

TRANSFORMATIONAL LEADERSHIP STYLE AS A PREDICTOR OF ORGANIZATIONAL COMMITMENT

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Abstract: The purpose of the present study was to examine the role of transformational leadership style in organizational commitment of employees. The sample consisted of 313 employees from different national and multinational companies located in Patiala, Chandigarh, Delhi, Gurgaon and Noida. Multifactor Leadership Questionnaire (Rater form) (Bass & Avolio, 1995) and Organizational Commitment Scale (Meyer and Allen, 1993) were used to gather data. It was hypothesized that transformational leadership styles [idealized influence (attributed), idealized influence (behavior), inspirational motivation, intellectual stimulation and individualized consideration] would be positively correlated with organizational commitment and would significantly contribute in organizational commitment. Both Pearson product moment correlation and stepwise multiple regression analysis were used to analyze the data. The results of correlation showed that there is a positive correlation between transformational leadership style and organizational commitment. Stepwise multiple regression analysis also proved that transformational leadership style significantly contributed in organizational commitment. The findings of present study have very important implications for organizational effectiveness and employee personal growth. Training managers in various components of transformational leadership style can result in better job performance and higher levels of organizational commitment. This would further contribute in overall organizational growth.

IndexTerms- Transformational leadership style, Organizational commitment, employees.

I. INTRODUCTION

Employee's commitment towards his organization is considered to be an important factor because it helps the organization to retain the valuable employees and to get a competitive advantage. Significant positive associations have been found between organizational commitment and desirable outcomes such as performance, adaptability and job satisfaction (Angle & Perry 1981; Hunt, Chonko and Wood, 1985; Mowday, Steers & Porter, 1979). If employees are committed to their organization, they are more willing to work hard, exert more effort and participate in creative & innovative activities on behalf of their organization. This frequently guarantees organizational effectiveness and success. Organizational commitment is the degree to which an employee recognizes and identifies with his /her respective organization. According to Cohen (2003), "Commitment is a force that binds an individual to a course of action of relevance to one or more targets".

Tri-dimensional Organizational Commitment Model (Meyer and Allen, 1997):

According to Meyer and Allen (1991), "Organizational commitment is a psychological state that characterizes the employee's relationship with the organization and has implications for the decision to continue membership in organization". As the name suggests, Meyer and Allen's Tri- dimensional organizational commitment model (1997) conceptualizes organizational commitment in three dimensions namely, affective,

continuance and normative commitment. These dimensions explain the organizational commitment in different ways and provide implications for employee's behavior.

A) AFFECTIVE COMMITMENT -It refers to an individual's emotional attachment to the organization. According to Beck & Wilson (2000) members who are committed on an affective basis, stay with the organization because they view their personal enjoyment relationship as congruent to the goals and values of the organization.

B) CONTINUANCE COMMITMENT -Meyer & Allen (1991) stated that "employee whose primary link to the organization is based on continuance commitment remain because they need to do so". It is calculative in nature because of the employee's perception of risks and costs associated with the current organization (Meyer & Allen, 1997).

C) NORMATIVE COMMITMENT -Organizational members are committed to their respective organization based on moral reasons. According to Suliman & Iles (2000), the strength of normative commitment is that it is influenced by accepted rules regarding reciprocal obligation between members and their organization.

TRANSFORMATIONAL LEADERSHIP

According to Yukl (2005), "Leadership is a process of interaction between leaders and subordinates where a leader attempts to influence the behavior of his or her subordinates to accomplish organizational goals". The concept of transformational leadership style was first developed by Burns (1978). Transformational leadership occurs when one or more individuals engross with others in such a way that leaders and followers raise one another to a higher level of motivation, performance and morality. It is that process in which leader changes and transforms their followers (Northouse, 2001). There are following four important components of transformational leadership (Barbuto, 1997; Bass & Avolio, 1997; Bass & Steidlmeier, 1998; Hartog & Van Muijen, 1997; Tracey & Hinkin, 1998):

A) IDEALIZED INFLUENCE (ATTRIBUTED AND BEHAVIORS) – Leaders with idealized influence (attributed and behaviors) are able to build trust in their followers and act with integrity. These leaders inculcate pride and faith in followers, accommodate vision and a sense of mission, gain respect & confidence and set high standards for competition.

B) INSPIRATIONAL MOTIVATION – Inspirational motivation is the extent to which a leader verbalizes motivating and inspiring vision to their followers to take action in the effort to fulfill the vision. The visionary aspects of this leadership are supported by communication skills that make the vision understandable, clear, powerful and engaging.

