Theory served as a foundation for this research. The research design used in the study was an explanatory one.

The demographic crosstabs data findings in table 4.9, showed that there was a significant relationship between the demographics measures and Employee Commitment ($\chi^2=101.105$, $df=47$, $p=.000$; $\chi^2=198.909$, $df=94$, $p=.000$; $\chi^2=297.394$, $df=141$, $p=.000$; $\chi^2=200.163$, $df=94$, $p=.000$; $\chi^2=105.000$, $df=47$, $p=.000$; $\chi^2=101.757$, $df=47$, $p=.000$; $\chi^2=105.00$, $df=47$, $p=.000$) respectively for gender of respondents, age bracket, the highest level of education, years served in the medical field, overseas working experience, worked in other countries before working in Kenya, and stays with their family.

5.2.1 Non-work Factors on Employee Commitment

Hypothesis 1 (H₀₁) stated that non-work factors had no significant effect on employee commitment of expatriates working in the selected mission hospitals in Kenya. Based on the findings, the mean of non-work factors, ($M= 3.8259$) was greater than (>3), implying that, the frequency of the answers given by the respondents for both strongly agree and agree were more than strongly disagree and disagree. The low standard deviation ($SD= 0.47040$) for non-work factors further indicated that the set of observed data was clustered around the mean.. The standardized coefficient beta weights results indicated that Beta for non-work factors was equal to ($\beta=1.277$, $p=0.000$). This means that non-work factors positively and significantly predicted employee commitment. Also, the findings further implied that, for every increase in the non-work factors the employee commitment will increase by the beta coefficient value of 1.277. Thus, the null hypothesis was rejected.

5.2.2 Work Related Factors on Employee Commitment

Hypotheses 2 (H₀₂) stated that work-related factors have no significant effect on employee commitment of expatriates working in selected mission hospitals in Kenya. Based on the findings, the mean of work-related factors (M= 3.9321) was greater than (>3), implying that, the frequency of the answers given by the respondents for both strongly agree and agree were more than strongly disagree and disagree. The low standard deviation (SD= 0.42717) for work-related factors indicated that the set of observed data was clustered around the mean. The findings indicated that Beta for work-related factors was equal to ($\beta = -1.033$ p=0.000). The findings showed that work-related factors negatively and significantly predicted employee commitment. This means that for every increase in the work-related factors, the EC will decrease by the beta coefficient value of 1.033. Thus, the null hypothesis was rejected.

5.2.3 Interaction Factors on Employee Commitment

Hypothesis 3 (H₀₃) stated that interaction factors have no significant effect on employee commitment of expatriates working in selected mission hospitals in Kenya. Based on the findings, interaction factors (M=3.4629), was greater than (>3) implying that the frequency of the answers given by the respondents for both strongly agree and agree are more than strongly disagree and disagree. The low standard deviation (SD= 0.69907) for non- interaction factors indicated that the set of observed data was clustered around the mean. The findings revealed that there was positively and statistically significant relationship between interaction factors and employee commitment. Beta for interaction factors was ($\beta = 0.706$, p=0.000). This means that for every increase in the interaction factors the EC will increase by the beta coefficient value of 0.706. Therefore, the null hypothesis was rejected.

5.2.4 Transformational Leadership on Employee Commitment

Hypothesis H₀₄ stated that transformational leadership has no effect on employee commitment of expatriates working in selected mission hospitals in Kenya. The findings for transformational leadership on employee commitment showed that; transformational leadership had a positive and significant effect on employee commitment ($\beta=0.951$, $p=0.000$). Therefore, the null hypothesis was rejected.

5.2.6 Moderating effect of Transformational Leadership on the Relationship between Non-work Factors, Work Factors, Interaction Factors and Employee Commitment

Hypothesis H_{05a} stated that transformational leadership has no moderating effect on the relationship between non-work factors and employee commitment of expatriates working in selected mission hospitals in Kenya. The findings on non-work factors and employee commitment showed that transformational leadership had a positive and significant moderating effect on the relationship between non-work factors and employee commitment ($\beta=1.127$, $p=.0000$). Based on these findings the null hypothesis was rejected.

Hypothesis H_{05b} stated that transformational leadership has no moderating effect on the relationship between work related factors and employee commitment of expatriates working in selected mission hospitals in Kenya. The findings showed that; transformational leadership had a negative and significant moderating effect on the relationship between work-related factors and employee commitment ($\beta= -01.68$, $p=.022$). Based on these findings the null hypothesis was rejected.

