

The Impact of Transformational Leadership on Organizational Commitment

In a Sample of Business Organizations in Lebanon

A Thesis

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HAIGAZIAN UNIVERSITY

**THE IMPACT OF TRANSFORMATIONAL LEADERSHIP ON ORGANIZATIONAL
COMMITMENT
IN BUSINESS ORGANIZATIONS IN LEBANON**

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ABSTRACT

THE IMPACT OF TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL COMMITMENT IN BUSINESS ORGANIZATIONS IN LEBANON

The research study explores the effect of Transformational Leadership on Organizational Commitment. The literature review explains in details the components of the two concepts. The study was done by a survey questionnaire with a five point likert measure scale. Transformational Leadership variables were identified as the independent variables; while the Organizational Commitment variables as the dependent variables. Data obtained through the survey was then statistically analyzed.

Regression Analysis showed overall that the Transformational Leadership components had an positive effect on followers' affective commitment, negative effect on followers' continuance commitment, and no effect on normative commitment. The Independent T-tests showed that on average excellent-rated organizations had better Transformational Leaders and their followers' displayed affective commitment, while the poor-rated organizations showed lower results for Transformational Leadership and followers' displayed more continuance commitment.

Overall, this study proves that Transformational Leadership plays an important role in determining followers' affective and continuance commitment. The findings explain the values and behaviors that need to be practiced by transformational leaders in order to increase the emotional attachment of followers and decrease their continuance commitment levels.

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CHAPTER ONE: REVIEW OF THE LITERATURE

INTRODUCTION

In today's turbulent business environment, organizations are constantly bombarded with new challenges and conflicts. Thus they need to invest in competencies that would help them overcome these changes while gaining the competitive edge over the rest of their competitors. Bushra, Usman, and Naveed, (2011) assert the point that in order for organizations to perform effectively and efficiently, the focus must be on the most valuable and indispensable factor embodied by its human resources. Therefore, the most valuable competency that an organization can invest in is its human resources, which will be divided in this study into two elements: the leaders and the followers.

Thus, in the first hand, organizations need to invest in effective leadership approach that would create a good competitive advantage, allowing the business leaders to better capitalize on their followers. An effective leadership approach is one that involves "transformational leadership". The transformational style of leadership focuses on strengthening the link between leaders and followers. It helps to fully utilize employee potential, by stressing integrity and fairness, setting clear goals and high expectations, providing full support for followers, and making them to look beyond self-interest to arrive at maximum possible potential. (Bass, 1985)

Research done by Bass & Avolio (2004) defines Transformational Leadership by four components: idealized influence, where leaders are considered as role models by their followers; inspirational motivation, where leaders provide motivation for their followers; intellectual stimulation, where leaders stimulate their followers mentally requiring them to challenge assumptions and adopt creativity; and individual consideration, where leaders pay close attention to the needs of their followers.

On the other hand, Transformational Leadership is always compared to “transactional leadership”, which emphasizes the transaction that takes place between leaders and followers based on a certain exchange process where the leader deliberates with the follower what is required and specifies the conditions and rewards that the followers will be awarded if they achieve the required results. (Bass & Avolio, 2002)

In turn, Transactional Leadership is explained by its two components: contingent reward, where the leader defines what needs to be done by followers and clarifies the rewards they will get once they achieve the expectations; and management-by-exception, that could be either passive or active. The active form is when the leader actively monitors the work of followers and tries to control deviances and execute punishment when expectations are not met; while the passive form is when the leader waits for deviances to occur before taking any corrective action or punishment act. (Bass & Avolio, 2002)

Concerning research, there are a great number of studies done on Transformational Leadership in the Western countries. Bass (1997) attempted to prove that Transformational Leadership

transcends national boundaries. In his research findings, he notes that Transformational Leadership is considered on the top of the best leadership styles in countries such as Austria, Spain, India, Singapore, China, and Japan. Bass & Avolio (1990) further prove this notion by their study which involved participants across many countries and found out that respondents' descriptions of ideal leader were very similar to the characteristics of transformational leaders.

