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EFFECTS OF LEADERSHIP COMMITMENT ON ORGANISATIONAL CULTURE COHESION: A CASE OF WORLD VISION TANZANIA

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1. ABSTRACT

This study examined the effect of leadership commitment on organisational culture cohesion at World Vision Tanzania in Iringa Region. The study was guided by Transformational Leadership Theory and employed a mixed-methods approach using a convergent parallel research design. A cross-sectional design was adopted, involving a target population of 160 employees and stakeholders. A total sample of 128 participants was selected, comprising 113 respondents who participated in the quantitative component and 15 senior employees who participated in qualitative interviews. Quantitative data were collected through structured questionnaires and analysed using descriptive statistics, Pearson correlation and simple linear regression, while qualitative data were collected through semi-structured interviews and analysed thematically. The findings revealed that leadership commitment was positively and significantly associated with organisational culture cohesion ($r = .582, p < .01$). Furthermore, regression analysis indicated that leadership commitment had a positive and statistically significant effect on organisational culture cohesion ($B = .266, \beta = .400, t = 3.863, p < .001$). The findings indicates that leaders who consistently communicate organisational values, demonstrate appropriate behaviours, promote fairness, involve employees, provide support and maintain accountability contribute to stronger organisational culture cohesion. The study concludes that strengthening leadership commitment is important for fostering shared values, trust, collaboration, teamwork and adaptability within the organisation. The study recommends that World Vision Tanzania strengthen leadership development programmes focusing on transformational leadership competencies, effective communication, employee involvement, role modelling and accountability to enhance organisational culture cohesion.

KEYWORDS: Leadership Commitment; Organisational Culture Cohesion; Transformational Leadership; Organisational Culture Cohesion; World Vision Tanzania.

1. INTRODUCTION

1.1 Background of the Study

Organisational culture comprises the shared values, beliefs, norms and practices that guide employees' behaviour, interactions and decision-making within an organisation (Schein & Schein, 2017). In multinational organisations, maintaining cultural cohesion can be challenging because employees operate across different geographical and socio-cultural environments. A cohesive organisational culture promotes shared understanding, cooperation, trust, communication and coordination towards common organisational goals, whereas weak cultural cohesion may result in fragmented practices, poor communication and limited organisational identification (Schein, 2019; Schneider et al., 2019). Thus, organisational culture cohesion is essential for ensuring that employees remain aligned with organisational values and objectives despite differences in their working contexts.

Leadership commitment is an important factor in developing and sustaining organisational culture cohesion. It refers to the extent to which organisational leaders consistently demonstrate dedication to organisational values, goals and priorities through their decisions, behaviours and actions. Leaders influence organisational culture by communicating expected values, modelling appropriate behaviours, rewarding desired practices and allocating resources in ways that demonstrate organisational priorities (Schein & Schein, 2017). When leaders consistently demonstrate commitment to shared organisational values, employees are more likely to understand, accept and incorporate those values into their daily activities. Committed leadership can therefore provide the direction, consistency and behavioural example necessary for strengthening organisational culture cohesion.

Leadership commitment can strengthen cultural cohesion through effective communication, role modelling, employee participation, collaboration and reinforcement of shared values. Leaders who consistently communicate organisational goals and demonstrate the behaviours expected from employees can reduce uncertainty and establish common expectations across organisational units (Schein, 2019). Similarly, leadership that promotes trust, cooperation and employee involvement can strengthen interpersonal relationships and create a shared sense of belonging. Schneider et al. (2019) emphasise that organisational culture is closely associated with the behaviours and practices that are encouraged and reinforced within organisations. Consequently, consistent leadership commitment can transform formally stated

organisational values into everyday practices and thereby enhance cultural alignment and cohesion.

The importance of leadership commitment becomes more pronounced in organisations operating across different geographical and cultural environments. Such organisations must maintain common organisational values while allowing employees to respond to local circumstances. Leaders therefore play an important role in maintaining cultural alignment by consistently communicating organisational expectations and reinforcing shared values across departments, teams and locations. Effective leadership can bridge differences in employees' experiences by promoting cooperation, mutual respect, communication and shared responsibility (Yukl, 2013). In contrast, inconsistent leadership commitment may result in different interpretations and applications of organisational values, potentially weakening cultural cohesion. In the Tanzanian context, where organisations operate within diverse social, cultural and institutional environments, committed leadership can help establish common expectations and strengthen employees' shared understanding of organisational values and practices.

World Vision Tanzania provides a relevant context for examining the relationship between leadership commitment and organisational culture cohesion because the organisation operates across multiple districts and involves employees working in diverse geographical and organisational settings. The organisation requires employees at different levels to work towards shared organisational objectives while responding to varying local circumstances. Maintaining common values, effective communication, cooperation and organisational alignment therefore requires committed leadership. Although organisations may establish formal policies, values and strategic priorities, their effectiveness in shaping workplace culture depends partly on the consistency with which leaders demonstrate and reinforce them (Schein & Schein, 2017). Leadership commitment is therefore particularly important for ensuring that organisational values are consistently interpreted and practised across different organisational units. Despite the recognised importance of leadership in shaping organisational culture, limited empirical attention has been given to the specific effect of leadership commitment on organisational culture cohesion within international organisations operating in Tanzania. Therefore, this study seeks to examine the effects of leadership commitment on organisational culture cohesion, using World Vision Tanzania as a case, with the aim of generating context-specific evidence that can inform leadership practices and strategies for strengthening cohesive organisational cultures.

