

## Impact of Leadership Styles on Job Satisfaction and Organizational Commitment

**AISHA SARWAR**

Department of Management Sciences, Pakistan Institute of Engineering and Technology, Pakistan

Email: [aishasarwar@piet.edu.pk](mailto:aishasarwar@piet.edu.pk)

Tel: +923157411967

**MEHWISH MUMTAZ**

Department of Management Sciences, Air University, Pakistan

Email: [mehwishmumtaz20@ymail.com](mailto:mehwishmumtaz20@ymail.com)

Tel: +923317143841

**ZILLAE BATOOL**

Department of Management Sciences, Air University, Pakistan

Email: [soul.peace18@gmail.com](mailto:soul.peace18@gmail.com)

Tel: +923441724947

**SUNDUS IKRAM**

Department of Management Sciences, Comsats Institute of Information Technology, Pakistan

Email: [sundusikram@outlook.com](mailto:sundusikram@outlook.com)

Tel: +923455182215

### Abstract

*This study examines the transformational and transactional leadership theory among the employees and managers at functional levels in IT research and development department of three major cities of Pakistan. The reason of choosing this business sector is its sizable contributions and significance in the regional economy as it is more involved in technological advancements and business development. More specifically, there is more dependence of economy on professionals and expatriate workers, which creates a challenging and rich environment for the models of leadership. This paper is testing the effects of both transactional and transformational leadership styles of supervisors/ managers on job satisfaction and organizational commitment of employees. Data is collected from the managers and employees working in IT research and development department in Pakistan. Results reveals a positive effect of both transformational and transactional leadership on job satisfaction and organizational commitment, but this effect is more in case of transactional leadership. Importantly, results are challenging the view that both styles of leadership are necessary conditions for the operationalization of leadership. All findings of analysis are discussed and future recommendations are outlined.*

**Key Words:** Transformational Leadership, Transactional Leadership, Job Satisfaction, Organizational Commitment.

### Introduction

Environment of organizations changes quickly in high tech business due to economic as well as social instability. Therefore, only those organizations can survive who are able to adapt in this fast changing type

of environment. According to Kotter (2001) management deals with density and complexity while leadership deals with the change and revolution. Successful and effective environment in any organization can be created by good management and leadership both. Many major challenges are being faced by organizational leaders during performing their tasks and question about managing roles of leadership has become even more complex (Zaccaro and Klimoski, 2001). Leadership has many types, for example transformational leadership, laissez-faire and transactional leadership (Bass, 1985, Bass, 1998; Bass and Avolio, 1994, 1997), and both of them did great work in analysis of transactional as well as transformational leadership. Almost 200 dissertations and thesis are written on these topics from 1990 to up till now (Bass and Avolio, 1997). This study put emphasis on organizational commitment and job satisfaction of employee, relative to transactional as well as transformational leadership. Pakistani culture is collectivistic culture that emphasize on constructing a good relationship with others and employees in organizations by having good personal relationships (Child and Mollering, 2003).

## Purpose of the Study

This study has an aim to inspect the impact of transformational and transactional leadership on job satisfaction and organizational commitment. The relationship in this model was analyzed through SPSS and AMOS (Arbuckle, 2003) by confirmatory factor analysis (CFA). This data of survey was gathered from the "IT Department of Research and Development professionals" in Pakistan.

## Literature Review

### Leadership Theory

Leader is an individual who inspire people to accomplish their goals (Yukl, 1989). Kirkpatrick and Locke (1991) state that effective leaders are those who always do efforts as well as help their subordinates to achieve goals and do not accept any lame excuses of those who are repeatedly failed in performing their tasks. Many researchers defined Transformational Leadership. Transformational and transactional leadership were distinguished from each other by Burns (1978) on basis of ethics as well as morals. Burns (1978) described leadership as it is the process by which leader and employee get changed. Transformational leader do motivate his employees by tempting them to offer their precious and unique ideas, on the other hand transactional leadership is a process based upon punishment as well as rewards to have an impact on employee performance. These two leadership styles have been distinguished in many studies.