On the other hand, organizations need to understand and capitalize on the role of organizational commitment. Within this context, it is important to understand how the leadership style can affect followers to stay committed.

Organizational commitment is defined by Luthans (2007, p. 147) as “an attitude reflecting employees' loyalty to their organization and is an ongoing process through which organizational participants express their concern for the organization and its continued success and well-being”.

Furthermore, Meyer and Allen (1997, p. 11) describe commitment as “a psychological state that (a) characterizes the employee's relationship with the organizations, and (b) has implications for the decision to continue membership in the organization.” They view organizational commitment as a multi-dimensional model: affective, continuance, and normative. Affective commitment refers to the “emotional attachment to the organization”. Continuance commitment refers to “the awareness of the costs associated with leaving the organization”. While normative commitment refers to “the feeling of obligation to continue employment.”

LEADERSHIP

In early stages of leadership research and studies, it is significant to note that the interest in the term itself was first associated with the military and politics, and it was later that it became more focused and centralized on the business organizations, with the rise of the corporate world.

The concept of leadership has been the focus of research studies for many decades. For instance, Yukl (1989, p. 251) wrote that “the study of leadership has been an important & central part of the literature of management & organization behavior for several decades.” In addition, many scholars have tried to study the term and give many definitions to what they believe leadership is about. Bennis (2009) compares the study of leadership to the study of chemistry, reflecting the fact that the concept of leadership is not like a subject defined once and for all but rather faces continuous changes. Throughout the recent years, even though the core leadership aptitudes have somehow remained the same, the way people are defining, acting and applying it has shifted (Bennis & Nanus, 2003).

Yukl (1989, p. 252) also notes that “researchers usually define leadership according to their individual perspectives and the aspects of the phenomenon of most interest to them.” This brings out the point that scholars define leadership in different forms, such as a position or a person, a behavior, a style of management, a relationship or a process.

Among the definitions that describe leadership as a behavior, in the book *Extraordinary Leadership* (2010, p. 16), it is noted that “leadership capability has long been recognized as a factor (perhaps the key one) in simultaneously guiding organizations through challenges and driving them towards higher performance.”

On the other hand, Bennis (2009) describes the term from the viewpoint of the leader. He states that all leaders have four essential competencies. First, he says, they are able to engage others by creating shared meaning. They have a vision, and they can persuade others to make that vision their own. Second, he continues, all authentic leaders have a distinctive voice, which he describes as a purpose, self-confidence, and a sense of self, all meaning emotional intelligence. The third quality that all leaders possess is integrity and moral compass. While the last quality that Bennis finds absolutely essential for leaders is that of adaptive capacity, and he explains it as what allows leaders to respond quickly and intelligently to relentless change.

Also, Stogdill, who is a well-known leadership theorist, describes the term leadership as “the process of influencing the activities of an organized group in efforts towards goal setting and goal achievement” (Stogdill 1974, p. 11).

While, in addition to all these, Stephen Covey gives a deeper meaning to leadership and he describes it in his book *The 8th habit*, as the art of communicating to people their worth and potential so clearly that they are inspired to see it in themselves. (Covey, 2007)

Other scholars have gone further and studied the different styles of leadership. James McGregor Burns, Bernard Bass, Bruce Avolio are among the main scholars, who have invested immense amount of research to describe the two well-known styles of leadership: Transformational Leadership and Transactional Leadership.

TRANSFORMATIONAL LEADERSHIP

The idea of Transformational Leadership started with James McGregor Burns in 1978 when he introduced the notion of the leader who is able to transform the outlook and behavior of followers. He described Transformational Leadership as the style of leadership, where the followers are encouraged to enhance the level of their morals, motivation, beliefs, perceptions, and coalition with the objectives of the organization. (Bushra et al, 2011)

Other renowned leadership theorists such as Bennis and Nanus (1985), Bass (1990), and Avolio, Waldman and Yammarino (1991), have also done extensive leadership research and explained further the term Transformational Leadership as the most appropriate style of leadership. They describe it as a process by which leaders create substantial positive changes in individuals, groups, teams, and organizations, by introducing inspiration, building shared vision, and by motivating followers to transcend their self-interests for the collective purpose of the whole organization. (Warrick, 2011)

On the other hand, Bernard Bass (1990), described the term in terms of specific behaviors that are key characteristics for leaders as transformational; these behaviors include being a model

of integrity and fairness, setting clear goals, having high expectations, encouraging people and providing support and recognition, stirring the emotions and passions of people, and getting people to look beyond their own self-interests and reach for higher goals.