1.2 Statement of the Problem

Organisational culture cohesion is essential for ensuring that employees share common values, norms, expectations and practices that promote cooperation and alignment with organisational objectives, particularly in organisations operating across diverse geographical and socio-cultural contexts (Schein & Schein, 2017; Schneider et al., 2019). However, achieving and sustaining such cohesion may be challenging where leadership commitment is inconsistent, as employees may receive different messages regarding organisational values, priorities and expected behaviours (Schein, 2019). When leaders demonstrate commitment to shared values and consistently translate them into organisational practices, they can strengthen trust, cooperation, shared understanding and employee alignment; conversely, weak leadership commitment may contribute to fragmented practices, poor communication and reduced cultural cohesion (Yukl, 2013; Schein & Schein, 2017). This challenge is particularly relevant to multinational organisations such as World Vision Tanzania, which operates across multiple geographical locations and requires employees working in different contexts to remain aligned with common organisational values and objectives. Despite the recognised role of leadership in shaping organisational culture, limited empirical evidence exists on the specific effect of leadership commitment on organisational culture cohesion within international organisations operating in Tanzania. Existing studies have largely examined leadership in relation to employee performance, engagement, commitment and organisational effectiveness, while comparatively less attention has been given to leadership commitment as a specific determinant of cultural cohesion (Schneider et al., 2019; Schein, 2019). Therefore, the limited context-specific understanding of how leadership commitment contributes to shared values, cooperation, trust and consistency of organisational practices constitutes the problem that this study seeks to address by examining the effect of leadership commitment on organisational culture cohesion at World Vision Tanzania.

2. LITERATURE REVIEW

2.1 Theoretical Literature Review: Transformational Leadership Theory

Transformational leadership theory (TLT) was conceptualised by James MacGregor Burns in 1978 and later operationalised by Bernard Bass in 1985 to describe leadership that inspires and motivates followers to exceed expectations, transform organisational values and model desired behaviours (Bass & Riggio, 2019). The theory assumes that leadership behaviours influence follower motivation, engagement and performance, while fostering innovation and inclusive, high-performing organisational cultures. Its strengths lie in explaining how leaders

shape organisational culture and enhance the effectiveness of D&I initiatives, whereas its limitations include potential overemphasis on leader influence and reduced effectiveness in rigid or hierarchical contexts without complementary policy support. TLT is relevant to this study because leadership commitment in World Vision Tanzania can model inclusive behaviours, enforce accountability and embed D&I policies into everyday operations. In this study, TLT specifically informs the independent variable leadership commitment and its effect on the dependent variable organisational culture. Contemporary research by Avolio and Yammarino (2013) further extends TLT to cross-cultural and multinational contexts, emphasising the importance of culturally responsive transformational leadership.

2.2 Empirical Review: Effects of Leadership Commitment on Organisational Culture

A cross-sectional study by Kourkouni *et al.* (2025) involving 724 nursing personnel across Greek hospitals demonstrated that ethical leadership and organisational culture both significantly influenced organisational commitment. Data were collected using validated instruments for ethical leadership and culture, with multiple regression analysis showing strong relationships between leadership behaviours, supportive culture and commitment (Kourkouni *et al.*, 2025). This study uses social exchange and organisational culture frameworks to show how leader commitment influences employee culture perceptions. Although extensive, this study focuses on healthcare and commitment outcomes rather than on organisational culture as shaped by D&I policies and leadership commitment in MNOs. Muzondiwa, *et al.*, (2022) investigated the relationship between transformational leadership, organisational culture and perceived organisational effectiveness in a South African multinational corporation. Using a quantitative design with a sample of 400 employees and structural equation modelling, the study found mixed relationships: organisational culture did not positively relate to transformational leadership, though culture mediated perceived effectiveness and leadership (Muzondiwa *et al.*, 2022). This African evidence suggests complex leadership culture dynamics but does not specifically measure leadership commitment to diversity and inclusion policies or their effects on culture. Within Tanzania, direct empirical evidence on leadership commitment's impact on organisational culture, especially in multinational settings, remains limited. One study in the Tanzanian sports sector assessed transformational leadership's influence on organisational culture using structural equation modelling with 153 staff from the Ministry of Culture and Sports (Komba *et al.*, 2023). The study found that certain transformational leadership dimensions positively influenced cultural outcomes such as intellectual stimulation and individualised consideration

(Komba *et al.*, 2023). Although relevant, this research is situated in a public sports organisation, not in MNO and does not examine leadership commitment to culture in multinational organisations like World Vision.

Nishii and Mayer (2009) examined the relationship between leadership behaviours, diversity climate and employee outcomes in organisations using quantitative survey data from employees in diverse workplaces. Guided by organisational climate theory, the study found that leaders who demonstrated commitment to fairness and inclusion strengthened employees' perceptions of organisational support and improved workplace relationships. However, the study focused mainly on leadership behaviours and employee attitudes rather than examining how leadership commitment to formal D&I policies shapes organisational culture within multinational organisations.