Table 1: Theories for historically derived models of leadership styles

Leadership Styles	Theories
<b>Transactional Leadership</b>	Reward research (Podsakoff, Skov, and Todor, 1982). Reinforcement theory (e.g., Thorndike, (1911; Sims 1977; Luthans and Kreitner, 1985). Exchange theory. Equity theory (e.g., Adams, 1963). Path-goal theory (e.g., House, 1971). Expectancy theory (e.g., Vroom, 1964).
<b>Transformational Leadership</b>	Transformational leadership (e.g., Bass, 1985; Burn, 1978). Sociology of charisma (e.g., Weber, 1946). Charismatic leadership theory (e.g., House, 1977).

"Visionary" theory has been illustrated by Bennis and Nanus (1985), in which they acknowledged the four strategies used by transformational leaders, e.g. (deployment of personality and self, attention through

visualization, trust by positioning and meaning through the communication). According to Yukl (1989) a good example of transactional leadership is Leader Member Exchange (LMX) as it is dependent on the rewards. Full-range leadership theory (FRLT) of Bass and Avolio's (1994, 1997) was adopted by Antonakis and House (2002) to develop and improve Bass transformational theory or transactional theory. The two main and famous leadership styles transformational and transactional have been included in this model. Development of employees as well as leaders is important and leaders should know their employees capabilities, aspirations and needs to become effective leaders. The two leadership models are summarized in Table 1 (Cox, Sims, and Pearce, 2003).

### Job Satisfaction

Job satisfaction is basically the emotional state and is about how one evaluates his job and this evaluation can be negative, neutral or positive. Needs hierarchy was discussed by Maslow (1954) and this hierarchy included self-actualization, self-esteem, social, security, and physiological needs. Gibson, Ivancevich, Donnelly and Konopaske (2003) concluded in their study that job satisfaction and job performance are highly correlated if job satisfaction and work motivation are high and mental states of employees is good. Five vital characteristics have been discussed by Gibson et al. (2003).

1. Job: whether tasks assigned are interesting and give opportunity of learning.
2. Supervisors: either they are able to show interest and concern to employees.
3. Pay: how much amount is received and also the perceived equity.
4. Opportunities of Promotion: opportunities available for advancement.
5. Co-workers: whether they are competent, supportive and friendly.

### Organizational Commitment

Nijhof, De Jong and Beukhof (1998) defined organizational commitment as accepting the values of organization and showing willingness to stay there. Organizational commitment model having three components was proposed by Allen and Meyer (1990) with two foci and these were supervisor and the work group. These dimensions are given as:

1. Affective commitment is basically the employee's identification and involvement with as well as emotional affection to the organization.
2. Cost associated by employees with getting separated from organization is the continuance commitment.
3. How employees feel it as their duty to stay with organization is the normative commitment.