Ansari Mohammad Ismail, Radmehr Reza, Shalika Mahdi (2012) also explain that Transformational Leadership is the process of leading the inspiring process and motivating the followers in the direction of a common vision or the ability of influencing, motivating and stimulating others in the direction of doing extraordinary actions. While Bass & Riggio (2006) add that the core principle in Transformational Leadership is for the leaders to develop leadership in those below them.

James McGregor Burns (1978, p. 4) discusses the concept of Transformational Leadership from a political point of view. He notes that Transformational Leadership aims beyond the satisfaction of immediate needs, and he states that “the transforming leader looks for potential motives in followers, seeks to satisfy higher needs, and engages the full person of the follower.” The ultimate aim in this case is to turn the follower attention towards larger causes and collective concerns, which in case of politics can be political reform, revolution or national defense.

Burns (1978) explains more the subject by describing the transformational political leaders and their role with respect to their followers; he says that “the leader who commands compelling causes has an extraordinary potential influence over followers. Followers armed by moral inspiration, mobilized and purposeful, become zealots and leaders in their own right”

(Burns, 1978, p. 34). Thus the transformational leader becomes the glue that links the missing parts to create a functionally integrated social and political system.

On the other hand, Wilkins (1986) explains that Transformational Leadership allows followers to develop political maturity, in the sense that it does not aim at transforming followers per se, rather on helping them find out about their personal capabilities, so that they are able to exercise them through specific political actions. Furthermore, the author explains that in case of politics, Transformational Leadership is viewed in the form of political mentorship, through which political maturity is encouraged.

In the mentoring process, Wilkins (1986) asserts that the transformational leader supports a certain political action by providing the party followers with the necessary insight, determination and understanding of the political tactics and values. However, she adds that the leader cannot act alone; it needs the support of followers, for the leader provides the initial motivation needed for most political actions, and the followers motivated by their leader act accordingly. Furthermore, she adds that the transformational mentoring process encourages followers to develop their own set of moral principles rather than adopting that of the leader. Followers thereafter internalize these principles, which act as motivation for them to take on some kind of leadership roles in political parties. This internalization also helps followers to become mentors themselves.

Burns (1978, p. 134) also sheds light on the ethical aspect of Transformational Leadership, which is known as authentic Transformational Leadership. He explains that it is motivating,

uplifting and ultimately “moral in that it raises the level of human conduct and ethical aspiration of both leader and led” and he clarifies it by giving the example of Gandhi’s elevation of the aspirations and life chances of millions of Indians who followed him toward independence. Bass & Riggio (2006) also give the example of Gandhi along with Martin Luther King Jr. in explaining authentic Transformational Leadership. They explain how this type of leaders engaged followers by creating vision and better future based on appealing ideologies. On the other hand, they describe and distinguish another type of extreme and erroneous form of Transformational Leadership that is known as pseudo-Transformational Leadership. The best example of this form is that of Joseph Stalin or Adolf Hitler. The authors explain that under this form, the tyrants demand domination over others, emphasize compliance (a characteristic of Transactional Leadership) and pseudo-identification (a characteristic of pseudo-Transformational Leadership).

Thus, it is important to separate the two forms and extremities of Transformational Leadership: authentic and inauthentic/pseudo. As such, Bass & Riggio (2006) put emphasis on the authentic transformational leaders and distinguish them from the pseudo-transformational leaders. They clarify that the authentic transformational leaders are socialized and their referent power and esteem help strengthen follower commitment, involvement, and loyalty. While the pseudo-transformational leaders, as the authors explain, are coercive and personalized in outlook; their way of ruling is using power to reward and punish followers with the ultimate aim of eventually dominating them.