C) INTELLECTUAL STIMULATION – Intellectual stimulation is the degree in which the leader supports the followers to approach problems in creative and innovative manner (Bass,2000). Through intellectual stimulation, leaders can stimulate follower's ability to experiment with new practices as well as create ideas that eminently impact performance that further impacts performance (Dansereau et al.,1995).

D) INDIVIDUALIZED CONSIDERATION – Leaders with individualized consideration are those leaders who are able to coach people. They create an appropriate and supportive environment in which follower's individual differences and needs are considered (Bass, 1985) and their cognitive ability is valued (Tourish & Pinnington,2002).

REVIEW OF LITERATURE

Organizational Commitment and Leadership

Various researchers (Bateman & Strasser, 1984; Mathieu & Zajac,1990; Lowe,Kroeck & Sivasubramaniam,1996; Lok & Crawford,1999; Bono & Judge, 2003 and Geizsel, Slegers, Leithwood & Jantzi, 2008) have examined the relationship between leadership styles and organizational commitment. One of the important factors that have an impact on organizational commitment is the relationship between the follower and their leaders.

In recent times, by using a sample of 84 managers of a manufacturing company in eastern India, Pahwa and Krishnan (2013) investigated the impact of leader's gender (femininity and masculinity) on transformational leadership and the follower's organizational commitment. The findings of the study showed that masculinity enhances normative commitment and androgyny enhances continuance commitment and a positive effect of masculinity on normative commitment continues to exist even after controlling for the common variance between

normative commitment and inspirational motivation. The findings also indicated that femininity reduces inspirational motivation and transformational leadership enhances continuance commitment only when the leader is androgynous and that transformational leadership enhances affective commitment only for the masculine leaders. In order to investigate the most preferred leadership behaviors among transformational & transactional leadership styles and its impact on employee's organizational commitment, Raja & Palanichamy (2011) administered organizational commitment questionnaire (OCQ) developed by Mowday et al., (1979) and Multifactor Leadership Questionnaire (MLQ) developed by Bass and Avolio (1995) respectively and took 158 respondents from BHEL (Bharat Heavy Electrical Limited). One way- ANOVA, correlation and regression analysis were applied to analyze the data. The results of the study have revealed that transformational leadership style is more positively related to employee's commitment toward work & organization as compared to the transactional leadership style. A sample of Thamrin (2012) to explore the influence of transformational leadership and organizational commitment on job satisfaction and employee performance to 105 employees of the shipping company in Indonesia. The data analyzes technique used in this study is Structural Equation Model (SEM). The findings of the study showed that transformational leadership has a positive significant influence on organizational commitment and employee performance but no positive significant influence on job satisfaction. Organizational commitment has a positive significant influence on job satisfaction and employee's performance. He also found that job satisfaction has a positive significant influence on employee's performance. On the contrary, Fasola, Adeyemi and Olowe (2013) explored the relationship between leadership styles (transformational, transactional leadership style) and organizational commitment among Nigerian Bank employees and concluded that there is a positive correlation between transformational, transactional leadership & organizational commitment and they also reported that transactional leadership style on the organizational commitment of banking employees is more effective than transformational leadership style.

II. NEED OF THE STUDY

Organizations worldwide are facing challenges in retaining human capital due to globalization, technological advancements and competitive markets. Every organization needs employees who are committed towards work and work place. This is because committed employees are less likely to quit (Mowday, 1998 and Ramlall, 2004), they are a valuable assets for the organization. Such employees perform in a desired way and exert more efforts to achieve targets. This leads to both organizational growth as well as employee's personal growth. An efficacious leadership can play an important role in improving and subsidizing the functioning of any organization. How a leader leads his subordinates determines the success of the organization to a great extent. Thus, effective leadership style certainly improves organizational productivity. Therefore, the present study was carried out to assess the relationship between transformational leadership style [idealized influence (attributed), idealized influence (behavior), inspirational motivation, intellectual stimulation & individualized consideration] and organizational commitment and also assess the contribution of transformational leadership style in organizational commitment so that insinuations about the organizational productiveness and effectiveness could be drawn.

III. OBJECTIVES

1. To assess the relationship between dimensions of transformational leadership style [idealized influence (attributed), idealized influence (behavior), inspirational motivation, intellectual stimulation & individualized consideration] and organizational commitment.
2. To assess the contribution of dimensions of transformational leadership style [idealized influence (attributed), idealized influence (behavior), inspirational motivation, intellectual stimulation & individualized consideration] in organizational commitment.