Eisenbeiss and Brodbeck (2014) investigated ethical and culturally diverse leadership practices in multinational organisations using survey data from international teams. Using cross-cultural leadership theory, the study found that leaders who demonstrated fairness, openness and cultural awareness contributed to stronger organisational identification and cooperation among employees. Nevertheless, the study did not specifically assess leadership accountability for implementing diversity and inclusion policies, which is the focus of the current study. Hofstede *et al.* (2010) examined the influence of national culture and leadership practices on organisational behaviour using comparative studies across multiple countries. The findings showed that leadership approaches strongly influence employee perceptions, communication patterns and organisational norms. However, the study emphasised national cultural differences rather than organisational leadership commitment to D&I initiatives, creating a gap that this research addresses within the Tanzanian multinational context.

Chrobot-Mason and Aramovich (2013) studied inclusive leadership practices and their influence on organisational inclusion using survey data from employees working in diverse organisations. Guided by inclusion theory, the findings indicated that leaders who actively supported diversity created stronger feelings of belonging, trust and collaboration among employees. However, the study focused on general inclusion experiences and did not examine how leadership commitment to formal D&I policies affects organisational culture cohesion.

McKay *et al.* (2007) investigated the relationship between diversity climate, leadership support and employee performance using survey data from a large U.S. financial

organisation. The study applied organisational climate theory and found that supportive leadership enhanced perceptions of fairness, reduced workplace discrimination and improved employee outcomes. However, the study focused on diversity climate rather than leadership commitment to specific inclusion policies and their effects on organisational culture. Thus existing empirical evidence supports the idea that committed leadership is critical for fostering positive organisational cultures and employee outcomes. However, most research either focuses on public sector contexts, healthcare settings, or general leadership behaviour without isolating leadership commitment within multinational and NGO environments. This highlights a significant gap in examining how leadership commitment shapes organisational culture in World Vision Tanzania.

2.3 Knowledge Gap

Despite growing scholarly attention to leadership and organisational culture, important gaps remain regarding the specific role of leadership commitment in fostering organisational culture cohesion. Existing studies have established that leadership behaviours influence organisational culture, employee engagement, commitment and organisational performance, but much of the literature examines leadership as a broad construct or focuses on general leadership styles rather than isolating leadership commitment as a distinct determinant of cultural cohesion (Schein & Schein, 2017; Schneider et al., 2019). In the African and East African contexts, existing studies have largely focused on leadership and employee or organisational outcomes in public institutions, academic organisations and private-sector settings, providing limited evidence from international non-governmental organisations. Furthermore, limited empirical attention has been given to how consistent leadership commitment through communication, role modelling, employee involvement, reinforcement of shared values and support for organisational priorities contributes to shared values, trust, cooperation and alignment among employees. This creates both a conceptual gap, because leadership commitment is insufficiently examined as a distinct construct influencing organisational culture cohesion and a contextual gap, because limited evidence exists from multinational or international NGOs operating in Tanzania. Therefore, there is inadequate context-specific empirical knowledge on the extent to which leadership commitment influences organisational culture cohesion at World Vision Tanzania, which this study seeks to address.

2.5 Conceptual Framework

The conceptual framework for this study examines how leadership commitment influence organisational culture cohesion within multinational NGOs operating in Tanzania, specifically World Vision. The independent leadership commitment, reflecting the active involvement of leaders in promoting, modeling and enforcing D&I initiatives (Nishii & Mayer, 2019). The dependent variable, organisational culture cohesion, is defined as the shared values, norms, beliefs and practices that shape employee behaviour, collaboration and decision-making within the organisation (Schein, 2019; Schneider, *et al.*, 2019). In this study, organisational culture is operationalised through inclusivity, engagement, collaboration and adaptability. The conceptual framework visually represents this relationship, as shown in the figure below.

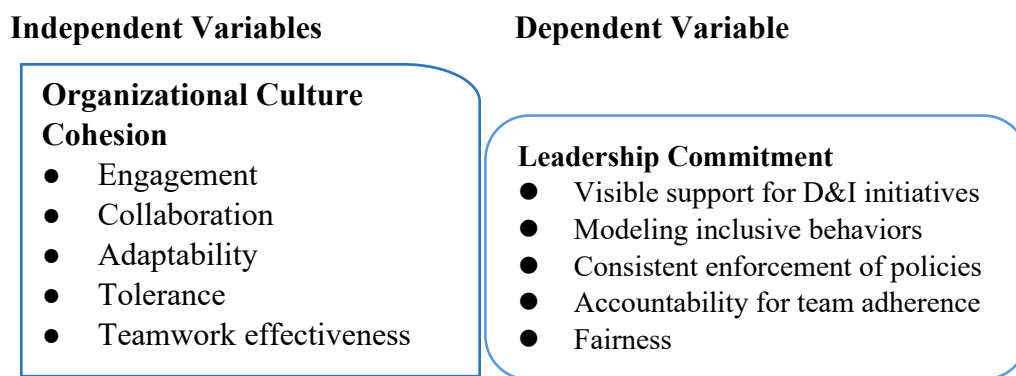


Figure 2.1: Conceptual Framework.

Source: Developed by Researcher, (2026)

3. RESEARCH METHODOLOGY

The study was conducted at World Vision Tanzania in Iringa Region. The region was selected because the organisation has active operations involving employees working within diverse organisational and socio-cultural contexts. The study adopted a mixed methods approach using a convergent parallel design, whereby quantitative and qualitative data were collected concurrently, analysed separately and integrated during interpretation (Creswell & Plano Clark, 2018). A cross sectional research design was employed to collect data at a single point in time and examine the relationship between leadership commitment and organisational culture cohesion (Kothari, 2019). The target population comprised 160 employees and stakeholders, from which a total sample of 128 respondents was selected. Of these, 113 participated in the quantitative component through questionnaires, while 15 senior employees were purposively selected for qualitative interviews. Simple random sampling was

used for the quantitative respondents, while purposive sampling was applied to identify key informants with relevant experience and knowledge of leadership practices and organisational culture.