Hypothesis H_{05c} showed that transformational leadership had a positive and significant moderating effect on the relationship between interaction factors and employee commitment ($\beta=0.377$ $p=.0000$). Therefore, the null hypothesis was rejected.

5.3 Conclusions

5.3.1 Non-work Factors on Employee Commitment

Based on the findings, the study concluded that non work factors statistically affect employee commitment of expatriates. To summarize, employee commitment can be obtained among expatriates working in selected mission hospitals in Kenya through adjustment of non-work factors which include housing conditions, environmental considerations, social support, and peace and stability of expatriates. As a result, those responsible for managing human resources and formulating healthcare policy in Kenya's hospital industry ought to take this into consideration when going about the process of hiring expatriates.

5.3.2 Work related Factors on Employee Commitment

Based on the findings, the study concluded that work factors statistically affect employee commitment of expatriates. In conclusion, employee commitment can be attained among expatriates working in selected mission hospitals in Kenya through adjustment of work factors which include the novelty of the position, the cultural novelty of the organization, and the social support from the organization. As a result, those in charge of human resource management and those responsible for formulating public policy ought to use these cross-cultural methods within their organizations so as to increase the level of dedication shown by expatriates to their work.

5.3.3 Interaction Factors on Employee Commitment

Based on the findings, the study concluded that interaction factors statistically affect employee commitment of expatriates. Therefore, it is possible to draw the conclusion that the adjustment of interactional factors which include things like native people understanding expatriate language, expatriates speaking the national language of the host country, expatriates socializing with natives of the host country, adapting to the culture of the host country (beliefs, assumptions, and values), and adapting to the culture of the organization, had the significance of assisting expatriates in maintaining good interpersonal. Therefore, human resource managers at mission hospitals in Kenya should examine these processes in the recruiting process of expatriates so as to ensure comfort in the interaction of expatriates with nationals of the host country both in and outside of the workplace, and therefore strengthen their job commitment. This would allow for more comfort in the engagement of expatriates with nationals of the host country.

5.3.4 Transformational Leadership on Employee Commitment

Based on the findings, the study concluded that transformational leadership statistically affect employee commitment of expatriates. Therefore, the leadership structure of the mission hospital should adopt the transformational leadership mechanisms, which include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, when providing support and supervision to visiting expatriates in order to derive and achieve a high level of expatriate commitment to their tasks.

5.3.5 Moderation Effect Transformational Leadership on Cross Cultural Adjustment and Employee Commitment

Based on the findings, the study concluded that moderating effect of transformational leadership and cross cultural adjustment statistically affect employee commitment of expatriates. Therefore, the managers and supervisors across all levels (Top, middle, and lower level) in selected mission hospitals in Kenya should also adopt this leadership style in order to implement the non-work factors, work-related factors, and interaction factors in supporting expatriates in their adjustment stages. This will enable them to achieve better cooperation and enhance employee commitment.

5.4 Study Contribution(s)

This section seeks to address the potential contributions of this thesis from a theoretical, methodological and/or practical point of view.

In addressing the knowledge gap(s) identified in literature, the researcher attempted to close these by answering the research questions sought. In so doing, there were novel contributions in the general understanding the contribution of Transformational Leadership on Cross Cultural Adjustment and Employee Commitment. The findings are not only applicable in the selected case studies but can also be replicated to the general workplace and institutions dealing with employees.

Additionally, the empirical findings not only contribute to the understanding of the interplay between the two variables studied but also provides a basis for further studies

on the general discipline of human resources management and specifically regarding workplace commitment/transformational leadership.

Further, the study confirms and/or corroborates the applicability of the methodology chosen and the theories within which this study was anchored. In regard to the practicality of the study, the results provide a basis that could potentially affect human resources/workplace policy guidelines as proposed on the recommendations. These could possibly help devise ways to enhance/influence employee behavior in the workplace (specifically) and in other contexts (generally). Importantly, the study, anchored on theoretical assumptions made provides a practical basis for the institutionalization of workplace norms and practices

5.5 Recommendations

The study findings of this study indicate that transformational leadership positively moderates the relationship between non-adjustment factors and employee commitment. The findings of this study agree with a study by Bushra *et al.*, (2011) in Pakistan, who found that transformational leadership positively affects job satisfaction and organizational commitment

of employees. Another study that agrees with this was conducted by Yuan *et al.*, (2022) on transformational leadership and trust in leadership impacts on employee commitment. These results are also in tandem with the international adjustment theory, which states that expatriates will settle and commit to their work in the host country if they adjust in three key areas: work/ non-work and interaction factors (Beil & Mayor, 2018). In conclusion, the current study theoretically supports existing literature and

theory because the data collected provides a model fit to explain the theorised linkage between non-work adjustment factors, transformational leadership and employee commitment. This insightful perspective will aid in promoting and informing future research on expatriates' commitment to their work in the host countries.