IV. HYPOTHESES

1. Dimensions of transformational leadership style [idealized influence (attributed), idealized influence (behavior), inspirational motivation, intellectual stimulation & individualized consideration] would be positively correlated with organizational commitment.
2. Dimensions of transformational leadership style [idealized influence (attributed), idealized influence (behavior), inspirational motivation, intellectual stimulation & individualized consideration] would significantly contribute in organizational commitment.

V. METHOD

SAMPLE: The sample for the present study consisted 313 employees working in national and multinational companies in Patiala, Chandigarh, Delhi, Gurgaon and Noida. A list of as many as possible national and multinational companies from where data could be collected was prepared for the above mentioned cities. Thereafter the human resource (HR) departments were contacted through emails and appointment was sought. The HR personnel of the organizations that gave appointment were met and explained the purpose of the study. The personnel who gave consent for data collection were further requested to provide a list of middle and senior level managers working in various departments. The subjects were then randomly selected from that list. Before the administration of the scales rapport building was done. All the participants were in the age group of 25-40 years with mean age 32.5 years. Minimum tenure of the participants was 5 years in the present job.

DESIGN: The present study aimed at assessing the role of transformational leadership styles [idealized influence (attributed), idealized influence (behavior), inspirational motivation, intellectual stimulation and individualized consideration] in organizational commitment, where transformational leadership styles [idealized influence (attributed), idealized influence (behavior), inspirational motivation, intellectual stimulation and individualized consideration] are predictors and organizational commitment is predicted variable. Correlation and stepwise multiple regression were used to analyze the data.

TOOLS USED:

1. Organizational Commitment Questionnaire (Meyer and Allen, 1993) was used to assess how much employees are committed towards their organization. This scale comprises three sub-scales namely, Affective commitment, Continuance commitment, and normative commitment. The OCQ comprises 24 items, which are rated on a seven-point Likert scale, ranging from 1 to 7 where 1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = neither agree nor disagree, 5 = slightly agree, 6 = agree and 7 = strongly agree. The reliability of affective, continuance and normative are .87, .75 and .79 respectively.

2. Multiple Leadership Questionnaire (MLQ) (Rater form) (Bass and Avolio, 1995) was used to measure transformational leadership style. The MLQ has been extensively used and is considered a well-validated measure of transformational leadership style. This scale comprises six subscales. For the present study only one scale was used that is transformational leadership. There are 20 items which includes 4 items for each of the five dimensions of dimensions of transformational leadership style i.e. Idealized influence (attributed), Idealized influence (behavior), Inspirational motivation, Intellectual stimulation and Individualized consideration. The items are rated on a five point ranging from 0 to 4 where 0 = not at all, 1 = once in a while, 2 = sometimes, 3 = fairly often and 4 = frequently, if not always. Cronbach's alpha coefficient of the scores for the present sample is established as 0.92.

VI. RESULTS

In order to analyze the association of organizational commitment and transformational leadership styles [Idealized influence (attributed), Idealized influence (behavior), Inspirational motivation, Intellectual stimulation and Individualized consideration], Pearson product moment and stepwise multiple regression analysis were applied. The results obtained as follows:

Table No. 1: Correlation between dimensions of transformational leadership style [idealized influence (attributed), idealized influence (behavior), inspirational motivation, intellectual stimulation & individualized consideration] and organizational commitment.

	ii(a)	ii(b)	im	is	ic	oc
ii(a)	1.00					
ii(b)	0.66**	1.00				
im	0.69**	0.65**	1.00			
is	0.56**	0.52**	0.58**	1.00		
ic	0.65**	0.62**	0.63**	0.65**	1.00	
oc	0.41**	0.42**	0.45**	0.41**	0.35**	1.00

Correlation matrix (Table No. 1) depicts the relationship between the dimensions of transformational leadership style [idealized influence (attributed), idealized influence (behavior), inspirational motivation, intellectual stimulation & individualized consideration] and one dependent variable namely, organizational commitment. As shown in Table No.1 there was a positive correlation between the dimensions of transformational leadership style [idealized influence (attributed), idealized influence (behavior), inspirational motivation, intellectual stimulation, and individualized consideration] and organizational commitment. The correlation between idealized influence (attributed) and organizational commitment was $r = 0.41$ ($p < 0.01$), for idealized influence (behavior) and organizational commitment was $r = 0.42$ ($p < 0.01$), for inspirational motivation and organizational commitment was $r = 0.45$ ($p < 0.01$), intellectual stimulation and organizational commitment was $r = 0.41$ ($p < 0.01$) and for individualized consideration and organizational commitment was $r = 0.35$ ($p < 0.01$). Thus, more the perception of supervisors or leaders as being high on idealized influence (attributed), idealized influence (behavior), inspirational motivation, intellectual stimulation, and individualized consideration was, higher was employee organizational commitment.

