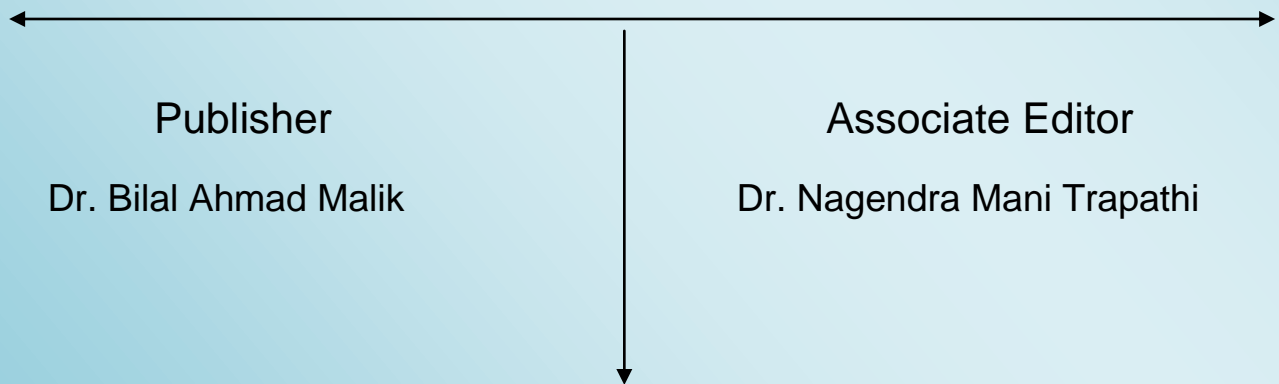


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## A CONCEPTUAL STUDY OF RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL COMMITMENT

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➤ This article is dedicated to my loving parents Mr. Satpal & Mrs. Chotto Devi Bhardwaj

### **ABSTRACT:**

*The Indian Industries is rapidly aging, and retaining direct care employees will continue to be a work force concern for industry in addressing the demand for long term services. The middle level industrial organization faces many crises at all levels of industrial setup such as employee turnover, de-motivation, leadership, decision-making, work performance, commitments among workers and superior. The deficiency of industrial's unit's employee performance may disturb industrial's going concern. This research is using correlation methods with a low industrial performing unit's employee of Haryana states to see relationship between transformational leadership with organizational commitment which enhances the performance of employees with high positive commitment. Sampling techniques is using random sampling with amount of sampling 300 respondents. Tool analysis used is correlation analysis. Hypothesis testing is using t- test for simultaneously and partially. The results shows that Transformational leadership(along with its sub factors i.e., idealized influence attribute, idealized influence behavior, inspirational motivation, intellectual stimulation, individualized consideration) would be significantly and positively related to organizational commitment of their employees. The implications of findings are discussed.*

**Key words:** Transformational Leadership, organizational commitment, employees' performance in Low and high performing industrial units.

### **1. INTRODUCTION:**

A transformational leader is one who creates a vision for an industry and then inspires the staff to achieve that vision. It is the process of transforming a work group from a state of inactivity to success. It attempts to turn employees into managers which operates primarily through motivation. Transformational leader encourages employees to succeed, to take on responsibility and improve themselves through training and hard work.

This continues to encourage an employee through inspiration and praise for the employee's positive commitment and performance. Actually, the employee lacks the skills to perform the tasks assigned and the transformational leader Gives encouragement and provide training whenever it is needed. In fact it is a process of personal coaching and contact that inspire and reaches out to employees to help them improve their skills and get excited about achieving goals. This also attempts to energized staff members for the best possible outcomes. The transformational leader gets the entire staff involved in envisioning industry's objectives and then motivating staff members to exceed their personal expectations to achieve objectives. The employee's value to the company is consistently reinforced by the transformational leader who inspires staff members to go beyond what is expected of them to advance their own careers as well as help the company reach new levels of growth. (Bono & Judge, 2003, 2005; Yukl,1989).It is the interaction styles which represent the values and motivations, the aspiration and expectation of both leaders and followers (Howell and Avolio, 1993; Hartog, Muijen and Koopmans, 1997). It can create significant organizational change and act as change agents, foster higher level of intrinsic motivation and loyalty among followers, and generate a commitment among followers (Kinickian&Kreitner, 2008).