### Hypothetical Framework

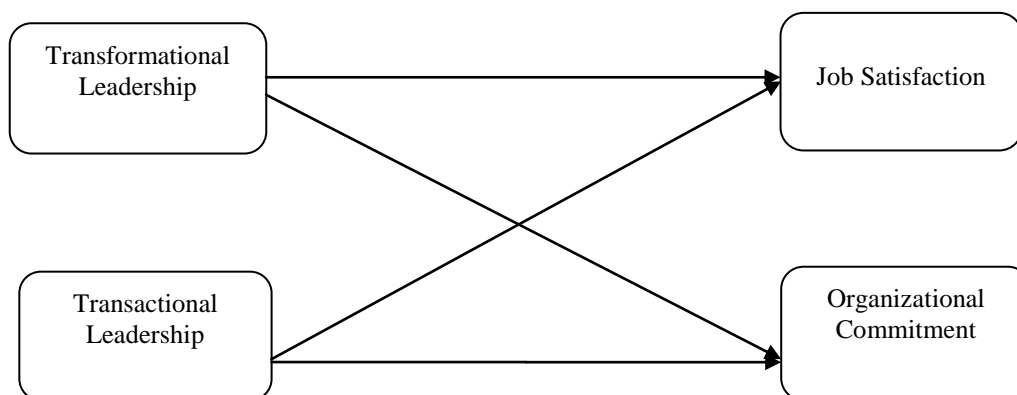


Fig. 1: Hypothetical Framework

## Methodology

### Population Sample

Leaders as well as subordinates were provided with questionnaires in person. Total participants of this study were 321 in department of research and development. Participants filled these questionnaires in working hours. This survey cover many variables as transformational and transactional leadership as independent variables, and job satisfaction and organizational commitment as dependent variables.

### Measures

#### *Operational definitions*

##### **a) Transformational leadership behaviours**

Transformational leadership has different components as identified in many researches i.e. Avolio, Bass and Jung (1999), Bycio, Hackett and Allen (1995), Howell and Avolio (1993), Bass, (1985). Leadership is called charismatic leadership when employees recognize leader and copy her/him. A leader motivates employees by giving them challenging tasks as well as encouraging them. Leader stimulates his employees intellectually and strengthens their abilities. Leader considers each and every individual ad his behavior; do support them, coaching and also mentoring them. Following measures are used in this study: Transformational leadership was assessed by MLQ questionnaire given by Bass and Avolio (1995) comprising 20 items. Questionnaire used has further 4 subscales: Idealized influence, Inspirational motivation, Intellectual Stimulation, Individualized consideration. (Howell & Avolio, 1993) in their study showed that MLQ has high factor reliability as well validity. Employees were asked questions to specify the frequency of leaders behaviors on a scale having values from 1 (that is not at all) to 5 (frequently, if not always). Its Cronbach alpha value is 0.80.

##### **b) Transactional leadership behaviours**

Rewards of employee's disciplines him/her based on their performance and the factors that include are Management by Exception (Passive), Management by Exception (Active) and the Contingent Reward. Contingent reward is measured through 4 items scale from MLQ revised scale. Its Cronbach alpha value is 0.83.

##### **c) Job Satisfaction**

Job satisfaction was measured through 20 items scale through separate items for measurement of job satisfaction i.e. extrinsic, intrinsic and general. Likert scale was adopted ranging from 1 (very dissatisfied) TO 5 (very satisfied). Its Cronbach alpha value is 0.73. Weiss et al. (1967) explained that coefficients gained from intrinsic satisfaction have high reliability ranging from 0.84 to 0.91. Coefficients of the extrinsic satisfaction have reliability values ranging from 0.77 to 0.82. These values for extrinsic satisfaction ranged from 0.77 to 0.82. Here, these constructs are measured on a five-point Likert-type scale, ranging from "Very Dissatisfied" (1) to "Very Satisfied" (5). The Cronbach's alpha is shown in Table 2.

##### **d) Organizational Commitment**

Organizational commitment model having multiple dimensions was developed by Meyer and Allen in 1991. Here the normative commitment, affective commitment and continuance commitment were recognized as distinctive commitments types existing in organizations. Allen and Meyer (1996) inspected the validity of commitment scale comprising 18 items. Scale of organizational commitment was 5 point likert scale having values from strongly agree (5) to strongly disagree (1). Its Cronbach alpha value is 0.74.

## Instruments

All the instruments to measure organizational commitment, trust, transformational leadership, job satisfaction and transactional leadership were gathered in a single instrument.

## Data Collection

In current study, four questionnaires are used for data collection: the transactional leadership and transformational leadership (MLQ-5x) (Bass and Avolio, 1995); organizational commitment (OCQ) (Meyer, Allen and Smith, 1993) and job satisfaction (MSQ) (Weiss, Allen and Smith, 1967). The questionnaire was distributed and collected from the IT Research and Development Department in Multan, Lahore and Islamabad. For convenience purpose, throughout the economic zone, 15 companies were contacted and out of 350, almost 327 questionnaires were returned. The survey's participants were asked to complete and return the questionnaire to the researchers. The questionnaires having some blank answers were removed and a total of 321 were considered valid for analysis.