Primary data were collected using structured questionnaires and semi-structured interviews, while secondary information was obtained from academic literature, organisational reports, policy documents and other relevant sources. The questionnaire employed closed-ended and five-point Likert-scale items to measure leadership commitment and organisational culture cohesion. Leadership commitment focused on aspects such as leaders' support for organisational values, communication, role modelling, employee involvement, accountability and consistency in decision making, while organisational culture cohesion focused on shared values, teamwork, collaboration, trust, communication and organisational alignment. Quantitative data were analysed using descriptive statistics, correlation and regression analysis, while qualitative data were analysed thematically.

Validity and reliability of the research instrument were assessed before the main analysis. Construct validity was examined using the Kaiser-Meyer-Olkin (KMO) measure and Bartlett's Test of Sphericity. The KMO value of 0.822 indicated meritorious sampling adequacy, while Bartlett's Test was statistically significant ($\chi^2 = 1301.557$, $p < .001$), confirming that the data were suitable for factor analysis (Kaiser, 1974; Field, 2018). Principal Component Analysis identified four components with eigenvalues greater than one, collectively explaining 62.219% of the total variance, providing evidence of an acceptable underlying factor structure. Reliability was assessed using Cronbach's Alpha, with coefficients of 0.855 for leadership commitment and 0.712 for organisational culture cohesion, indicating satisfactory internal consistency. Ethical principles were also observed throughout the study, including informed consent, voluntary participation, confidentiality, anonymity and secure handling of research information. Ethical and institutional approval was obtained from the relevant authorities, including the University of Iringa, while permission to conduct the study was sought from appropriate administrative authorities in Iringa. These procedures ensured that the study was conducted in accordance with accepted ethical standards for research involving human participants (Creswell, 2018; Saunders *et al.*, 2019).

4. FINDINGS AND DISCUSSION

4.1 Demographic Characteristics of Respondents

The study involved a total of 113 respondents as expressed in Table 1. In terms of gender, 64 respondents (56.6%) were male, while 49 respondents (43.4%) were female, indicating a slightly higher representation of males in the sample. Regarding age, the largest proportion of respondents, 45(39.8%), were between 30 and 39 years, followed by 34(30.1%) aged 40-49 years. Respondents aged 50-60 years accounted for 20(17.7%), while those aged 20-29 years constituted the smallest group, with 14 respondents (12.4%). The distribution indicates that the study primarily captured views from economically active adults who are likely to possess relevant knowledge and practical experience concerning the study topic. As argued by Creswell & Creswell (2018), presenting respondents' demographic characteristics enhances the understanding of the sample and assists in interpreting and generalising the study findings.

Regarding work experience, the majority of respondents, 64(56.6%), had 1-5 years of experience, indicating that most participants were relatively early in working with Word Vision Tanzania. Respondents with 6-10 years of experience accounted for 30(26.5%), while 10(8.8%) had 11-15 years of experience. Only 5 respondents (4.4%) reported 16-20 years of experience and 4 respondents (3.5%) had more than 20 years of work experience. The variation in work experience provided perspectives from both relatively new and highly experienced respondents, thereby enriching the quality and reliability of the information collected. Previous methodological studies emphasise that respondents' experience can significantly influence the depth and credibility of information obtained in survey research (Saunders et al., 2019).

With respect to educational attainment, 26 respondents (23.0%) had completed Form VI, followed by 25 (22.1%) with a Bachelor's degree and 23 (20.4%) holding a Diploma. Respondents with STD VI education accounted for 19 (16.8%), while 15 (13.3%) had completed Form IV. Only 5 respondents (4.4%) possessed a Master's degree. In terms of occupation, the majority of participants were clients, comprising 75 respondents (66.4%), whereas 38 respondents (33.6%) were staff. The diversity in educational background and occupational status means that the study obtained views from respondents with varying levels of knowledge, skills and experiences, thereby strengthening the comprehensiveness of the findings. Demographic diversity is essential in survey research because it enables researchers

to understand respondent characteristics and provides context for interpreting study results (Bryman, 2016).

Table 1: Demographic Characteristics of Respondents.

Category		Frequency	Percent
Gender	Male	64	56.6
	Female	49	43.4
	Total	113	100.0
Age	20-29 Years old	14	12.4
	30-39 years old	45	39.8
	40-49 years old	34	30.1
	50-60 years old	20	17.7
	Total	113	100.0
Experience	1-5 Years	64	56.6
	6-10 Years	30	26.5
	11-15 Years	10	8.8
	16-20 Years	5	4.4
	Above 20 Years	4	3.5
	Total	113	100.0
Education	STD VI	19	16.8
	Form IV	15	13.3
	Form VI	26	23.0
	Diploma	23	20.4
	Bachelor Degree	25	22.1
	Masters	5	4.4
	Total	113	100.0
Occupation	Staff	38	33.6
	Clients	75	66.4
	Total	113	100.0

Source: Researcher (2026)

4.2. Effects of Leadership Commitment on organisational Culture Cohesion

This section presents the findings on the effects of leadership commitment on organisational culture cohesion. The objective was to determine the extent to which leadership commitment influences the development and maintenance of a cohesive organisational culture. Specifically, the section examines how leaders' commitment to diversity, inclusion, fairness, employee engagement and organisational values contributes to fostering collaboration, trust, mutual respect and a shared sense of purpose among employees. To achieve this objective, respondents were presented with five statements related to leadership commitment and its influence on organisational culture cohesion. They were asked to indicate their level of agreement using a five-point Likert scale ranging from Strongly Disagree (1) to Strongly

Agree (5). The responses were analyzed using descriptive statistics, including frequencies and percentages and the findings are presented in Table 2.