Findings from this study are useful to policymakers in designing, developing, and implementing effective policies and strategies that can increase expatriates' commitment to their work. This is because of the challenges of adjusting to the new environment the expatriates face. The leadership of the host institution is therefore mandated to ensure that they have the proper policies to ease the adjustment process of these expatriates (Beil & Mayor, 2018) Governments and businesses can use our findings to develop online programs to inform expatriates and potential foreign labor force on adjustment mechanisms, especially the nonwork factors. This will inform the expatriates beforehand on the expectations and how to effectively commit to their workstations.

In addition, Kenya's Ministry of Health, which is the primary government organization in charge of formulating healthcare policy in the country, stands to benefit from this initiative because it will provide assistance in devising methods that are both effective and efficient for adjusting to differences in cultural norms and in carrying out routine inspections to ensure compliance. The findings of the study have the potential to help in management practice by providing solutions to a variety of operational and planning issues that are present in the health sectors. Therefore, hospitals in host countries like Kenya should evaluate the elements of individual cross-cultural competence related to the tasks of the expatriate and individual adaptability by effectively combining and

allowing potential expatriates to be matched with appropriate host countries to obtain the optimal fit and commitment.

Before foreign organizations may recruit or choose applicants for a job, it is important for international human resource managers to take into consideration the cross-cultural adjustment mechanisms of expatriates, according to the findings of this research. This is true both in theory and in practice. According to the findings of this research, cross-cultural training (CCT), which has a major impact on the level of commitment shown by employees, is one of the factors that can help a business save money.

5.6 Limitation and Suggestions

The sample size used in this study was 112 expatriate employees from two mission hospitals in Kenya. This might have led to potential biases in their responses since it was a self-evaluation of their work. Therefore, a much bigger sample and wider sampling frame should be considered in future research. Furthermore, due to the limited geographical scope of this research, a replication of the same should be done in a broader scope to compare results and get more valuable information. Additionally, the current study only focused on expatriate employees. Future research should consider managers' views to see the effect of non-work adjustment factors on their employee commitment. Finally, while we collected data from respondents using a cross-sectional survey design, a longitudinal research design could be used to provide more evidence for the assumptions made in this study. This study employed the exploratory research approach among expatriates in the health industry and more especially, in mission hospitals in Kenya. Therefore, researchers may also employ many additional research procedures that were not applied in this study. It's possible that additional research

needs to be done in other fields as well. Also, the constructs of the independent, dependent and moderating variables are not exhaustive of all factors directly or indirectly impacting expatriates. Because of this, it is possible that future study will need to use more variables and make use of more empirical studies in order to find the characteristics that are crucial in expatriates' employee commitment.

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APPENDICES

Appendix I: Letter of Introduction to Respondents

Dear Respondent,

I am a student in the department of school of business and economics at Moi university undertaking a master of science in human resource management. I am currently conducting research on *Transformational leadership on cross-cultural adjustment and employee commitment among expatriates working in selected mission hospitals in Kenya.*

I would be most grateful if you could kindly complete this questionnaire in full so that I can get enough data for this study which, I believe, it will make a contribution to the improvement in the way mission hospitals are governed and by so doing improving their employee commitment.

Any information provided will be treated with utmost confidentiality and at no instance will it be used for any other purpose other than this research study.

Thank you for your cooperation and I look forward to your prompt response.

Yours faithfully,

Abigael Chepkirui

Appendix II: Questionnaire

PLEASE COMPLETE ALL QUESTIONS: DO NOT LEAVE ANY BLANKS

PART A: DEMOGRAPHIC INFORMATION

Please tick the appropriate response

Q1. Gender: Male () Female ()

Q2. Please indicate your Age bracket

Below 29 years ()

30 – 39 years ()

40 – 49 years ()

Above 50 years ()

Q3. Please indicate the highest level of education you have attained.

Doctorate (PHD)()

Masters ()

Degree ()

Diploma ()

Certificate ()

Q4. How long have you served in the medical field?

