A Systematic Review: Is Transformational Leadership Effective for Organizational Commitment?

Yustisia Kristiana[1], Martinus Tukiran[2]

[1]*Universitas Pelita Harapan, Indonesia*
[2]*Pakuan University, Indonesia*

Corresponding Email: yustisia.kristiana@uph.edu

Abstract - Transformational leadership has been widely implemented. Transformational leadership can be used to achieve organizational commitments. The purpose of this article is to review the correlation between transformational leadership and organizational commitment, as well as the impact of other variables that strengthen the correlation. This article analyses the research related to the correlation between transformational leadership and organizational commitment, as well as the mediators and moderators that strengthen this correlation. The method consists of systematically reviewing transformational leadership and organizational engagement through journal reviews. This systematic review shows that transformational leadership significantly predicts organizational participation. Transformational leadership influences organizational commitment through intermediary variables, that is, job characteristics and job autonomy. Other results indicate that emotional intelligence is a moderating variable that can strengthen the correlation between transformational leadership and organizational commitment.

Keywords **- emotional intelligence, job autonomy, job characteristics, organizational commitment, systematic review, transformational leadership**

I. INTRODUCTION

Leadership is the process of facilitating and influencing followers to achieve common goals (Yukl, 2013). Thus, the leader must understand what to do and how to do it. Among a variety of different leadership concepts, the concept of transformational leadership is the most popular because it has been intensively studied by both academics and practitioners. By the increasing of environmental uncertainty and complex operations, organizations adapting to these challenges need to identify internal problems and implement the necessary changes to deal with (Vigoda-Gadot & Beeri, 2012).

Organizations need leaders who can increase encouragement and engagement among members by their charismatic behaviour and individuality characteristics, could influence employees and are able to motivate them to achieve organizational objectives. Transformational leaders are those that possess these attributes (Bass & Avolio, 1997). Employees will perceive the leader's assurance, devotion, and appreciation, and will be motivated to go above and beyond (Yukl, 2013). Leaders that practice this leadership focus on staff development and progress (Avolio, 2004). Internal controls (e.g., commitment) will be used rather than external controls, according to transformational leaders (e.g., rewards) (Avolio & Bass, 2002). In organizations, transformational leadership is managed to foster employee satisfaction in terms of work and commitment to the organization, which leads to superior customer service and increased organizational performance (Dai et al., 2013).

Transformational leaders struggle through emotional bonds with followers, and the persuasive visions conveyed lead to numerous changes in the organization. Transformational leaders are those who stimulate and inspire their followers to achieve amazing outcomes while also developing their followers' leadership capacity (Bass, 1985a, 1998). Transformational leadership is capable of motivating followers to perform above expectations, resulting in follower happiness and loyalty to the group and organization (Bass & Riggio, 2006). The process of influencing the attitudes and assumptions of people of the organization and establishing commitments to the organization's mission, goals, and strategy is known as transformational leadership (Yukl, 1989). Downton (1973) explains that transformational leadership can achieve extraordinary results, and notices followers will do more and achieve goals. According to (Bass, 1985b, 1998) transformational leaders strive to create an emotional bond with their followers, and the persuasive vision communicated will result in numerous changes in the

business. Therefore, one of the responsibilities of a transformational leader is to establish a commitment to achieving the organization's mission and goals. Organizational commitment is important and valuable for the organization. To achieve its strategic goals, the organization is always looking for committed employees. It is worth considering the costs associated with employee engagement, such as new employee training and socialization to hire and recruit new employees (Holtom & O'Neill, 2004). Dedicated employees work hard during working hours, work on time, are very satisfied with their work, are often very productive, and have little intention of leaving (Allen & Meyer, 1996; Lu et al., 2002; Mathieu & Zajac, 1990; Meyer & Allen, 1997; Mowday et al., 1982; Porter et al., 1974). The desire of an employee to remain a member of an organization is referred to as organizational commitment (Bass, 1985b). Organizational commitment affects whether employees stay in the organization or quit to find another job (Avolio, 1999). Organizational commitment is the desire of employees to remain members of the organization (Colquitt et al., 2019). Affective commitment, continuance commitment, and normative commitment are the three components of organizational commitment (Meyer & Allen, 1991). Affective commitment is defined as an emotional relationship to the organization and belief in its values. High continuance commitment resides in the organization, not for emotional reasons, but because of the awareness in the individual of the losses that likely to be occurred if leaving the organization. For moral or ethical reasons, normative commitment is required to remain a member of the organization.