Transformational leadership is an inspiring leader beyond their personal interest and able to bring the deep impact to their follower (Robbins, 2013). Luthan (2010) disclose, transformational leader is often use legitimate tactics and results on higher identification level and internalization, having better performance of work and develop their follower. According to Howell and Avolio (1992) authentic transformational leaders put the interests of followers above their own interests and, in so doing, emphasize the collective good for leaders and followers.

Transformational leaders are able to influence followers' organizational commitment by promoting higher levels of intrinsic value associated with goal accomplishment, emphasizing the linkages between follower effort and goal achievement, and by creating a higher level of personal commitment on the part of the leader and followers to a common vision, mission, and organizational goals. Transformational leaders influence followers' organizational commitment by involving followers in decision-making processes and by inspiring loyalty, while recognizing and appreciating the different needs of each follower to develop his or her personal potential. By encouraging followers to seek new ways to approach problems and challenges, and identifying with followers' needs, transformational leaders are able to motivate their followers to get more involved in their work, resulting in higher levels of organizational commitment. This view was supported by prior research that showed organizational commitment was higher for employees whose leaders encouraged participation in decision-making, emphasized consideration, and were supportive and concerned for their followers' development. Walumbwa, Wang, Lawler, and Shi (2004) used data from China and India and found that transformational

leadership was positively related to organizational commitment and job satisfaction, and negatively related to job and work withdrawal.

## 2. REVIEW OF LITERATURE:

### 2.1 Transformational Leadership

The concept of transformational leadership was initially introduced by James Macgregor Burns (1985). According to him, (Burns, J.M. 1978) transformational leadership can be seen when “leaders and followers make each other to advance their level of moral and motivation.” Through the strength of their vision and personality, transformational leaders are able to inspire followers to change expectations, perceptions, and motivations to work towards common goals. Later, researcher Bernard M. Bass (1995) expanded upon Burns’ original ideas to develop what is today referred to as Bass’ Transformational Leadership Theory. According to Bass, transformational leadership can be defined on the basis of the impact that it has on followers. The concept of transformational leadership seems to be a promising approach when it comes to responding to dynamics by respective transformations in organizations and societies. Already, in today’s world, business leaders need to steer their organization through increasing volatile environments and keep track of new opportunities resulting from a larger degree of global connectivity. Taken studies led the expectation that transformational leadership paradigms have direct effects on customer satisfaction, staff satisfaction, and Organizational commitment. In general, however, the effects of leadership on organizational performance have not been well studied, According to House and Adyta’s (1997) review who criticized leadership studies for focusing excessively on superior-subordinate relationships to the exclusion of several other functions that leader’s commitment, and to the exclusion of organizational and environmental variables that are crucial to mediate the leadership- employees commitment relationship. Another problem with existing studies on leadership is that the results depend on the level of analysis. House and Aditya (1997), distinguished between micro-level research that focuses on the leader in relation to the subordinates and immediate superiors, and macro-level research that focuses on the total organization and its environment. Other scholars have also suggested that leaders and their leadership style influence both their subordinates and organizational outcomes (Tarabishy, Solomon, Fernald, and Sashkin, 2005). The concept of transformational leadership is vital in the light of the challenges we face ahead and as well in the actual leadership tasks, (Avolio & Yammarino, 2002). How workers interact with one another in an organization system is very important. Transformational leadership was first mentioned in 1973, in the sociological study conducted by the author Downton (1973), “Rebel Leadership: Commitment and Charisma in the revolutionary

