The relationship between transformational leadership and organizational commitment

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ABSTRACT

Leadership is an important factor influencing organizational success. Transformational leadership refers to a form of leadership that stimulates team members to develop a sense of mission that exceeds the objective of obtaining reward. A literature review shows that majority of past researches were focused on the impact of various dimensions of transformational leadership on organizational commitment as well as the inconsistent relationship between the two constructs. Therefore, the purpose of this study is to examine the effect of transformational leadership on employees' organizational commitment. The paper further clarifies the possible connection between the two constructs and the potential moderator of organizational culture, with an aim of proposing a more rigorous model to be generalized to other firms. This study samples including 445 employees and 88 managers. This research further adopts a cross section methodology and convenience sampling. Variables are divided into two levels. Level 1 includes variables individual transformational leadership, organizational commitment, and empowerment, while level 2 includes organizational culture. Empirical results show that transformational leadership significantly influences the 3 dimensions of organizational commitment; organizational culture moderates the relationship between transformational leadership and the affective and continuance commitment dimensions of organizational commitment; evidence that organizational culture moderates the relationship between transformational leadership and the normative commitment dimension of organizational commitment is negative present; and empowerment moderates the relationship between transformational leadership and the three dimensions of organizational commitment. The conceptualization of the proposed Multilevel Moderated Mediation (M-M-M) modeling is by integrating the ideas of multilevel mediation proposed by Krull and MacKinnon in 1991 and 2001, and together with the analysis of cross-level interaction. According to the empirical results, this study further explores the ways to implement transformational leadership. Recommendations for future studies and managerial implications are subsequently proposed.

Keywords: transformational leadership organizational commitment empowerment organizational culture multilevel modeling

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