THE TRANSFORMATIONAL LEADER

Since the role of the leader is crucial in any organization, it is important to emphasize the characteristics of how the transformational leader should be in these organizations so that they become well performing and effective.

For Yammarino & Bass (1990), the transformational leader is the one who articulates a positive vision of the future that can be shared with followers, pays high attention to diversity, and intellectually stimulates followers to perform beyond what they think is possible for them.

Also, Groves & LaRocca (2011) quote Bass & Avolio characterizing the transformational leaders as change agents who are also good role models. They create and communicate a clear vision for the organization; they empower followers to achieve higher standards; they act in ways that show trust; and they give meaning to the organizational life.

Bass & Riggio (2006), also emphasize the role of the transformational leaders as those who can stimulate & inspire followers to generate extraordinary outcomes, and at the same time develop their own leadership capacity. Transformational leaders are able to achieve these results by helping followers grow and develop into leaders through acting on individual followers' needs, by empowering them, and by aligning the objectives and goals of every follower, leader, group, and even the larger organization. In another one of his articles, *Share the Vision* (1990), Bass confirms the idea of superior leadership performance and explains that it is the result of certain leader behavior, for example, when the leader broadens & improves

the interests of his/her followers, when s/he generates awareness & acceptance of the purpose and mission of the group, and makes followers to look beyond their own self-interest for the good of the group.

Bass & Riggio (2006), also explain that these leaders motivate others to do more than they originally intended and often more than they thought possible. When the followers are faced with more challenging expectations, they perform better and achieve higher results. As a consequence, transformational leaders tend to have more committed and satisfied followers.

In conclusion, leaders who are classified as transformational are those that interact with their followers in ways that are intellectually challenging, inspirational, individually considerate, and express an ultimate mission that represents their collective views. These characteristics have been summarized into four major components that create the dimensions of the transformational leader.

THE FOUR COMPONENTS OF TRANSFORMATIONAL LEADERSHIP

The four dimensions which are also known as the four I-s are summarized as the four separate components or characteristics of Transformational Leadership (Avolio, Waldman, and Yammarino, 1991). These four factors include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Avolio, 2002). However, during the inception of the term, these ideas were summarized into only three components. They were: charismatic-inspirational, intellectual stimulation, and individual consideration.

But later, after much research, charismatic-inspirational factor was further divided into two separate components: idealized influence and inspirational motivational. (Bass & Riggio, 2006)

1st COMPONENT: IDEALIZED INFLUENCE

The first element - idealized influence - focuses on the leaders' behavior on one part, and the elements that are attributed to the leaders by followers. In this sense, transformational leaders behave in ways that make them as role models for their followers, thus they are admired, respected, and trusted. As a result, followers identify themselves with the leaders, and they tend to emulate them. On the other hand, these leaders are risk takers but they are always reliable, that is they can be counted on to do the right thing, by showing high standards of ethical & moral conduct (Bass & Riggio, 2006).

Idealized influence also encompasses charisma, and this is associated with the fact that the leader is personified as a role model. (Simone T. A. Phipps, Leon C. Prieto, Satish Verma, 2012) This occurs when the leaders model certain values and qualities that the follower finds stimulating enough to incorporate and emulate. (Sheldene Simola, Julian Barling, Nick Turner, 2012)

On the other hand, Avolio is quoted in (Bekele Shibru, Prof. G.M Darshan 2011), saying that idealized influence at its core represents the highest levels of moral reasoning and perspective-taking capacity. Within this context, the leaders put the interest of the whole organization first,

before their own self-interest. Leaders accomplish this by setting high moral standards and acting as role models, by building trust, and being reliable and consistent in their actions and values. Similarly, Bass is quoted in (Groves & LaRocca, 2011) stressing the importance of the leaders' behavior, explaining that leaders earn the respect and admiration of followers only when they put their followers' needs above their own needs, emphasizing on the important values and beliefs, and highlighting moral and ethical consequences of every decision.

Besides, Bass & Riggio (2006, p. 4) also add that "these leaders are endowed by their followers as having extraordinary capabilities, persistence, and determination".