## Hypotheses

The relationship is explored between transformational leadership and transactional leadership behavior, organizational commitment, and job satisfaction by using data from the "IT Department of Research and Development".

H1: Transformational leadership is positively related with job satisfaction.

H2: Transactional leadership is positively related with job satisfaction.

H3: Transformational leadership is positively related with organizational commitment.

H4: Transactional leadership is positively related with organizational commitment.

## Pilot Test

The English language questionnaire is used to collect the data. Ten employees of Electronics Company were selected for survey questionnaire's pilot test in "IT research and development department" where these external employees were given the tests of OCQ, MSQ, and MLQ. The time for the completion of the entire questionnaire was also measured in current study. After this step, the evaluation of the survey was done for the validity and reliability according to the understanding of the directions of the questionnaire. The ambiguous and critical questions were replaced or modified. The Cronbach's alpha of all constructs is shown in Table 2.

Table 2: Cronbach's Alpha

Variables	Cronbach's alpha
Transformational Leadership	0.80
Transactional Leadership	0.83
Job Satisfaction	0.73
Organizational Commitment	0.74

## Reliability and Validity Analysis

In current study, inter-item correlation confirmed the variable's reliability, where each scale's value exceeded the value of .30 (Robinson, Wrightsman and Shaver (1991). Moreover, the computation of the values of Cronbach's alpha was also done. These values lie between the range of .60 to .90, showing the high level of internal consistency of variables. Those items having value less than .3 were eliminated or adjusted (Nunnally, 1978). The Cronbach alpha's summary is shown in Tables 3.

Table 3: Cronbach's Alpha of all Dimensions of Constructs

Variables	Cronbach's alpha
<b>Transactional Leadership</b>	
Contingent Reward (CR)	0.87
Management-by-Exception (Active) (MBE-A)	0.79
Management-by-Exception (Passive) (MBE-P)	0.84
<b>Transformational Leadership</b>	
Idealized Influence (II)	0.77
Inspirational Motivation (IM)	0.81
Intellectual Stimulation (IS)	0.89
Individualized Consideration (IC)	0.75
<b>Organizational Commitment</b>	
Affective Commitment	0.78
Continuance Commitment	0.81
Normative Commitment	0.62
<b>Job Satisfaction</b>	
Intrinsic Satisfaction	0.66
Extrinsic Satisfaction	0.79
General Satisfaction	0.75

## Data Analysis and Results

We used SPSS v.20 to perform the preliminary analysis for data screening such as descriptive statistics & normality analysis, Pearson correlation and principal component analysis on the data set of 321 cases. The initial result of the descriptive statistics & normality analysis reveals that the data is normally distributed e.g. values of skewness and kurtosis for most of the items were non-significant and the associated normality test was significant ( $p < .001$ ).

Furthermore, table 4 presents the summary of the results of descriptive statistics and Pearson correlation. This analysis provides the inter-correlations among all the constructs, including independent and dependent. Means and standard deviations for all variables are shown in table 4. Mean rating of each construct is above 3, which shows the value above the midpoint. As the mean value of all constructs is above 3 so, these constructs are rated high.

The highest value calculated of mean is 3.92 for transactional leadership which shows the perception of employees that positive feedback is always given to them by their supervisors on their best performance and even they are pointed out on their poor performance. Transformational leadership's mean is 3.81 and it explains the perception of employees about the supervisor's team oriented and facilitating leadership style. Before acting, managers also consider their personal feelings in addition to punishment and reward. Similarly, for job satisfaction mean value is 3.73 which signify the consideration of employee's job as a story of success. It shows the positive attitude of employees towards their career achievements, supervisors, career progressions, and earnings. The mean value of organizational commitment is 3.49 which show that employees accept the values of organization and show their willingness to stay there. Moreover, standard deviation values also show the positive impact of transformational and transactional leadership on job satisfaction and organizational commitment.

