THE ROLE OF TRANSFORMATIONAL LEADERSHIP IN ORGANIZATIONAL COMMITMENT

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ABSTRACT
One of the most important factors influencing commitment of the employees is the behavior exhibited by transformational leaders. It is argued that transformational leaders foster positive employee commitment through their characteristics. Committed employees play a major role in creating the competitive advantage for an organization. In this sense, the purpose of this study is to analyze the role of transformational leadership in eliciting employee’s organizational commitment. As this paper is descriptive, analysis of this paper is totally dependent upon the secondary data like research journal, articles and different websites. The findings of paper could aid the leaders in enhancing the commitment of the employees.

Keywords: Transformational Leadership; Organizational Commitment

INTRODUCTION
Every organization is working hard to attain long lasting success. Success of an organization Depends upon many factor, among them HR is considered as an important contributor. HR plays A major role in creating a competitive advantage for an organization, thus it is not only important To get the best of talent but retaining it is also equally important. Different factors are Investigated and studied for enhancing this variable however; behavior displayed by leaders Plays a very important role. Every organization needs effective leaders who fulfill organizational Efficiency by increasing follower's job satisfaction, performance and commitments. It’s extremely imperative to understand the connection between transformational leadership and Organizational commitment so that such behavior could be used for enhancing the Organizational commitment of the employees. The findings of the study provide evidence that Transformational leadership is at the core of organizational commitment. This study suggests that Transformational leaders are better able to enhance the organizational commitment of the Employees.

Transformational Leadership
Over the past 20 years, transformational leadership has generated a great deal of research Attention. The concept of transformational leadership is first introduced by James Mc Gregor Burns in 1978. The work of Burns (1978) was further extended by Bernard M. Bass (1985). Bass (1985) based his theory of transformational leadership on Burn’s (1978) conceptualization, with several moderation or elaborations. Unlike Burns, Bass argued that Transformational and Transactional leadership, while at the opposite ends of the leadership continuum, maintained that the two can be complementary and that all leaders display both leadership styles though to Different degrees. In leadership literature four dimensions of transformational leader are defined: (1) idealized Influence; (2) inspirational motivation; (3) intellectual stimulation; and (4) individualized Consideration.
Idealized influence or charisma is the first element which involves demonstrating behavior such as serving as a role model, setting high standards of moral values, communicating the importance of a collective sense of vision and sacrificing for the benefit of the group. The leaders who possess these qualities are respected, admired and trusted by everyone. The followers of such leaders feel proud for being associated with him/her.

Inspirational motivation the second element involves leaders’ ability to motivate followers so that they are able to perform beyond the expectation. This characteristic involves the leaders’ ability to communicate clearly the shared vision so that the workers get inspired to achieve important organizational strategic goals. They excite and challenge their followers so that they are able to accomplish great things.

Intellectual stimulation the third element displays behaviors that increase awareness of problems and challenge follower’s assumptions to generate more creative solutions to problems. Such leaders create a culture of active thinking and thus encouraging innovation. They reframe problems to find new solutions. Individualized consideration the fourth element involves leader’s capability to treat each follower individually by giving them the personal attention. Such leaders are compassionate, responsive and appreciative to the employees’ needs and they thus celebrate individual achievements.

Organizational Commitment

Organizational commitment is one of the most frequently studied concepts in organizational Psychology and organizational behavior. Organizational commitment is the physiological link between an employee and his organization that makes it less likely that the employee will voluntarily leave the organization (Allen & Meyer, 1996). No doubt, the organizational commitment has become the one of the most research topic in this globalized era. This construct is an important issue in today’s highly competitive business environment as the organization?

Need committed employees to survive in such a globalized scenario. Numerous definitions of Organizational commitment have been proposed (e.g., Meyer & Allen, 1997; Morrow, 1983; Mowday, Porter, & Steers, 1982; O’Reilly & Chatman, 1986), but the common theme of all the definitions is that organizational commitment is the emotional bond or attachment between the employee and his organization. This is an important issue in today’s highly competitive business environment as the organization.

Meyer and Allen (1997) have found that organizational commitment consists of affective, continuance, and normative commitment. Affective commitment - it refers to the employee’s who demonstrate emotional attachment to, identification with and involvement in the organization?

Continuance commitment is that commitment in which employees are continually working for organization because they cannot bear the cost to leave the organization. Normative commitment occurs when an employee feel a sense of obligation towards his organization.