Thus, as followers identify themselves with their leaders' goals, they raise their own expectations, and they become able to challenge and achieve difficult goals and strive for more creative and innovative solutions for problems. (Phipps et al, 2012)

2nd COMPONENT: INSPIRATIONAL MOTIVATION

The next element characterized by inspirational motivation, summarizes the concept of leaders motivating and inspiring those around them by providing meaning and challenge. Through this notion, teamwork is stimulated in followers, along with enthusiasm and optimism. These leaders encourage followers to foresee superior visions for their future by communicating challenging expectations that followers are keen to meet, and by demonstrating true commitment to the same goals and visions (Bass & Riggio, 2006).

Simola et al (2012) state that the aim is to have a collective vision through which followers are stimulated towards the attainment of group goals; while, Phipps et al (2012, p. 146), summarized all these as referring to “the articulation of an enticing and meaningful vision to be shared and targeted by the whole organization.”

The term inspiration is further explained as “communicating high expectations, adding meaning to goals and undertakings, using symbols to focus efforts, expressing important purposes in simple ways, doing things to keep people motivated” (Warrick, 2011, p. 12). Thus quoting Yammarino and Dubnisky, Shibru et al (2011, p. 688), inspirational leadership is “communicating a vision with fluency and confidence, increasing optimism and enthusiasm, and giving interesting talks that energize others.

Thus the aim of inspirational motivation is to encourage and raise the consciousness of the followers with regard to the organizational vision and the respective goals, so that they become committed to that shared vision.

3rd COMPONENT: INTELLECTUAL STIMULATION

The third component which is known as intellectual stimulation is defined in terms of “behaviors that encourage followers to be innovative and creative by questioning assumptions, reframing problems, and approaching old problems in new ways” (Bass & Riggio, 2006, p. 6). In this sense, creativity is definitely encouraged, since followers are included in the process of addressing and finding solutions for new rising problems. Their ideas are taken into account,

while their mistakes are not publicly criticized when they reflect different opinions (Bass & Riggio, 2006).

Thus, innovation and creativity make the basis of intellectual stimulation. Shibru et al (2011, p. 286) quote authors Sarros and Santora saying that “Intellectually stimulating leaders work through difficulties, and use their problem solving techniques for reaching decisions that reflect a mutual consensus between leaders and employees.” This method helps transformational leaders to challenge the status quo and strive for new creative changes, and to use non-traditional thinking to deal with traditional problems.

In addition, Shibru et al (2011) also quote Avolio explaining that transformational leaders who use intellectually stimulating techniques also see the advantages of creating unity through diversity. Since, by bringing together a diverse group of followers and integrating their different perspectives together, they are able to create new ideas and achieve initiatives.

4th COMPONENT: INDIVIDUALIZED CONSIDERATION

The last component of Transformational Leadership is individualized consideration. Bass & Riggio (2006; 7), explain that within this context transformational leaders “pay special attention to each individual follower’s needs for achievement and growth by acting as a coach or mentor.” They accomplish this by creating new learning opportunities and supportive climate; they recognize that each person has different needs and desires; they accept this individual differences and treat followers accordingly, for example, some followers might

receive more encouragement, others more autonomy, still others firmer standards or more task structure. Also, with individualized consideration, transformational leaders ensure a two-way exchange communication process and perform management by walking around. They delegate tasks to the followers, listen to them effectively, and monitor their work to find out if they need any additional direction or support.

Shibru et al (2011) also stress the point that the individually considerate leaders show high concern for their followers, listen and interact with them effectively, and coach them in order to attain sustainable development. They believe in their followers' ability and treat them as the most important contributors to the organizations' success and performance, thus initiating a long term development program with them.

Finally, Phipps et al (2012) explain the importance of individualized consideration from the viewpoint of the emotional attachment that it creates between the leaders and followers, thus helping them both to understand each other and achieve creative and effective performance.

TRANSACTIONAL LEADERSHIP

Warrick (2011, p. 12) describes Transactional Leadership as the transaction that occurs between leaders and followers in getting the job done and achieving goals. He points that the Transactional Leadership style is somehow same as management, explaining that "the leader makes clear what needs to be done and offers rewards in exchange for individual and group effort directed towards goal attainment."