Table 2: Effects of Leadership Commitment on organisational Culture Cohesion.

Statement	SD		D		N		A		SA		Total
	F	%	F	%	F	%	F	%	F	%	
Leaders support diversity and inclusion initiatives (LC1)	3	2.7	11	9.7	36	31.9	46	40.7	17	15.0	113
Leaders model inclusive behaviors in their interactions and decisions (LC2)	2	1.8	12	10.6	30	26.5	52	46.0	17	15.0	113
Leadership fosters trust by promoting fairness (LC3)	3	2.7	4	3.5	40	35.4	56	49.6	10	8.8	113
Leaders enforce diversity across all departments (LC4)	1	.9	4	3.5	30	26.5	67	59.3	11	9.7	113
Leaders hold teams accountable for adhering to diversity and inclusion policies (LC5)	4	3.5	4	3.5	30	26.5	53	46.9	22	19.5	113

Source: Field data (2026)

Table 2 presents respondents' views on the effects of leadership commitment on organisational culture cohesion. Regarding whether leaders support diversity and inclusion initiatives (LC1), 63 respondents (55.7%) agreed with the statement, while 14 respondents (12.4%) disagreed and 36 respondents (31.9%) were neutral. These findings indicate that the majority of respondents perceive organisational leaders as committed to promoting diversity and inclusion, although a considerable proportion remained neutral, indicating the need for continued awareness and visible leadership commitment. Concerning whether leaders model inclusive behaviors in their interactions and decisions (LC2), 69 respondents (61.0%) agreed with the statement, whereas 14 respondents (12.4%) disagreed while 30 respondents (26.5%) were neutral. This finding indicates that most respondents believe organisational leaders demonstrate inclusive behaviours that encourage respect, collaboration and fairness among employees.

Regarding whether leadership fosters trust by promoting fairness (LC3), 66 respondents (58.4%) agreed with the statement, while only 7 respondents (6.2%) disagreed and 40 respondents (35.4%) were neutral. These findings imply that respondents generally perceive fairness demonstrated by organisational leaders as an important factor in building trust and strengthening organisational culture cohesion. With respect to whether leaders enforce diversity across all departments (LC4), the majority of respondents, 78 (69.0%) agreed with

the statement, while only 5 respondents (4.4%) disagreed and 30 respondents (26.5%) remained neutral. This suggests that leadership plays a significant role in ensuring diversity is consistently practised throughout the organisation, thereby enhancing an inclusive organisational culture.

Regarding whether leaders hold teams accountable for adhering to diversity and inclusion policies (LC5), 75 respondents (66.4%) agreed with the statement, while 8 respondents (7.0%) disagreed and 30 respondents (26.5%) were neutral. These findings indicate that respondents generally believe leaders actively monitor and reinforce compliance with diversity and inclusion policies, thereby promoting responsibility, fairness and organisational cohesion.

During the interviews, respondents were asked the following question: What are the effects of leadership commitment on organisational culture cohesion in World Vision Tanzania?

One participant explained:

Leadership commitment is essential because when leaders consistently support diversity and inclusion, employees become more confident that everyone will be treated fairly. This strengthens teamwork and creates a culture of trust throughout the organisation (Manager 1; 12/6/2026).

Another interviewee stated:

Our leaders lead by example. They encourage employees from different backgrounds to contribute ideas during meetings and ensure that decisions are made fairly. This has improved cooperation and strengthened relationships among staff members" (Human Resource Officer 1; 18/6/2026).

A third participant remarked:

Leaders regularly communicate organisational values related to diversity, inclusion and respect. They also address cases of discrimination promptly, which has helped employees feel safe, respected and motivated to work together" (Manager 2; 16/6/2026).

Another respondent noted:

Leadership commitment is reflected in how managers hold departments accountable for implementing diversity and inclusion policies. This has created consistency across the organisation and strengthened employees' sense of belonging (Human Resource Officer 2; 16/6/2026).

The interview findings support the quantitative results presented in Table 2. Both sources of data indicate that leadership commitment plays a vital role in strengthening organisational

culture cohesion. Leaders who actively support diversity and inclusion initiatives, demonstrate inclusive behaviour, promote fairness, enforce diversity practices and hold employees accountable for implementing inclusion policies create an organisational environment characterised by trust, collaboration, mutual respect, psychological safety and employee engagement. In such environments, employees are more likely to share ideas openly, cooperate effectively across departments and develop a strong sense of belonging to the organisation.

These findings are consistent with the study by Randel et al., (2018), which found that leadership commitment to workplace inclusion promotes employees' sense of belonging, increases collaboration and strengthens organisational cohesion. The study concluded that inclusive leaders create work environments where employees are encouraged to contribute their diverse perspectives, leading to improved teamwork and organisational effectiveness. Similarly, Nishii (2013) emphasized that inclusive leadership shapes employees' perceptions of fairness and inclusion, which in turn enhances cooperative behaviour and reduces workplace conflict.