process". After James McGregor (1999) used the term transformational leadership in his book "Leadership" (1978). Bass (1985) coined the term transformational leadership, describing such leaders as change agents that elicit and transform followers' beliefs, attitudes and motivations. These leaders provide a vision and develop an emotional relationship with their followers, increasing the latter's consciousness and belief in higher goals, above their own interests. The specific behaviors of these leaders are classified into four dimensions: (a) idealized influence, (b) inspirational motivation, (c) intellectual stimulus, and (d) individualized consideration. This view was supported by prior research that showed organizational commitment was higher for employees whose leaders encouraged participation in decision-making, emphasized consideration, and were supportive and concerned for their followers' development. Walumbwa, Wang, Lawler, and Shi (2004) used data from China and India and found that transformational leadership was positively related to organizational commitment and job satisfaction, and negatively related to job and work withdrawal. They also found that collective efficacy mediated the contribution of transformational leadership to job and work withdrawal and partially mediated the contribution of transformational leadership to organizational commitment and job satisfaction.

## 2.2 Organizational Commitment

According to Mowday et al. (1979), organizational commitment includes three elements: a strong belief in, and acceptance of the organization's goals and values, willingness to exert considerable effort on behalf of the organization, and a strong desire to maintain organizational position. Mayer and Allen (1991) also classified.

Organizational commitment into three components: affective commitment, continuous commitment and normative commitment. According to Mayer and Allen (1991), affective commitment refers to employees' emotional attachment to the organization, including beliefs and desires regarding organizational goal achievements. Continuous commitment refers to employees' feelings of obligation to remain with the organization. Finally, normative commitment is based on the cost incurred by employees if they wish to leave the organization. However, affective commitment is more important for employees. It is also viewed as extremely beneficial to organizations (Meyer & Allen, 1997). Furthermore, affective commitment has received the most attention in research (Mathieu & Zajac, 1990; Meyer et al., 2002). According to Meyer and Allen (1997), affectively committed employees are likely to possess a set of positive reactions and behaviors in the workplace, as well as a willingness to contribute to the organization's purpose.



### 2.3 Organizational Commitment and Transformational leadership

In this study, organizational commitment, Transformational Leadership and Follower's Organizational Commitment: Although transformational leadership has been conceptually and empirically linked to organizational commitment, there has been little empirical research focusing on the processes by which transformational leaders influence followers' level of organizational commitment (Givens, 2011; Korek, Felfe & Zaepernick-Rothe, 2010). It is also possible that different moderating variables are involved in the effects of transformational leadership (Hughes & Avey, 2009). Krishnan (2005) examined the role of leader follower relationship duration in the effect of transformational leadership on follower's terminal value system congruence and identification (cognitive outcomes), and on attachment and affective commitment (affective outcomes). He found that the positive effect of transformational leadership on the outcomes is enhanced by the duration of relationship between leader and follower in the case of congruence and identification, but not in the case of attachment and affective commitment. Avolio, Zhu, Koh, and Bhatia (2004) used a sample of staff nurses in Singapore to show that psychological empowerment mediated the relationship between transformational leadership and organizational commitment. Similarly, structural distance between the leader and follower moderated the relationship between transformational leadership and organizational commitment. Gender could be another moderating variable in the relationship between transformational leadership and follower's organizational commitment. Becker's Bet theory (1960) which state that employee made long investment of time in the organization and leaving the organization give loss, therefore employee show intention to stay with the organization. The investment of employee in the organization includes time, work, effort, abilities and relationship with other employees which cannot found in next job. Therefore the turnover of the employees remains low performing in the organization and overall there is a positive effect on the performance of the organizations with high positive commitment. This is also psychological attachment of employee with organization because employee perception of loss. Major variables associated with the continuous commitment are investment and alternative employment.