Bass & Avolio (2002) also explain Transactional Leadership as the style of leadership where the leader either rewards or punishes the followers based on the adequacy of the followers' performance. In an article, Bass & Avolio (1993), they describe that transactional leaders develop exchange processes with their followers, during which they clarify what the followers will receive if they do something right along with what will happen if they do it wrong. Transactional leaders work within existing cultures, basing their decisions on already established operative norms and procedures.

In addition, Riaz et al (2012) explain that this type of leaders stimulate their followers to achieve the required results by making them understand the job accountabilities, by identifying the goals and helping them attain the necessary self-confidence to achieve the needed performance.

Burns (1978) notes that Transactional Leadership involves the exchange of incentives by leaders to get support from followers; in politics for example, it implies jobs for votes, or subsidies for campaign contributions. The ultimate aim is for the leader and follower to agree on a course of action that would satisfy their immediate yet separate purposes.

Furthermore, Burns (1978) questions the authority and integrity of leaders who act on transactional style of leadership, because they focus more on mutually tolerable behavior, rather than jointly held goals, or on means, rather than ends, and in his point of view, leadership is nothing if not linked to collective purpose.

THE TRANSACTIONAL LEADER

As in the case of Transformational Leadership, we will summarize here the characteristics of how the transactional leader should be in both types of organizations.

Thus, transactional leaders believe in social exchange, meaning they always give something to get something in return. Within this form of leadership, the relationship between leaders and followers is always based on certain hierarchy model. Transactional leaders share information only on a limited, need-to-know basis; they control almost everything especially follower participation, as a result the decision making is only in the hands of the leaders, while followers are not encouraged to have group thinking sessions or participating in generating new ideas (Gardiner, 2006).

They succeed in the exchange process “by making, and fulfilling promises of recognition, pay increases, and advancement for employees who perform well” (Bass, 1990, p. 20). While on the other hand, the followers who do not perform as expected, are penalized and disciplined for their poor performance (Bass, 1990). Such leaders serve their own personal interests (material benefits, power, status, etc...) by getting their followers to exhibit compliance behaviors (Groves & LaRocca, 2011).

As a result, in a pure transactional culture, “all job assignments are explicitly spelled out along with conditions of employment, disciplinary codes, and benefit structures. Stories, rites, jargon, values, assumptions, reinforcement systems in the transactional organizational culture

depend on setting a price on everything. Everyone has a price required for his/her motivation to work. There is a price on everything. Commitments are short-term. Self-interests are stressed.” (Bass & Avolio, 1993, p. 116)

THE TWO COMPONENTS OF TRANSACTIONAL LEADERSHIP

As Bass & Avolio (2002) explain, Transactional Leadership depends on contingent reinforcement, which is in two forms, either positive or negative contingent reward or active & passive forms of management-by-exception.

1st COMPONENT: CONTINGENT REWARD

Contingent reward encompasses the idea that the leader rewards the followers when they perform in accordance to some prior agreement and they penalize them if they act otherwise.

Bass & Riggio (2006) assert that within this context, the leader assigns and attains follower agreement on the necessary required goals based on a certain promise or a form of a reward in exchange having the follower finish the job with good performance. They add that “the leader makes clear what one can expect to receive when performance goals are achieved.” (Bass & Riggio, 2006, p. 8)

This part of Transactional Leadership is found to be effective and motivating with respect to followers and it helps them achieve higher performance. (Bass & Avolio, 2002)

2nd COMPONENT: MANAGEMENT-BY-EXCEPTION

Bass and Avolio (1993) explain that management-by-exception focuses more on leader intervention & negative feedback. It can be divided into two parts based on timing of the leader's intervention. The first part which is known as passive management-by-exception occurs when the leader intervenes in the followers' actions only when they do not meet the standards. In the second part which is the active management-by-exception, the leader is more involved with the follower and tries to anticipate the problems and intervenes during the process and not after the mistake is made.