LITERATURE REVIEW

Many studies have been conducted to establish the link between transformational leadership and Organizational commitment. A number of theoretical arguments can be considered to analyze the Relationship between transformational leadership and organizational commitment.

Simon (1994) conducted a study on 228 employees in three different US organizations to examine the effect of transformational leadership on organizational commitment. The study found that the ability of leaders to use transformational behaviors (i.e. intellectual stimulation, Individualized consideration, idealized influence) has been a major determinant of Organizational commitment.

Bycio et al., (1995) explored the relationship between transformational leadership and Organizational commitment. The study was conducted on the sample size of 1376 nurses in some US health
organizations. The study found a positive relationship between transformational Leadership and organizational commitment.

Rowden (1999) conducted a study to measure the relationship between the six leadership Behaviors identified by Conger and Kanunogo and two organizational commitment components Identified by Porter and Smith. The sample of total 245 respondents participated in the study.

The result indicated that leaders’ sensitivity to members need is related to Organizational Commitment. He stated that it is unlikely that someone would be committed to an organization where its leader was not attuned to his or her needs.

Bono & Judge (2003) conducted a study on 247 leaders and 954 followers of these leaders to find Out the association of transformational leadership with various variables related to their followers (self-concordance, follower job satisfaction, and follower job performance).Apart from various Other conclusions, the study found a positive relationship between transformational leadership and organizational commitment.

Emery & Baker (2007) conducted an exploratory study to examine the effect of transactional And transformational leadership on the Organizational commitment and job satisfaction of Customer contact personnel in banking and food store organizations. The researchers assessed 77 Branch managers from three regional banking organizations and 47 store managers from one National food chain using Multifactor Leadership questionnaire (MLQ) and 15-item instrument By porter et.al(1974) to measure leadership and organizational commitment respectively. The Study found that three factors of transformational leadership i.e. charisma, intellectual Stimulation and individual consideration were significantly correlated with the organizational Commitment.

Kim &Kim (2014) propose and empirically tested a research model in the context of corporate Spilt-off. The model was to test the differing effects of integration strategy and transformational Leadership on affective organizational commitment. The result of this study showed that Inspirational motivation and individualized consideration were statistically relevant to explain Affective commitment. Furthermore, the study showed that the other two dimensions of TL i.e. Charisma and intellectual stimulation were not statistically related to affective commitment.

Fasola O.S., Adeyemi, M.S., Olowe , F.T (2013) examined and investigated the relationship Between transformational, transactional leadership style and their dimensions on the Organizational commitment using multifactor leadership questionnaire (MLQ) and organizational Commitment questionnaire (OCQ). The findings of the study showed a positive relationship Between Transformational, transactional Leadership and organizational commitment. In addition To this it was found that the impact of transactional leadership styles on the commitment of banking employees in Nigeria is more effective than the transformational style. Based on the Findings it was recommended that managers should positively reward employees with praise and Recognition to make them perform beyond expectations. The study also laid emphasis on using Negative reward approach to improve the below expected performance.

FINDINGS OF THE STUDY

The review of literature shows that there is a positive relation between EI and organizational Commitment. Transformational leaders care about their followers well-being and they even Appreciate their contribution. Such behavior of transformational leaders elicits affective Commitment by fulfilling socio-emotional needs as need for esteem, approval and affiliation. (Stinghamber &Vandenbergh 2003) Leaders who depict transformational behavior are better able to enhance the commitment of the employees. Transformational leaders share the collective Conscious of their organization. They understand what actions to take to evoke change, spur Innovation, and make decisions that will create growth. These characteristics induce a sense of Commitment in the employees of the organization. The findings of this study can be used as a Guideline by the management to upgrade the effectiveness of leadership styles in their Organization.
CONCLUSION

The study recommends that the management in organization must focus on leaders’ behavior for improving employees’ organizational commitment. Transformational leaders are able to display Good interpersonal relations which in turn influence the employee’s commitment. To enhance the Organizational commitment of the employees, leaders’ needs to depict the characteristic of Idealized influence and must give personal consideration to their employees. The study concludes that transformational leadership style is more appropriate in inducing organizational Commitment. Hence, the study recommends that organization must adopt transformational Leadership style to enhance the organizational commitment of their employees.

REFERENCES