Based on the above literature review, the study is designed to test the following **Hypothesis**:

- a. Transformational leadership(along with its sub factors i.e., idealized influence attribute, idealized influence behavior, inspirational motivation, intellectual stimulation, individualized consideration) would be significantly and positively related to organizational commitment of their employees.
- b. To see the relationship of transformational leadership (along with its sub factors i.e., idealized influence attribute, idealized influence behavior, inspirational motivation, intellectual stimulation, individualized

consideration)with the organizational commitment of their employees of high and low performing industrial units.

### 3. RESEARCH METHODOLOGY

#### 3.1 Research design

In the present study correlation design was used to see the relationship of transformational leadership with organizational commitment in high and low performing industrial units. Further t-test was computed to see the difference between high and low performing units in terms of transformational leadership, organizational commitment.

#### 3.2 Sample

The sample of the study involved 150 managers and 150 workers in total. 15 each from 10 high performing and 10 low performing industrial units along with their 150 workers each directly working under them.

#### 3.3 Tools Used

The following tools have been used in the present study to observe the transformational leadership, organizational commitment and employee performance of High and Low performing industrial units.

#### *Transformational Leadership Scale (Dubey and Pal, 2004).*

Transformational leadership scale is a standardized five point scale developed by Dubey and pal (2004), containing 16 items comprising five sub factors i.e. idealized influence (attribute), idealized influence (behavior), inspirational motivation, intellectual stimulation, individualized consideration that describe the qualities of Transformational leadership with adequate reliability (71 to.93) and validity and widely used in research work.

#### *Administration and Scoring of Transformational Leadership Scale*

This scale was administered to the subjects individually, following the instruction of the scale as mentioned by the author. After obtaining the responses, the item assigned to the sub factor were added to get the score of that sub factors and finally the sub factor scores of each sub factors were added to get the overall score of the participants on the transformational leadership. The higher the score of the participants on the scale indicate higher the level of highly transformational leadership and lower the score of the participants on the scale indicate lower the level of transformational leadership.



***Organizational Commitment Scale (Upender Dhar , Parshant Mishra, D.K Sharivastav)***

Organizational commitment scale developed by Upender Dhar , Parshant Mishra, D.K Sharivastav ) is a standardize scale to assess the organizational commitment of the participants. The reliability co-efficient of the whole scale was found to be 0.6078 and the index of reliability of this scale is as 0.7796 and is a valid scale of organizational commitment.

***Administration and Scoring***

It is Five point Scale ranging from, 0 (Not at all), 1 (Once in a while), 2 (Sometimes),3 (Often) and 4(frequently). The sum of the scores of all the items was taken as the organizational commitment of the participants. Higher score on the scale indicate higher commitment and the low performing lower score indicate low performing lower commitment

**4. RESULTS**

The present investigation was undertaken to explore the relationship of transformational leadership with organizational commitment of the employees in high and low performing industrial units. In order to observe the relationship of transformational leadership with organizational Commitment of the employees of high and low performing industrial units, Correlation analysis was applied on the scores of the participants of high and low performing industrial units separately followed by the t-test to see the difference between the employees of high and low performing industrial units in terms of transformational leadership, organizational commitment of their employees and the result was analyzed as:

**Correlation analysis**

- Transformational Leadership and Organizational Commitment

The result of the present study showed that the scores of the overall transformational leadership is positively and significantly correlated with scores of organizational commitment of their employee ( $r=.729^{**}p<.01$ ).

The 'r' value also came out significant and positive with the sub factors of transformational leadership and organizational commitment of their employee i. e. idealized influence ( $r=.707^{**} p<.01$ ) attribute, idealized influence behavior( $r=.615^{**}p<.01$ ), inspirational motivation ( $r=.692^{**}p<.01$ ), intellectual

stimulation( $r=.707^{**}p<.01$ ), individualized consideration( $r=.684p<.01$ ) and positively significance overall transformational leadership( $r=.729^{**}p<.01$ ) in High Performing industrial Units (see table 4.1)