Bass & Riggio (2006, p. 8) further explain these two points while confirming the ineffectiveness in terms of the end result. They explain the passive form as "waiting passively for deviances, mistakes, and errors to occur and then taking corrective action", while the active form as "actively monitoring deviances from standards, mistakes, and errors in the follower's assignments and taking corrective action as necessary."

In the Multifactor Leadership Questionnaire study, Bass & Riggio (2006, p. 8) explain these forms in two sentences. They say that active management-by-exception is when the "leader directs attention toward failures to meet standards", while passive management-by-exception is when the "leader takes no action until complaints are received."

TRANSFORMATIONAL LEADERSHIP V/S TRANSACTIONAL LEADERSHIP

When comparing both styles of leadership, scholars stress the significance of Transformational Leadership, pointing to the fact that it is more effective than Transactional Leadership. Bass & Avolio state that since the 1980s, studies have proven that Transformational Leadership is more effective than Transactional Leadership, especially in cases generating extra effort, commitment, and satisfaction in followers. (Bass & Avolio, 2002)

Earlier, Bass (1990, p. 23) had proclaimed that “most experimental research, unfortunately, has focused on Transactional Leadership ..., whereas the real movers and shakers of the world are transformational leaders.” The reason is that Transformational Leadership emphasizes intrinsic motivation and gives importance to positive development of followers, which in turn represents a more interesting and effective view of leadership when compared to the more simple social exchange process of Transactional Leadership (Bass & Riggio, 2006).

Furthermore, Transactional Leadership clarifies the task structure and the right way to accomplish the task, while maintaining follower dependence on the leader. However, Transformational Leadership provides a new strategy and vision when facing a given problem, sustaining the subordinate's sovereignty in problem solving.

In the question to what Transformational Leadership adds to Transactional Leadership, Bass & Riggio (2006, p. 4) explain that what Transformational Leadership “also addresses the follower’s sense of self-worth to engage the follower in true commitment and involvement in

the effort at hand”. Still, they suggest a kind of augmentation relationship between the two styles, where the Transformational Leadership augments transactional in predicting effects on follower satisfaction and performance.

ORGANIZATIONAL COMMITMENT

Organizational commitment has been one of the terms under immense consideration especially in studies related with organizational psychology. Scholars have conceptualized and measured commitment in various ways.

Organizational commitment refers to “a person's affective reactions to characteristics of his employing organization.” It includes followers’ feelings of attachment to the goals and values of the organization, their role in relation to this, and their attachment to the organization for its own sake rather than for its strictly instrumental value (Cook & Wall, 1980, p. 40).

Bushra et al (2011) quote Muthuveloo and Rose explaining that organizational commitment as follower’s level of involvement with his job and organization. They relate it to followers’ loyalty and faithfulness towards the organization and to the intensions he demonstrates regarding the given organization.

Mowday, Steers & Porter (1979, p. 226) describe commitment as “a strong belief in and acceptance of an organization’s goals and values, a willingness to exert considerable effort on behalf of the organization, and a strong desire to maintain membership in the organization.”

Besides, Meyer and Hersovitch are quoted in Jaros (2007, p. 8) stating commitment as “a force that binds an individual to a course of action of relevance to one or more targets.”

On the other hand, Bushra et al (2011, p. 262) quote Luthans explaining organizational commitment as “an attitude reflecting employees’ loyalty to their organization and as an ongoing process through which organizational participants express their concern for the organization and its continued success and well-being”. They also quote Henkin and Marchiori adding that commitment is the feeling that employees have that makes them become part of their organization, believe in the goals and values, and act according to its norms and ethical standards.

In addition, Bass and Riggio (2006) state the different reasons why individuals feel committed to their organizations or jobs at hand. They explain that the individual “may like the type of work they do, and the pay and benefits may be better than what they can get elsewhere. They may find the work and people interesting. They may feel that what they are doing is giving them the opportunity to make a contribution to others as well as to themselves”, Bass and Riggio (2006, p. 36). Finally, they give the example of the military, where commitment creates the backbone of the profession. For the military, belonging to the armed forces is not simply a profession; it is not simply a place where you work, or just a job or a mere occupation. It is a way of life and most of the time, it is a lifetime commitment.