Similarly, values of correlation are also given in Table 4 which shows that there is a positive correlation of both independent variables with dependent variables. Transactional and transformational leadership styles are found as positively related to job satisfaction and organizational commitment. Transformational leadership has a high correlation with job satisfaction with value of 0.550. It shows that when group goals fostering the group norms are settled by the supervisors, it ultimately provides the job satisfaction and emotional attachment of employees with the organization as well. This relationship is supporting the



hypothesis I. The positive and significant correlation value between transactional leadership and job satisfaction is 0.566 which reveals that when the challenges and innovative ideas of employees to think about the things in a new way is appreciated by the supervisor, subsequently employees feel the job satisfaction which leads towards the attachment sense with the organization. This relationship is supporting the hypothesis II.

Similarly, the positive correlation between transformational leadership style and organizational commitment (0.414) shows that this leadership style significantly leads towards the organizational commitment of employees, supporting the hypothesis III. The correlation between transactional leadership and organizational commitment (0.501) is more than the hypothesis III, but it is also positive and significant showing that transactional leaders also play their role to foster the organizational commitment level of employees. This relationship supports the hypothesis IV.

Table 4: Descriptive Statistics and Inter-Correlation Summary

Variable	Mean	Std. D	1	2	3	4
1. Transformational Leadership	3.81	.415	1			
2. Transactional Leadership	3.92	.511	.427**	1		
3. Job Satisfaction	3.73	.601	.550**	.566**	1	
4. Organizational Commitment	3.49	.489	.414**	.501**	.433**	1

\*\*Correlation is significant at the 0.01 level (2-tailed)

In addition, table 5 contains the result of multiple regression analysis. From the above table 5.14, it is clear that:

A positive relationship is found between Transformational leadership and job satisfaction ( $R^2=0.472$ ,  $p < .001$ ). In this case, the coefficient of determination for impact of Transformational leadership on job satisfaction (ATT) (Adjusted  $R^2 = 0.468$ ) implies that 46.8 % variance in the job satisfaction can be explained by the transformational leadership. This is supporting our hypothesis 1.

A positive relationship is found between transactional leadership and job satisfaction ( $R^2=0.515$ ,  $p < .001$ ). In this case, the coefficient of determination for impact of transactional leadership on job satisfaction (Adjusted  $R^2 = 0.511$ ) implies that 51.1 % variance in the transactional leadership can be explained by the job satisfaction. It shows that variance in case of transactional leadership is more than the variance of transformational leadership. This relationship is supporting our hypothesis 2.

Similarly, a positive relationship is found between transformational leadership and organizational commitment ( $R^2=0.489$ ,  $p < .001$ ). In this case, the coefficient of determination for impact of transformational leadership on organizational commitment (Adjusted  $R^2 = 0.482$ ) implies that 48.2 % variance in the organizational commitment can be explained by the transformational leadership. This is supporting our hypothesis 3.

A positive relationship is also found between transactional leadership and organizational commitment ( $R^2=0.597$ ,  $p < .001$ ). In this case, the coefficient of determination for impact of transactional leadership on organizational commitment (Adjusted  $R^2 = 0.590$ ) implies that 59.0 % variance in the organizational commitment can be explained by the transactional leadership. This is supporting our hypothesis 4. The overall results of regression analysis showed that both independent variables (transformational and transactional leadership) have positive impact on both dependent variables (job satisfaction and

organizational commitment). But, transactional leadership has more impact on job satisfaction and organizational commitment as compared to the impact of transformational leadership. It shows that employees are more satisfied with their job and committed to the organization when transactional leaders supervise them. Similarly, transformational leaders also play their important role for the job satisfaction and organizational commitment of the employees.