In addition, the findings align with those of the Society for Human Resource Management (2022), which reported that leaders who consistently demonstrate fairness, transparency and accountability foster positive organisational cultures characterised by trust, employee commitment and stronger interpersonal relationships. Effective leadership commitment was identified as a key driver of inclusive workplaces and sustainable organisational performance. Complementing this view, Deloitte (2023) highlighted that organisations with strong inclusive leadership are more likely to experience higher employee retention, reduced workplace conflict and improved collaboration across diverse teams. The findings are also supported by McKinsey & Company (2023), which found that organisations with leaders who actively champion diversity and inclusion are more likely to experience higher employee engagement, stronger collaboration, greater innovation and improved organisational performance. The report emphasises that leadership commitment is fundamental to embedding inclusion into organisational culture and ensuring that diversity policies translate into everyday workplace practices.

Furthermore, Avolio and Bass (2004), in their transformational leadership theory, argue that leaders who inspire, motivate and model ethical behaviour foster stronger organisational commitment and cohesion among employees. Their work suggests that leadership behaviours such as role modelling, fairness and individualised consideration are critical in shaping

positive organisational culture and strengthening team unity. This theoretical perspective reinforces the empirical findings of the present study. Therefore, the study shows that leadership commitment is a critical determinant of organisational culture cohesion in World Vision Tanzania. Leaders who consistently support diversity and inclusion, model inclusive behaviours, promote fairness, enforce diversity practices, ensure accountability and inspire employees through transformational leadership approaches create a cohesive organisational culture characterised by trust, respect, collaboration, psychological safety and shared commitment to organisational goals. Such leadership not only strengthens internal relationships but also enhances overall organisational effectiveness and sustainability.

4.2.2 Organisational Culture Cohesion

This section presents the findings on organisational culture cohesion. The objective was to assess the level of cohesion within the organisation and examine the extent to which employees experience unity, collaboration, shared values and a sense of belonging in the workplace. Organisational culture cohesion is considered an important outcome of effective diversity, inclusion and leadership practices, as it reflects the degree to which employees work together harmoniously toward the achievement of organisational goals. To achieve this objective, respondents were presented with five statements related to organisational culture cohesion. They were asked to indicate their level of agreement using a five-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5). The responses were analysed using descriptive statistics, including frequencies and percentages and the findings are presented in Table 3.

Table 3: Organisational Culture Cohesion.

Statement	SD		D		N		A		SA		Total
	F	%	F	%	F	%	F	%	F	%	F
I feel engaged and motivated in my work due to the organisational culture (OCC1)	1	.9	1	.9	21	18.6	72	63.7	18	15.9	113
The organisational culture encourages collaboration across all teams (OCC2)	1	.9	0	0.0	30	26.5	65	57.5	17	15.0	113
Employees are encouraged to work together effectively as teams (OCC3)	3	2.7	11	9.7	36	31.9	46	40.7	17	15.0	113
The organisational culture promotes adaptability and openness to change (OCC4)	1	.9	2	1.8	26	23.0	67	59.3	17	15.0	113
The organisational culture fosters tolerance and respect for different perspectives (OCC5)	1	.9	19	16.8	58	51.3	35	31.0	35	31.0	113

Source: Field data (2026)

Table 3 presents respondents' views on organisational culture cohesion within the studied organisations. Regarding whether employees feel engaged and motivated due to the organisational culture (OCC1), 90 respondents (79.6%) agreed with the statement, while 2 respondents (1.8%) disagreed and 21 respondents (18.6%) remained neutral. These findings means that the majority of employees experience a positive and motivating organisational culture that enhances their engagement at work. Concerning whether the organisational culture encourages collaboration across all teams (OCC2), 82 respondents (72.5%) agreed while only 1 respondent (0.9%) disagreed. However, 30 respondents (26.5%) were neutral. This indicates that although collaboration is widely promoted within the organisation, a notable proportion of employees remain uncertain about the extent of cross-team cooperation, suggesting the need for stronger internal integration mechanisms.

Regarding whether employees are encouraged to work together effectively as teams (OCC3), 63 respondents (55.7%) agreed with the statement, while 14 respondents (12.4%) disagreed and 36 respondents (31.9%) were neutral. These findings imply that teamwork is generally encouraged within the organisation. With respect to whether the organisational culture promotes adaptability and openness to change (OCC4), 84 respondents (74.3%) agreed while only 3 respondents (2.7%) disagreed and 26 respondents (23.0%) were neutral. This indicates that most employees perceive the organisation as flexible and responsive to change, which is an important feature of a strong and adaptive organisational culture.

Finally, regarding whether the organisational culture fosters tolerance and respect for different perspectives (OCC5), 70 respondents (62.0%) agreed while 20 respondents (17.7%) disagreed and 58 respondents (51.3%) were neutral. These findings indicates that majority of employees perceive the organisation as respectful of diverse opinions indicates inclusivity.

The interview findings provide further support for these quantitative results. When respondents were asked about organisational culture cohesion, one interviewee stated:

The organisational culture here makes employees feel valued and part of the organisation. We are encouraged to work as a team and this has increased cooperation and motivation among staff" (Manager 1; 12/6/2026).