Less than 5 years ()

Over 5 years ()

Between 10 and 20 years()

Over 20 years ()

Q5. Do you have overseas working experience?

Yes () No ()

Q6. Have you ever worked in other countries before working in Kenya?

Yes () No ()

Q7. Do you stay with your family?

Yes () No ()

PART B: FACTORS INFLUENCING EMPLOYEE COMMITMENT

Q8. To what extent do you agree that you are committed to this hospital such that you will not leave (Please **tick**✓ or **Circle** ○).

Key: 5 – Strongly Agree (SA); 4 – Agree (A); 3 - Neutral (N); 2 – Disagree (D); 1 – Strongly Disagree (SD)

AFFECTIVE COMMITMENT						
Code	Item	SD	D	N	A	SA
B1	Would you be very happy to spend the rest of your career with this hospital	1	2	3	4	5
B2	Do you enjoy discussing this hospital with people outside it	1	2	3	4	5
B3	Do you feel as if this hospital's problems are your own	1	2	3	4	5
B4	Could you easily become as attached to another organization as you are to this hospital	1	2	3	4	5
B5	Do you feel like 'part of the family' at this hospital	1	2	3	4	5
B6	Do you feel 'emotionally attached' to this hospital	1	2	3	4	5
B7	This hospital has a great deal of personal meaning for you	1	2	3	4	5
B8	You have a sense of belonging to this hospital	1	2	3	4	5
CONTINUANCE COMMITMENT						
B9	Are you afraid of what might happen if you quit your job without having another one lined up	1	2	3	4	5
B10	It would be very hard for you to leave this hospital right now, even if you wanted to	1	2	3	4	5
B11	Your life would be disrupted if you decided to leave this hospital now?	1	2	3	4	5
B12	It wouldn't be too costly for you to leave this hospital now?	1	2	3	4	5
B13	Staying with this hospital is a matter of necessity as much as desire?	1	2	3	4	5
B14	You have very few options to consider leaving this hospital	1	2	3	4	5
B15	One of the consequences of leaving this hospital would be the scarcity of available alternatives	1	2	3	4	5

B16	Leaving this hospital would require considerable personal sacrifice - another organization may not match the overall benefits you have here?	1	2	3	4	5
NORMATIVE COMMITMENT						
B17	You believe that a person must always be loyal to his or her organization	1	2	3	4	5
B18	One of the major reasons you continue to work in this organization is that you believe loyalty is important and therefore feel a sense of moral obligation to remain	1	2	3	4	5
B19	If you got another offer for a better job elsewhere you would feel it was right to leave this organization	1	2	3	4	5
B20	You were taught to believe in the value of remaining loyal to this organization	1	2	3	4	5
B21	Things were better in the days when people stayed in one organization for most of their careers	1	2	3	4	5
B22	You think that remaining in one hospital is sensible anymore	1	2	3	4	5
B23	You think that doctors and hospital employees these days move from hospital to hospital too often	1	2	3	4	5

PART C: FACTORS INFLUENCING CROSS-CULTURAL ADJUSTMENT OF EXPATRIATES

Q9. How difficult or easy have you found the following aspects of living in Kenya (Please tick ✓ or Circle ○).

Key: 5- Very Easy (VE); 4- Easy (E); 3- Neither easy nor difficult (ND); 2 -Difficult (D); 1 - Very Difficult (VD)

NON- WORK FACTORS						
Code	Item	VD	D	ND	E	VE
Living Conditions						
C1	Finding food, I enjoy eating	1	2	3	4	5
C2	Housing conditions	1	2	3	4	5

C3	Using the transport system and understanding the traffic system	1	2	3	4	5
C4	Healthcare facilities	1	2	3	4	5
C5	Going shopping	1	2	3	4	5
Environmental Factors						
C6	Adapting to the new climate conditions of the foreign country	1	2	3	4	5
C7	Availability of information concerning weather conditions	1	2	3	4	5
C8	Orientation to the environment	1	2	3	4	5
C9	The cleanness of the environment	1	2	3	4	5
Social Support						
C10	Socializing with the Kenyans outside work environment	1	2	3	4	5
C11	Making friends	1	2	3	4	5
C12	Have a conversation with Kenyan people on a day-to-day basis	1	2	3	4	5
C13	Family support	1	2	3	4	5
C14	Learning their language	1	2	3	4	5
C15	Understanding the new culture	1	2	3	4	5
Peace and Stability						
C16	Emotional stability	1	2	3	4	5
C17	Acceptance of your country's currency	1	2	3	4	5
C18	Accessing communication	1	2	3	4	5
WORK RELATED FACTORS						
Code	Item	VD	D	ND	E	VE
Role Novelty						
C19	My specific job responsibilities	1	2	3	4	5
C20	Nature of work	1	2	3	4	5
C21	Adjusting to the new role	1	2	3	4	5
C22	The expected performance standards	1	2	3	4	5
C23	Hours expected to work	1	2	3	4	5
C24	The present payment scale	1	2	3	4	5