Table 5: Regression analysis

Hypothesis	P	R Square	Adjusted R <sup>2</sup>	Standardized Coefficient B	T
H1: TR → JS	0.000	0.472	0.468	0.334	5.556
H2: TRN → JS	0.000	0.515	0.511	0.410	6.175
H3: TR → OC	0.000	0.489	0.482	0.157	2.213
H4: TRN → OC	0.000	0.597	0.590	0.212	3.031

Furthermore, confirmatory factor analysis (Tabachnick & Fidell, 2007; Tabachnick & Fidell, 1996) was performed to assess the relationship between all latent and observed variables. For this purpose, we used covariance-based structural equation modelling (SEM) technique to test the hypotheses, so that measurement error could be reduced. To minimize the attenuation, we tested all constructs in different steps. First, we assessed CFA on all variables, one by one to remove the items having lower factor loadings e.g., <0.50. Subsequently, for the sake of influence and comparison of latent and observed variables, we also examined the full measurement model. The results affirm that one item of transactional leadership, two items of transformational leadership and one item of organizational commitment were detached due to poor factor loadings. Table 6 reports the results of model fit indexes, clarifying that the values of all indicators lie within the acceptable range. The results also suggest that all the exogenous and exogenous variables have reasonable fit with a significant fit index and chi-square values, close to the limits proposed by Geffen, Boudreau & Straub, 2000; Hair, Babin, Black, Tatham & Anderson, 2010. We used AMOS v. 16 to estimate the SEM parameters.

Table 6: Model Fit Indexes of CFA

Model	CMIN	RMR	CFI	RMSEA	PCLOSE
Transformational Leadership	2.91	0.05	0.87	0.02	0.95
Transactional Leadership	1.99	0.03	0.97	0.04	0.08
Job Satisfaction	3.13	0.09	0.81	0.06	0.48
Organizational Commitment	2.99	0.06	0.92	1.01	0.79
Model Fit	2.95	.066	.985	0.07	0.56

## Conclusion

It is presumed in the majority of transactional or transformational leadership models that leadership qualities are attributed by the followers that are based on face-to-face exchanges relationship with the leader. In this area, the mass of studies measure distant as opposed to close relationship of leaders. This may invites the criticism by weakening their results. For example, study of Meindl (1995) claims that social contagion processes are responsible to emerge the leaders' attributions, whereby influential followers performs their duty to "spread the word" of those persons who have a lack of direct contact with the leader or manager. Yet, in current study qualities of leadership are tapped at a functional level. Specifically, this



study is providing the transactional and transformational effects' evidence in a real setting of the organization where followers assess the leaders well and have a daily interaction with them.

As data is collected through questionnaires, it shows that followers or employees working in the "IT research and development sector" perceive their supervisors/leaders as more inclined towards exercising "transactional leadership style" as compared to "transformational leadership style". There is an exchange relationship of leaders with their employees. Punishments and rewards are the tools that are basically used to negatively or positively influence the person towards a specific goal. Since punishment behavior and contingent reward are the base of the transactional leadership, therefore those individuals are rewarded positively with recognition or praise by their supervisors when they perform above or at expectations. Sime is the, criticism, coercion, correction and/or other forms of punishment are the forms of negative rewarding approach when performance lies below the expected standard.

Further, analysis also gives the positive value of "transformational leadership style" which shows the application of transformational leadership approach in this aspect, which is about a visionary manager with innovative thinking and cohesive group norms within the groups. Here, employees think that their managers also provide a model for departmental success or a group and articulate a clear vision. They focus on flourishing the innovative thinking and new ideas to bring out great performance.

### **Limitations and Future Recommendations**

Only Transactional and transformational leadership style have been considered while excluding the Laissez-faire. Organizational culture factor is completely ignored. Data taken for survey is restricted to Multan, Islamabad and Lahore region and other regions are not covered yet. Sample of this study includes Research and Development Department. Data should be collected from different other departments like department of manufacture, education, public administration, financial, marketing and military for the purpose of analysis. Appropriateness of this model must be explored by checking cultural differences through data from different countries and regions. Model depicts that Transformational leadership effects trust factor directly as well as indirectly. It needed to be confirmed in other organization sectors further for its generalization. It must be analyzed in future weather cultural differences do act as influencing factor.

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