The findings show that the correlation of transformational leadership to organizational commitment might happened through other variables (Kristiana et al., 2020). Jobs with more characteristics tend to increase the sense of success among employees, high work motivation, job satisfaction, and growth opportunities related to individual work (Hackman & Oldham, 1976). Job characteristics have three main categories, specifically motivational, social, and contextual (Morgeson & Campion, 2003). A study conducted by (Gillet & Vandenberghe, 2014), job characteristics focus more on motivation, as many previous studies have highlighted the positive correlation between motivation and organizational commitment. Motivation is further relevant to transformational leadership.

Leaders have a significant impact on followers' self-worth and self-determination perceptions (Deci et al., 1989). Followers who are provided assistance and direction will have a sense of authority and resolve over the task's process and outcomes. Job autonomy refers to the degree to which individuals have significant freedom, independence, and flexibility in scheduling and choosing the procedures to be used in their jobs. Transformational leaders tend to offer greater autonomy (Bass & Avolio, 1990) because they inspire employees to take responsibility (Bass & Riggio, 2006; Carless et al., 2000). Employees' sense of power and self-determination over their jobs grows when transformational leaders push followers to explore for inventive solutions to challenges (Bass & Avolio, 1994; Conger & Kanungo, 1988).

Employees who are unable to analyse and control their emotions and sentiments are less committed to their employers (Taboli, 2013). Leaders are required to be able to control emotions and maintain positive behaviour in their subordinates by establishing feelings of security, trust, and contentment, which can affect organizational commitment (Barling et al., 2000). Emotional intelligence has been advocated as a useful construct for better understanding and implementing leadership in organizations (Ashkanasy & Dasborough, 2003; Gardner & Stough, 2002). Positive emotions have been linked to positive behaviours such as creativity, problem-solving, commitment, satisfaction, stress motivation, and performance in studies (Erez & Isen, 2002; Fredrickson, 2001; Fredrickson et al., 2000; Fredrickson & Joiner, 2002; Fredrickson & Levenson, 1998; Isen et al., 1987).

The current leader trend is to provide space for employees to be involved in the organization, and as the chosen concept is transformational leadership. In transformational leadership, every employee has the liberation to make decisions and act as needed in every job. This then raising questions, can transformational leadership be used to embody commitment to the organization? Do other variables, such as job characteristics, work autonomy, and emotional intelligence strengthen the correlation? Thus, the goal of this systematic review is to review the correlation between transformational leadership and organizational commitment, and the influence of other variables that strengthen this correlation.

II. METHOD

Before conducting a systematic review, the topics to be selected was identified. Then formulate research questions and identify keywords that will be used in the reference search. A systematic approach through review

articles was carried out to determine the correlation between transformational leadership and organizational commitment. The inclusion criteria of the articles used are articles that are included in the category of research articles on the issue of transformational leadership and organizational commitment, while the exclusion criteria were research articles that could not be accessed in full. A search for publications was conducted on journal databases with the keywords transformational leadership and organizational commitment. Articles that complied the inclusion criteria were collected and systematically examined. The search process found three articles that met the inclusion and exclusion criteria.

III. RESULT AND DISCUSSION

A. Result

After assessing the quality of the study, the three articles can be categorized as good, and then data extraction is performed. The extraction is done by analysing the data based on the author, title, journal, purpose, research method and results. The results of data extraction can be seen in Table 1.