Organizational cultural novelty						
C25	Creating the right working atmosphere	1	2	3	4	5
C26	Physical conditions in the hospital	1	2	3	4	5
C27	Availability of the resource in the work station	1	2	3	4	5
C28	Leadership style	1	2	3	4	5
C29	Communication channel used	1	2	3	4	5
Social support from the organization						
C30	The present relationship with the boss	1	2	3	4	5
C31	The present relationship with the colleagues	1	2	3	4	5
C32	My relationship with the customers/patients	1	2	3	4	5
C33	Dealing with individuals in authority	1	2	3	4	5
INTERACTION FACTORS						
Code	Item	VD	D	ND	E	VE
<i>Interaction with Natives and coworkers</i>						
C34	Native people of Kenya understanding your language	1	2	3	4	5
C35	You as an individual speaking Kenyan national language	1	2	3	4	5
C36	Socializing with the natives of Kenya	1	2	3	4	5
C37	Adapting to the Kenyan culture (beliefs, assumptions & values)	1	2	3	4	5
C38	Adapt to organizational culture	1	2	3	4	5

PART D: THE MODERATING ROLE OF TRANSFORMATIONAL LEADERSHIP


Q10. To what extent do you agree with the following leadership characteristics of your Boss? (Please **tick** ✓ or **Circle** ○).


Key: 5–Strongly Agree (SA); 4 – Agree (A); 3 - Neutral (N); 2 – Disagree(D); 1– Strongly Disagree (SD)

IDEALIZED INFLUENCE						
Code	Item	SD	D	N	A	SA
D1	Your boss acts in ways that builds others trust	1	2	3	4	5
D2	Your boss talks about most important values and beliefs	1	2	3	4	5
D3	Your boss specifies the importance of having a strong sense of purpose	1	2	3	4	5

D4	Your boss considers the moral and ethical consequences of decisions	1	2	3	4	5
D5	Your boss takes a stand on difficult issues	1	2	3	4	5
D6	Your boss is a role model to employees generating loyalty & confidence	1	2	3	4	5
INSPIRATIONAL MOTIVATION						
D7	Your boss talks optimistically about the future	1	2	3	4	5
D8	Your boss articulates a compelling vision of the future	1	2	3	4	5
D9	Your boss talks enthusiastically about what needs to be accomplished	1	2	3	4	5
D10	Your boss provides encouragement & meaning to a task being perform	1	2	3	4	5
INTELLECTUAL STIMULATION						
D11	Your boss emphasis rational solutions when solving problems	1	2	3	4	5
D12	Your boss suggests new ways of looking at how to complete assignments, old assumptions and beliefs	1	2	3	4	5
D13	Your boss encourages the employees to openly express their ideas for the good of the organization	1	2	3	4	5
D14	Your boss encourages delegation of work with guidance and follow up	1	2	3	4	5
INDIVIDUALIZED CONSIDERATION						
D15	Your boss considers employees' different personal needs, abilities, and aspirations	1	2	3	4	5
D16	Your boss goes beyond self-interest for the good of the group?	1	2	3	4	5
D17	Your boss treats employees with respect?	1	2	3	4	5
D18	Your boss act as a mentor to those who seek help to grow in their profession?	1	2	3	4	5


Appendix Iv: Nacosti Permit and Dditionalauthorizations


REPUBLIC OF KENYA


**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION.**


Ref No: **827862** Date of Issue: **28/January/2022**

RESEARCH LICENSE




This is to Certify that Miss.. Abigail Chepkirui Chepkirui of Moi University, has been licensed to conduct research in Bomet, Kiambu on the topic: cross-cultural adjustments and employee commitment on transformational leadership of expatriates working in selected mission hospitals in Kenya for the period ending : 28/January/2023.