**Table 4.1**  
**Correlation Table of High Performing industrial Units**

Sr. No.	II(A)	II(B)	IM	IS	IC	OTL	OC
Idealized Influence (Attributes)	1	.583**	.539**	.802**	.994**	.738**	.707**
Idealized Influence (Behaviour)		1	.451**	.524**	.575**	.542**	.615**
Inspirational Motivation			1	.370**	.503**	.625**	.692**
Intellectual Stimulation				1	.804**	.674**	.707**
Individualized Consideration					1	.732**	.684**
Overall Transformational Leadership						1	.729**
Organizational Commitment							1

\* =.01 level of significance

Whereas in case of Low performing units industrial Units, the correlation of overall transformational leadership and organizational is also significant and positive with the organizational commitment of their employee ( $r = .719^{**} p<.01$ ).

The correlations values of the sub factors, idealized influence ( $r=.747^{**} p<.01$ ) attribute, idealized influence Behavior( $r=.665^{**} p<.01$ ), inspirational motivation ( $r=.652^{**} p<.01$ ), intellectual stimulation ( $r=.687^{**} p<.01$ ), individualized consideration ( $r=.704^{**} p<.01$ ) of transformational leadership is also came out significant and positive with organizational commitment of their employee see table (4.2).

**Table 4.2**  
**Correlation Table of Low performing industrial Units**

Sr.no	II (A)	II (B)	IM	IS	IC	OTL	OC
Idealized Influence (Attributes)	1	.922**	.775**	.842**	.958**	.782**	.747**
Idealized Influence (Behaviour)		1	.670**	.793**	.881**	.728**	.665**
Inspirational Motivation			1	.632**	.693**	.687**	.652**
Intellectual Stimulation				1	.869**	.709**	.687**
Individualized consideration					1	.667**	.704**
Overall Transformational Leadership						1	.719**
Organizational Commitment							1

\*\* =.01 level of significance

#### 't' Test analysis

Further in order to see the difference between high and low performing industrial units employees in terms of transformational leadership, organizational commitment and of their employee t-test was computed (See Table 4.3). The results showed the significant differences between high and low performing industrial units employees on the score of idealized influences attributes ( $t=16.87^{**}p<.01$ ), idealized Influence behavior ( $t=10.183^{**} p<.01$ ), inspirational motivation ( $t=4.684^{*}p<.01$ ), Individual-consideration ( $t=8.742^{**}p<.01$ ), overall transformational leadership ( $t=12.130^{**}p<.01$ ), Organizational commitment( $t=20.318^{**}p<.01$ ) and the performance of their employee except intellectual stimulation( $t=62.591^{**}p<.01$ ).

Further the mean value scores of overall transformational leadership ( $M=66.28$ ) of high industries and its sub factors idealized influence ( $M=15.40$ ) attribute, idealized influence Behavior ( $M=15.08$ ), inspirational motivation ( $M=8.14$ ), intellectual stimulation ( $M=10.56$ ), individualized consideration ( $M=16.38$ ) organizational commitment ( $M=32.50$ ) and performance of their employee ( $M=40.12$ ) is higher than the mean value scores of the overall transformational leadership ( $M=47.52$ ) low performing industrial units and its sub factors idealized influence ( $M=11.16$ ) attribute, idealized influence behavior ( $M=11.04$ ), inspirational motivation ( $M=4.54$ ), intellectual stimulation ( $M=10.24$ ), individualized consideration ( $M=10.18$ ) organizational commitment ( $M=25.10$ )

**Table 4.3**  
**t - test table of High and Low performing industrial units**

Variables	Industrial Units	Mean	Std. Deviation	t-test
Idealized influence (Attributes)	Low performing	11.16	1.31491	16.872**
	High performing	15.40	1.19523	
Idealized influences (Behaviour)	Low performing	11.04	1.32419	10.183**
	High performing	15.08	2.47304	
Inspirational Motivation	Low performing	4.54	.73429	4.684*
	High performing	8.14	.51985	
Intellectual Stimulation	Low performing	10.24	1.25454	1.332*
	High performing	10.56	1.14571	
Individualized Consideration	Low performing	10.18	1.28873	8.742**
	High performing	16.38	1.22708	
Overall Transformational Leadership	Low performing	47.52	5.49716	12.130**
	High performing	66.28	4.60350	
Organizational commitment	Low performing	25.10	1.29756	20.318**
	High performing	32.50	2.22463	

\*\*=.01 level of significance.