Another participant noted:

Collaboration is strongly encouraged in our organisation. Employees from different departments often work together, which improves understanding and strengthens relationships at work" (Human Resource Officer 1; 16/6/2026).

A third respondent explained:

“Although teamwork exists, sometimes communication between departments is not very strong, which affects how well employees cooperate in certain tasks” (Manager 2; 16/6/2026).

Another interviewee added:

The organisation is open to change and new ideas. Leaders encourage flexibility and this makes employees more willing to adapt to new working conditions” (Human Resource Officer 2; 16/6/2026).

These qualitative findings confirm that organisational culture cohesion is generally strong, particularly in terms of engagement, collaboration, adaptability and teamwork. However, they also reveal some inconsistencies in communication and cross-departmental cooperation, which align with the neutral responses observed in the quantitative data. These findings are consistent with those of Schein (2010), who argued that organisational culture is a key determinant of employee behaviour, shaping how individuals interact, collaborate and adapt within organisations. According to Schein, strong cultures promote shared values and assumptions that enhance unity and organisational effectiveness.

Similarly, the findings align with those of Denison (2000), who found that organisational cultures characterised by involvement, consistency, adaptability and mission are strongly associated with improved organisational performance and employee commitment. His model emphasises that collaboration and shared values are critical components of culture cohesion. The results are also supported by McKinsey & Company (2023), which reported that organisations with strong cultural cohesion tend to experience higher employee engagement, better teamwork, increased innovation and improved performance outcomes. The report highlights that inclusive and adaptive cultures are essential for sustaining long-term organisational success. Therefore, the study shows that organisational culture cohesion is positively experienced within World Vision Tanzania. The presence of employee engagement, collaboration, teamwork, adaptability and respect for diverse perspectives indicates that the organisation has developed relatively strong and cohesive cultures.

4.3. Relationship of variables: Multiple Correlation Analysis

To assess the relationship between leadership commitment and organisational culture cohesion, a Pearson correlation analysis was conducted between the overall leadership commitment index, its individual dimensions and the measures of organisational culture cohesion. The analysis sought to determine whether higher levels of leadership commitment

are associated with stronger organisational culture cohesion in multinational organisations. Table 4 presents the correlation coefficients, illustrating the strength and direction of the relationships between the study variables.

The results in Table 4 indicate that leadership commitment is positively and significantly correlated with organisational culture cohesion. The overall leadership commitment index (LC) shows a strong positive relationship with organisational culture cohesion (OCC) ($r = 0.582$, $p < 0.01$), suggesting that increased leadership commitment is associated with stronger organisational culture cohesion. At the dimensional level, all leadership commitment variables (LC1–LC5) also show positive relationships with OCC, with LC3 (fostering trust through fairness) ($r = 0.550$, $p < 0.01$) and LC2 (modeling inclusive behaviors) ($r = 0.489$, $p < 0.01$) demonstrating relatively stronger correlations. This implies that fairness, trust building and inclusive leadership behaviours are key drivers of organisational culture cohesion.

Similarly, the findings show that leadership commitment is positively associated with all dimensions of organisational culture cohesion. OCC1 (employee engagement and motivation) exhibits a strong correlation with leadership commitment ($r = 0.726$, $p < 0.01$), while OCC2 (team collaboration) also shows a strong relationship ($r = 0.762$, $p < 0.01$), indicating that leadership commitment significantly enhances teamwork and employee engagement. Furthermore, OCC3 (teamwork effectiveness), OCC4 (adaptability) and OCC5 (tolerance and respect for diversity) also show positive correlations with leadership commitment, with coefficients of $r = 0.685$, $r = 0.579$ and $r = 0.613$ respectively ($p < 0.01$). The findings confirm that leadership commitment plays a significant role in strengthening organisational culture cohesion through promoting engagement, collaboration, adaptability and respect within the organisation.

Table 4: Correlation between Leadership Commitment and OCC.

Item	LC1	LC2	LC3	LC4	LC5	LC	OC C1	OC C2	OC C3	OC C4	OC C5	OC C
LC1	1											
LC2	.866 **	1										
LC3	.534 **	.583 **	1									
LC4	.270 **	.435 **	.636 **	1								
LC5	.388 **	.479 **	.656 **	.620 **	1							
LC	.790 **	.859 **	.843 **	.712 **	.784 **	1						
OCC 1	.269 **	.382 **	.450 **	.364 **	.411 **	.466 **	1					
OCC 2	.391 **	.360 **	.435 **	.228 *	.305 **	.434 **	.511* *	1				
OCC 3	.290 **	.350 **	.377 **	.253 **	.311 **	.397 **	.597* *	.446* *	1			
OCC 4	.416 **	.334 **	.405 **	.238 *	.228 *	.408 **	.053	.390* *	.139	1		
OCC 5	.240 *	.221 *	.184	.258 **	.128	.256 **	.316* *	.218* *	.178	.316* *	1	
OCC	.480 **	.489 **	.550 **	.399 **	.409 **	.582 **	.726* *	.762* *	.685* *	.579* *	.613* *	1

Source: Researcher, (2026)

4.4 Regression Analysis: Effect of Leadership Commitment on Organisational Culture Cohesion

The findings indicate that leadership commitment has a positive and statistically significant effect on organisational culture cohesion ($B = 0.266$, $\beta = 0.400$, $t = 3.863$, $p < 0.001$) as shown in Table 5. This finding implies that an increase in leadership commitment is associated with an increase in organisational culture cohesion. In practical terms, leaders who consistently demonstrate commitment to organisational values, communicate a clear direction, involve employees in organisational processes, provide support and accountability and model expected behaviours are more likely to create an environment characterised by shared values, cooperation and a common sense of belonging.