IV. TABLE I
DATA EXTRACTION RESULTS

No.	Author and Year	Title	Journal	Purpose	Method	Result
1	Gillet and Vandenberghe (2014)	Transformational leadership and organizational commitment: The mediating role of job characteristics	*Human Resource Development Quarterly*	Understanding the correlation between transformational leadership and organizational commitment from the perspective of followers by looking at job characteristics.	Quantitative	A correlation was discovered between transformational leadership and the four components of organizational commitment (affective, normative, perceived sacrifice, and numerous commitment alternatives), which was mediated by job characteristics.
2	Jain and Duggal (2018)	Transformational leadership, organizational commitment, emotional intelligence and job autonomy: Empirical analysis on the moderating and mediating variables	Management Research Review	Identifying the moderating effect of emotional intelligence on the correlation between work autonomy and organizational commitment, as well as the mediating role of job autonomy in the correlation between transformational leadership and organizational commitment.	Quantitative	Through work autonomy, transformational leaders have a favorable impact on organizational commitment. The findings also revealed that emotional intelligence, when used as a moderator, increased the correlation between transformational leadership and organizational commitment, which was mediated by work autonomy.
3	Palalic and Ait Sidi Mhamed (2020)	Transformational leadership and MNCs: Evidence from Morocco community	Journal of Enterprising Communities: People and Places in the Global Economy	The correlatiobn between transformational leadership and organizational commitment in global corporations is being investigated.	Quantitative, cross-sectional study	There is a correlation between transformational leadership and organizational commitment, according to the research.

B. Discussion

1) Correlation Between Transformational Leadership and Organizational Commitment

Transformational leadership shows the importance of leading an organization that aims to stay committed (Palalic & Ait Sidi Mhamed, 2020). The findings of this study reveal that multinational company executives have medium to high levels of transformational leadership, based on the judgments and ratings of interviewees. Employees perceive direct leadership at the manager level as motivating and inspiring. The findings also demonstrate how leaders can convey expectations to staff so that they can commit to them as a shared vision. Furthermore, numerous Moroccan multinational company employee groups say that their bosses regard personal concern, care, and attentiveness to personal requirements. The results show that employees of Moroccan multinational companies have medium to high organizational commitments. This study shows that the organizational commitment of employees of multinational companies is highly correlated with the transformational leadership behaviour of their leaders. This strong correlation indicates an increase in transformative leadership practices at the manager and supervisor level, and in turn, an increase in organizational commitment. This correlation clearly explains why idealized influence is more important than inspirational motivation, intellectual stimulation, or individualized consideration.

The ideal influence in transformational leadership is behaviour that makes the leader considered a role model for his followers. Leaders with inspirational motivation act in ways that encourage and inspire others around them by adding meaning and challenge to their followers' work and displaying passion and optimism. By questioning assumptions, reframing difficulties, and tackling obsolete circumstances in new ways, a leader with intellectual stimulation characteristics might encourage his subordinates to try to be inventive and creative. By serving as a mentor, leaders with individual consideration traits pay extra attention to each individual follower in order to achieve accomplishment and growth. Previous research explored the systematic review of organizational commitments of multinational companies and proposed a review of organizational leadership and commitments (Presbitero et al., 2019). However, it does not propose a clear role for transformational leadership in organizational commitment.

Plenty of studies argue that transformational leadership significantly predicts organizational commitment (Jackson et al., 2013; Judge & Piccolo, 2004; Pillai & Williams, 2004). The results of this study support this opinion. Transformational leadership can inspire followers to outperform expectations, resulting in increased happiness and loyalty to the group and company (Bass & Avolio, 1997). By reacting to individual needs through empowerment that matches individual aims and ambitions with the organization, transformational leaders help followers grow and develop into leaders. This study helps to better understand the transformational leadership of multinational corporations by affecting corporate performance. It can fill a gap in the literature on transformational leadership and organizational engagement in multinational corporations.