\*=.05 level of significance.

In nutshell, the result of the present study showed that:

1. The scores of overall transformational leadership in terms of its sub factors are significantly and positively correlated with score of organizational commitment of their employees of both high and low performing industrial units.
2. The scores of sub factors of transformational leadership i.e., idealized influence (attribute), idealized influence (behavior), inspirational motivation, intellectual stimulation, individualized consideration are significantly and positively correlated with score of organizational commitment of their employees of both high and low performing industrial units.
3. There is significant difference between high and low performing industrial units on the organizational commitment of their employees.

## 5. DISCUSSION AND CONCLUSION

The result of the correlation analyses showed that the scores of overall transformational leadership along with its sub factors are positively and significantly correlated with the scores of organizational commitment of their employees (See Table 4.1 and 4.2). Thus indicating the significant and positive relations of overall transformational leadership along with its sub factors with organizational commitment of their employees in both high and low performing industrial units. Further, the result of the t-test showed significant difference between

high and low performing industrial units on their scores of overall transformational leadership and organization commitment of their employees as well and the mean value scores of low performing organization is higher than mean value scores of low performing organization on their transformational leadership and organizational commitment of their employee. Therefore the result of present study confirms the significant and positive relationship of overall transformational leadership along with its sub factors (i.e. idealized influence (attribute), idealized influence (behavior), inspirational motivation, intellectual stimulation, individualized consideration) with the organizational commitment of their employees. Thus, indicating higher the practice of transformational leadership in the organization higher the organizational commitment among their employees and vice –versa. The results of the present study do find support from earlier study directly and indirectly. Various studies conducted on leadership style (Bateman and Strasser, 1984; Decotiis and Summers, 1987; Mathieu and Zajac, 1990) claimed that there is a strong positive relationship between leadership and organizational commitment. Aronold, Basling and Kellow performingay (2001) claimed that transformational leadership style helps the leader in enhancing their employees' trust and commitment. Transformational leader gives the solution of the problems frequently, which enhances motivation and commitment of employee (Lawler, 2003). Leadership style is considered as antecedent of commitment (Willims and Hazer, 1986). Avolio *et al.* (2004) conducted a study on staff nurses in a public hospital of Singapore and stated that transformational leadership positively affects organizational commitment. Limsili and Ogunlana (2008) proclaimed that transformational leadership is a better leadership style and workers' productivity and organizational commitment is facilitated by transformational leadership. Ismail and Yusuf (2009) studied the impact of transformational leadership on followers' commitment and concluded that there is significant positive relation between these two variables. Thus the result of the present study confirms the **hypotheses no. 1 i.e. Overall Transformational leadership along with its sub factors i.e., idealized influence (attribute), idealized influence (behavior), inspirational motivation, intellectual stimulation, individualized consideration is significantly and positively related to organizational commitment of their employees.**

## 6. LIMITATION AND IMPLICATIONS OF THE STUDY

As it is true for every research, certain limitations were there in the present study as well. The study was conducted at some particular organizations of the state. Therefore, generalization of findings to the total population of the organization from Haryana is limited. Further, the study investigated the impact of transformational leadership on organizational commitment and employees' performance. There are more psychological economical and environmental variables that could be affected on performance.

The present study would be implacable at all levels of industries. It's helpful for the leaders to create a positive commitment to their employees for enhancing the performance and competing their mission and vision of organization. This study conclude that a transformational leader inspire, innovating, motivating, considering and helping to improving employee intellectual stimulation in a sound.

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