License No: **NACOSTIP/22/15466**


 Director General
**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION**

Applicant Identification Number
827862

Verification QR Code



**NOTE: This is a computer generated License. To verify the authenticity of this document,
Scan the QR. Code using QR scanner application.**



THE PRESIDENCY
MINISTRY OF INTERIOR AND COORDINATION OF NATIONAL GOVERNMENT

Telegrams: "DISTRICTER", Bomet
 Telephone: (052) 22004/22077 Fax 052-22490
 When replying please quote

COUNTY COMMISSIONER
 P.O BOX 71- 20400
BOMET

REF: EDU.12.1 VOL.V/ (18)

8TH AUGUST, 2022

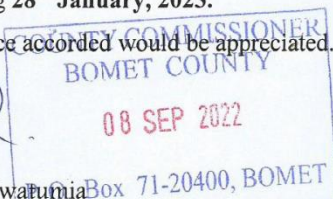
The Deputy County Commissioner

BOMET CENTRAL SUB- COUNTY

RE: RESEARCH AUTHORIZATION – ABIGAEL CHEPKIRUI

The above named has been authorized to carry out research on "**Cross – Cultural Adjustment and Employee Commitment on Transformational Leadership among Expatriates working in Selected Mission Hospital in Kenya**" by the National Commission for Science, Technology and Innovation vide their letter **Ref. No. 827862 dated 28th January, 2022** for the period ending **28th January, 2023**.

Any assistance accorded would be appreciated.



Nahashon Mwatunga

For: County Commissioner

BOMET



**REPUBLIC OF KENYA
MINISTRY OF EDUCATION
STATE DEPARTMENT OF EARLY LEARNING AND BASIC EDUCATION**

Telegrams: "ELIMU",
Telephone: 052-22265
When replying please quote
email: cdebometcounty@gmail.com
Ref/CDE/BMT/ED/AUTH/74/VOL.III/37

COUNTY EDUCATION OFFICE,
BOMET COUNTY,
P.O. BOX 3-20400,
BOMET.

08th September, 2022

**Miss. Abigael Chepkirui
Moi University
P.o Box 3900,
ELDORET**


TO WHOM IT MAY CONCERN

RE: RESEARCH AUTHORIZATION.

Reference is made to the letter dated 28th January, 2022 Ref: No. NACOSTI P/22/15466/827862 from NACOSTI requiring the above-mentioned person to conduct research on "*Cross-cultural adjustments and employee commitment on transformational leadership of expatriates working in selected mission hospitals in Bomet County, Kenya,*" for the period ending 28th January, 2023.

The purpose of this letter is to inform you that authority has been granted for her to carry out the study in Bomet County, including learning Institutions among others.

Kindly accord her the assistance she requires to carry out the exercise.

P.P.  COUNTY DIRECTOR OF EDUCATION
BOMET
Box 3 - 20400, BOMET
Date:

**APOLLO APUKO
COUNTY DIRECTOR OF EDUCATION
BOMET COUNTY.**

Copy

CEO- NACOSTI





OFFICE OF THE PRESIDENT
 MINISTRY OF INTERIOR AND CO-ORDINATION OF NATIONAL GOVERNMENT
 COUNTY COMMISSIONER, KIAMBU

Telephone: 066-2022709
 Fax: 066-2022644
 E-mail: countycommkiambu@yahoo.com
 When replying please quote

County Commissioner
 Kiambu County
 P.O. Box 32-00900
 KIAMBU

Ref. No: **ED.12/1(A)/VOL.V/149**

7th September, 2022

Abigael Chepkirui
 P.O. Box 3900
ELDORET. KENYA

RE: RESEARCH AUTHORIZATION

Reference is made to National Commission for Science, Technology and Innovation Letter Ref No. NACOSTIC/P/22/15466 dated **28th January, 2022**.

You have been authorized to conduct research on "**CROS-CULTURE ADJUSTMENT AND EMPLOYEE COMMITMENT ON TRANSFORMATION LEADERSHIP AMONG EXPATRIATES WORKING IN SELECTED MISSION HOSPITALS IN KENYA**" the data collection will be carried out in *Kiambu County* for a period ending **28th January, 2023**.

You are requested to share your findings with the County Education Office, Kiambu, upon completion of your research.

Festus Kimeu
 FOR: COUNTY COMMISSIONER
KIAMBU COUNTY

Cc National Commission for Science, Technology and Innovation
 P.O. Box 30623-00100
NAIROBI

County Director of Education
KIAMBU COUNTY

County Director of Health
KIAMBU COUNTY

All Deputy County Commissioners (*For information and record purposes*)
KIAMBU COUNTY

"Our Youth our Future. Join us for a Drug and Substance free County".