2) Correlation Between Transformational Leadership and Organizational Commitment Through Job Characteristics

According to Gillet and Vandenberghe (2014), transformational leadership can influence organizational commitment by interfering with follower perceptions and job characteristics. These findings back up earlier research and add to our understanding of transformational leadership's processes for promoting organizational commitment. This research looks at a model that uses employees' perceptions of job characteristics (such as feedback from work, task variation, and decision-making autonomy) as a mechanism for the correlation of transformational leadership with different types of organizational commitment, such as affective commitment, normative commitment, perceived sacrifice commitment, and few. alternative commitment. Because of its link to organizational outcomes such as performance and withdrawal behaviour, this study focuses on organizational commitment (Ghosh et al., 2012; Uçanok & Karabatı, 2013).

Transformational leadership practices are increasing in the public and private sectors (Moss & Daunton, 2006; Santora, 2007). The next phase is to determine how leaders can foster the growth of working circumstances. Transformational leadership is linked to job characteristics. Piccolo and Colquitt (2006) suggest having it done by changing the way of delivery, images, and symbols are used to communicate about work. Human resources practitioners encourage leaders to increase followers' admiration, respect, trust, and collective awareness and

assist followers in achieving common goals. Leaders can also employ transformational behaviours in day-to-day encounters with followers to encourage positive impressions of job characteristics.

3) Correlation Between Transformational Leadership and Organizational Commitment Through Job Autonomy and Emotional Intelligence

In the research of Jain and Duggal (2018) through job autonomy, it was discovered that transformational leadership had a favourable association to organizational commitment. Job autonomy has been identified as one of the mediators of the correlation between transformational leadership and job involvement in prior studies (Gözükara & Şimşek, 2015). These findings contribute to a better understanding of how work autonomy and emotional intelligence play a role in the correlation between transformational leadership and organizational commitment. Further findings revealed that using emotional intelligence as a moderator increased the correlation between transformational leadership and organizational commitment, which was mediated by job autonomy. Emotional intelligence is closely linked to an individual's capacity to work cooperatively with others; this behaviour promotes social ties inside the organization, which increases organizational commitment (Abraham, 2000).

Based on this narrative, the concept of transformational leadership has developed. Research conducted by Jain and Duggal (2018) focuses on employees at the managerial level, therefore it may consider that this study looks at the perspective of the leader. Followers likewise need attention (Hollander, 1992; Vecchio, 2002). The research of Gillet and Vandenberghe (2014) is in line with this idea, so the research conducted focuses on followers of various organizations, both public and private. Palalic and Ait Sidi Mhamed (2020) expanded on the concept of transformational leadership focuses not only on one group but on several groups of employees ranging from staff to managerial in multinational companies. Depicting that research on transformational leadership is carried out more broadly, by more varied perspectives.

Leaders with high levels of transformational leadership must engage employees' emotions to significantly influence organizational commitment. Likewise, the cultural context needs to be considered in the organization. This may lead to successful leadership and organizational sustainability. Organizational commitment is a lifelong learning, which can be developed through training, seminars, and workshops. Leaders in companies must emphasize the importance of participation because it is valuable not only to the organization, but also to individuals, families, communities, and the country as a whole.

V. CONCLUSIONS

Transformational leadership significantly predicts organizational commitment. And needs to be seen from both perspectives of leaders and followers. Transformational leadership motivates followers to go above and beyond what is required of them, resulting in work satisfaction and organizational commitment. Through mediating variables such as work characteristics and job autonomy, transformational leadership influences organizational commitment. Emotional intelligence as a moderating variable strengthens the correlation between transformative leadership and organizational commitment, according to the findings. Understanding the peculiarities of the job, developing independence in the workplace, and promoting emotional and intellectual growth are all requirements for transformational leaders. Further research can be reckoned by combining quantitative and qualitative approaches, as transformational leader-follower correlation also needs to be considered. The first limitation of the three articles is, the researcher uses a self-report questionnaire from one source so that it may cause bias. To overcome this problem, future research expected to use a variety of data collection methods. The second limitation, using a cross-sectional approach. Longitudinal design can be used in further research for better understanding of organizational commitment. This design is recommended because it relates to the development of certain behaviours in the workplace.

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