The result is consistent with Transformational Leadership Theory, which explains that transformational leaders influence followers by elevating their motivation, values and commitment towards collective organisational objectives (Burns, 1978; Bass, 1985). Through

this process, leadership commitment can contribute to the alignment of employees around common organisational goals and values, thereby strengthening cultural cohesion. The finding therefore supports the theoretical proposition that leadership can influence not only individual employee attitudes and behaviours but also the broader organisational environment in which employees interact. The finding can further be explained through the four dimensions of transformational leadership. First, idealised influence suggests that leaders serve as role models whose behaviours communicate the values and standards expected within the organisation (Bass & Riggio, 2006). When leaders demonstrate consistency between what they communicate and what they actually do, employees are more likely to develop common expectations regarding appropriate organisational behaviour. Second, through inspirational motivation, transformational leaders communicate a compelling vision and encourage employees to pursue shared organisational objectives. This can create a common sense of purpose and strengthen employees' identification with the organisation. Third, intellectual stimulation encourages employees to contribute ideas, question existing practices and participate in solving organisational problems, which can promote openness, collaboration and shared learning. Finally, individualised consideration involves recognising employees' individual needs and providing support for their development, which can strengthen trust, belonging and interpersonal relationships (Bass & Riggio, 2006). Collectively, these mechanisms explain how leadership commitment can translate into stronger organisational culture cohesion. The significant positive coefficient obtained in this study therefore provides empirical support for the applicability of Transformational Leadership Theory in explaining the relationship between leadership commitment and organisational culture cohesion.

The finding is also consistent with previous empirical evidence such as Warrick (2017) argues that leaders play a central role in establishing and sustaining organisational culture because their behaviours influence the values, practices and behavioural expectations that become accepted within an organisation. Similarly, Syahrial and Byarwati (2022) found significant relationships involving transformational leadership and organisational culture-related outcomes among employees in an organisational setting. These findings are broadly consistent with the present study because they demonstrate that leadership behaviours can influence the cultural environment within organisations. The present finding, however, extends this empirical evidence by focusing specifically on leadership commitment as a predictor of organisational culture cohesion, rather than examining transformational

leadership only as a broad leadership style or focusing primarily on individual employee outcomes. The result therefore provides additional empirical evidence that sustained leadership commitment can contribute to shared values, cooperation and collective organisational identity.

The finding also has important implications when compared with previous studies that have linked transformational leadership primarily to employee-level outcomes such as job satisfaction, organisational commitment, motivation and performance. While these studies demonstrate that transformational leadership can influence how employees perceive and respond to their work, the present study indicates that its influence may also extend to a collective organisational outcome, namely organisational culture cohesion. This is important because organisational culture cohesion concerns the extent to which organisational members develop shared values, expectations, relationships and ways of working. The standardised coefficient of $\beta = 0.400$ indicates a meaningful contribution of leadership commitment to this outcome, although it does not imply that leadership commitment is the only factor determining cultural cohesion. Other organisational factors may also contribute to cohesion. Nevertheless, the statistically significant relationship demonstrates that committed leadership is an important mechanism through which transformational leadership principles can be translated into a more cohesive organisational environment. In the context of World Vision Tanzania, where employees may work across different functions and programmes, consistent leadership commitment may be particularly important for maintaining shared organisational values and coordinated ways of working.

Table 5: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	11.339	1.014		11.181	.000
LC	.266	.069	.400	3.863	.000

a. Dependent Variable: OCC

Source: Researcher (2026)

5. CONCLUSIONS AND RECOMMENDATION

5.1 Conclusions

The study concludes that leadership commitment has a positive and statistically significant effect on organisational culture cohesion at World Vision Tanzania. The correlation results showed a positive relationship between leadership commitment and organisational culture cohesion ($r = 0.582$, $p < 0.01$), while the regression results confirmed a positive and

statistically significant effect ($B = 0.266$, $\beta = 0.400$, $t = 3.863$, $p < 0.001$). This indicates that leaders who consistently communicate organisational values, model appropriate behaviours, promote fairness, involve employees, provide support and maintain accountability contribute to stronger organisational culture cohesion. The findings are consistent with Transformational Leadership Theory, which explains that leaders can strengthen shared values, motivation, trust and collective organisational purpose through idealised influence, inspirational motivation, intellectual stimulation and individualised consideration. Therefore, leadership commitment is an important factor in developing a cohesive organisational culture characterised by collaboration, teamwork, trust, employee engagement and shared organisational values.

5.2 Recommendations

Based on these findings, World Vision Tanzania should strengthen leadership commitment by ensuring that managers consistently communicate organisational values, demonstrate expected behaviours and apply organisational standards fairly across departments. Leadership development programmes should emphasise transformational leadership competencies, particularly role modelling, inspirational communication, employee involvement, support and accountability. The organisation should also strengthen cross-departmental communication, teamwork and employee participation in decision-making to reduce communication gaps and improve organisational integration. Regular feedback mechanisms, team meetings and collaborative activities can further enhance trust, cooperation and a shared sense of belonging. These measures can help translate organisational values into everyday practices and sustain a cohesive organisational culture across different organisational units.

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