Table No.2: model summary of stepwise multiple regression analysis of different dimensions of transformational leadership style [inspirational motivation, intellectual stimulation and idealized influence (behavior)] in organizational commitment.

variables	r	r square	adjusted r square	std. error of the estimate	change statistics			
					r square change	f change	df	sig. f change
inspirational motivation	.45 ^a	.200	.197	14.86917	.200	77.73	1/311	.000
intellectual stimulation	.49 ^b	.235	.230	14.55996	.035	14.35	2/310	.000
idealized influence (behavior)	.50 ^c	.253	.246	14.41188	.018	7.40	3/309	.007

a. predictors: (constant), inspirational motivation

b. predictors: (constant), inspirational motivation, intellectual stimulation

c. predictors: (constant), inspirational motivation, intellectual stimulation, idealized influence (behavior).

Table No.3: standardized and unstandardized beta coefficients and t-values for different dimensions of transformational leadership style [inspirational motivation, intellectual stimulation and idealized influence (behavior)] in organizational commitment.

variables	unstandardized coefficients		standardized coefficients	t	sig.	percentage of variance explained
	b	std. error	beta			
inspirational motivation	10.01	1.136	.45	8.817	.000	20%
intellectual stimulation	5.42	1.431	.23	3.788	.000	3.5%
idealized influence (behavior)	4.22	1.551	.18	2.721	.007	1.8%

a. dependent variable: organizational commitment

The results of multiple stepwise regression relating to organizational commitment are presented in Table No.2. A perusal of the table reveals that multiple correlation (R) for inspirational motivation is .45 which is significant at 0.01 probability [$F(1/311) = 77.73$]. Regression coefficient (β_{wt}) of .45 with t value of 8.817 ($p < 0.01$) shows a significantly higher contribution of inspirational motivation in organizational commitment. Value of R^2 is .200 ($p < 0.01$) which indicates that 20% of the variability in organizational commitment is being accounted for by the variable of inspirational motivation.

With the addition of variable of intellectual stimulation at the second stage, the value of multiple correlation (R) increased to .49 which is significant at 0.01 probability [$F(2/310) = 14.35$] and R^2 increased .235 raising the joint contribution of these two variables in organizational commitment to 23.5%. Regression coefficient (β_{wt}) for the variable of intellectual stimulation is .23 with t value of 3.788 ($p < 0.01$), indicating that the variable

of intellectual stimulation carries significant weight in prediction. Value of R^2 change caused by the entry of intellectual stimulation is .035. This change in R^2 shows that 3.5% of the variance in organizational commitment is due to this variable of intellectual stimulation.

Next independent variable added to the model was idealized influence (behavior). With this addition values of R comes out to be .50 which is significant at 0.01 probability [$F(3/309) = 7.40$]. Value of R^2 becomes .253 implying that these three variables i.e. inspirational motivation, intellectual stimulation and idealized influence (behavior) jointly explains 25.3% of variability in organizational commitment. Regression coefficient (β_{wt}) of .18 with t value of 2.721 ($p < 0.1$) indicate that change caused by the addition of variable idealized influence (behavior) is significant. Thus, obtained R^2 change of .018 implies that contribution of this variable of idealized influence (behavior) in total explained variability in organizational commitment is 1.8%. The value of adjusted R^2 for inspirational motivation, intellectual stimulation and idealized influence (behavior) which are .197, .230 and .246 respectively shows that the model fits adequately to the population studied.

Variables of idealized influence (attributed) and individualized consideration with β_{wts} of .083 and -.043 and t values of 1.108 and -.580 respectively, with $p > 0.05$ were excluded from entry. This implies that incase these variables entered into the model these would not have a significant impact on the model's ability to predict organizational commitment.

VII. DISCUSSION

The present study assessed the role of transformational leadership style [idealized influence (attributed), idealized influence (behavior), inspirational motivation, intellectual stimulation and individualized consideration] in organizational commitment. It was hypothesized that dimensions of transformational leadership style would positively correlate with organizational commitment. This hypothesis was accepted. The finding is in line with previous researches (Dvir et al., 2002; Walumbwa & Lawler, 2003; Avolio et al., 2004; Emery & Barker, 2007; Geijssel et al., 2003; and Kara, 2012) that have reported that a positive association between transformational leadership style and organizational commitment. The finding is also in line with the research by Avolio et al., (2004) who asserted that transformational leaders influence follower's organizational commitment by encouraging followers to think critically by using novel approach involving followers in decision making process, inspiring loyalty, while recognizing and appreciating the different needs of each follower to develop his or her potential. Therefore, it is important that the employees themselves feel as they belong to the organization, which in turn, produces more organizational commitment. Researches (Podsakoff, Mackenzie and Bommer, 1996) have found that in order to enhance the organizational commitment on the part of employees, the implementation of transformational leadership model is deemed necessary particularly with behaviors that articulate a vision, providing the right model, cultivating demand objectives of the group and individual support.

The finding can also explained on the basis of research done by Tracey & Hinkin (1994) which states that transformational leadership style is a way to advance the proficient use of human resources as they must prosper strong sense of vision to elucidate and impart organizational objectives and create a working environment that promotes motivation, commitment and perpetual amelioration and concluded that these conditions may necessitate peculiar leaders who can transform their organizations to meet current and future challenges. The finding gets support from other previous researches (Arnold, Barling & Kelloway, 2001; Shamir, Zakay, Breinin and Popper, 1998) that reported that transformational leaders help to increase trust, commitment & team efficiency and leaders who exhibit transformational leadership styles are effective in enhancing higher organizational commitment among employees. Transformational leadership is positively related with organizational commitment among subordinates. Leaders influence organizational commitment because they lead the employees toward the achievement of job objectives.

As hypothesized in the present research work, dimensions of transformational leadership style contributed positively in organizational commitment. Regression analysis (Table No. 3) shows that inspirational motivation, intellectual stimulation and idealized influence (behavior) contributed 20%, 3.5% & 1.8% respectively in organizational commitment. This hypothesis was partially proved. The finding are in line with previous researches (Fasola, Adeyemi, Olowe, 2013 and Raja & Pallanichamy, 2011) which reported that inspirational motivation, intellectual stimulation, and idealized influence behavior dimensions of transformational leadership style contribute significantly in organizational commitment. Leaders who inspire others, share goals and provide vision on how to accomplish goals (inspirational motivation), are able to enhance the level of organizational commitment

among their followers. Leaders who provide intellectual stimulation i.e. encourage the subordinates to think creatively of new ways to carry out their daily responsibilities (intellectual stimulation) and act with integrity increase the level of subordinate's commitment. Other characteristics of transformational leaders also provide basis for the present finding. This includes manifestation of positive and highly valued behaviors such as dominance, self-control, high moral judgement, self-efficiency, consciousness & optimism. Furthermore, leaders who always consider the moral and ethical consequences of their actions leads to better organizational commitment among employees.

The contribution of idealized influence (attributes) and individualized consideration in organizational commitment did not reach the level of significance. The findings are contrary to previous studies (Emery & Barker,2007 ; Erkutlu,2008, Geijssel et al., 2003 & Avolio et al., 2004). The reason for the lack of significant contribution of aforementioned dimensions in organizational commitment could be based on the fact in the highly competitive private organizations today, though the supervisors encourage the subordinates but because of paucity of time they may not be able to coach them personally. Also, in a constant struggle to reach up high in the organizational hierarchy, the managers may not able to go beyond their individual interest and, thus, are unable to pay attention to the need of each individual.

It can be surmised on the basis of aforementioned studies that transformational leadership style (idealized influence (attributed), idealized influence (behavior), inspirational motivation, intellectual stimulation and individualized consideration) play a prominent role in organizational commitment. Leaders who provide vision, build trust & act with integrity , inspire, articulate shared goals, enhance meaning & promote positive expectations about what is right and important, encourage innovative thinking and involve intellectual stimulation of associate's ideas and values which is an attempt to maximize and develop their full potential are more likely to enhance commitment among the subordinates.

VIII. CONCLUSION

The present study has important implications for employees as well as for organizations. The findings have significant implications in the area of organizational behavior. The findings suggest that dimensions of transformational leadership style [idealized influence (attributed), idealized influence (behavior), inspirational motivation, intellectual stimulation and individualized consideration] have emerged out to be significant correlates of organizational commitment. Employees who have leadership or supervisory or managerial roles should be encouraged in adopting transformational leadership style. Due to its vital role in organizational commitment, transformational leadership style of supervisor would be highly beneficial for both employee and organizational effectiveness.

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