THE MULTIDIMENSIONAL APPROACH TO ORGANIZATIONAL COMMITMENT

In this study, the focus will be on the multidimensional approach to organizational commitment, which is the most popular approach to organizational commitment, researched by Meyer and his colleagues. They describe organizational commitment in terms of three different forms, labeled 'affective', 'continuance' and 'normative' commitment.

Although, there is a common link between these three approaches relating the employee to the organization, however the nature of that link differs. As Allen and Meyer (1990, p. 3) explain, “employees with strong affective commitment remain because they want to, those with strong continuance commitment because they need to, and those with strong normative commitment because they feel they ought to do so.”

1st TYPE: AFFECTIVE COMMITMENT

The most dominant approach for organizational commitment is that of affective approach, where the individual expresses the strong emotional attachment to the organization, he identifies with, gets involved in and enjoys membership in the given organization (Allen & Meyer, 1990). Other scholars also point to the same definition quoting that it “reflects employees' emotional attachment to, identification with, and involvement in, the organization (Meyer et al, 1998, p. 32).

Mowday et al (1979) also describe affective organizational commitment as an active relationship with the organization, where the individuals contribute something of themselves with the aim of improving the organization's well-being.

Affective commitment is prevalent because it is associated with many desirable work behaviors including productivity, personnel stability, lower absenteeism rate, job satisfaction and organizational citizenship. Mowday et al (1979) describe these as the antecedents of affective commitment and group it to four features: personal characteristics, job characteristics, work experiences and structural characteristics. However, Allen & Meyer (1990) assert that the most prevalent is the work experience antecedents, especially things that fulfill followers' psychological needs to feel comfortable within the organization and competent in the work-role.

2nd TYPE: CONTINUANCE COMMITMENT

Continuance commitment refers to the commitment that is based on the recognition of the costs associated with leaving the organization (Meyer et al, 1998). This dimension is based on Becker's side-bet theory, which explains that when individuals remain employed in the same organization for a long period, they collect and build different kinds of investments, which makes them feel that they would lose all of these if they leave the organization, thus thinking that leaving the organization would become more costly the longer they stay there.

Shore and Wayne (1993, p. 774) quote Meyer and Allen explaining this as "a tendency to engage in consistent lines of activity based on the individual's recognition of the costs or lost side bets associated with discontinuing the activity."

Allen & Meyer (1990, p. 3) further proposed that this dimension could be divided into two factors: "the magnitude and/or number of investments (or side-bets) individuals make and a perceived lack of alternatives." They explain Becker's side-bet theory with an example about employees who work and invest the majority of their time trying to master a given job skill with the hope that it would pay off eventually. Their investment is the bet, and in order for the betting to pay off, they need to continue working within the same organization. Thus, their commitment to the organization is positively related to the magnitude and number of side-bets they identify.

These investments can be in the form of time and money tied up with the organization's retirement plan, job effort, and organization specific skills that the individual sees as unique to the particular organization and not transferable, they can be also work friendships as in relations with co-workers and political deals which burdens greater costs on leaving the organization, thus discouraging them from seeking alternative employment.

Along with the problem of losing their investments, individuals develop continuance commitment when they perceive lack of alternatives. This situation happens when individuals feel their acquired skills are not marketable or not applicable to compete for employment in another organization. Thus they feel tied in commitment with their given organization (Allen

& Meyer, 1990). This is the case when the skills and the trainings that individuals get are very industry specific.

3rd TYPE: NORMATIVE COMMITMENT

The normative commitment denotes the individual's feeling of obligation to remain in the organization (Meyer et al, 1998). This kind of commitment is influenced by individuals' experiences either prior joining the organization or after entering it. The first part is more into familial and cultural socialization, while the second part looks more into organizational socialization. (Allen & Meyer, 1990)

The first part can be related with the fact that these individuals feel obligated to organizational commitment because familial significant relations have either worked or supported the given organization for a long time and in turn demand that they understand the importance of organizational loyalty (Allen & Meyer, 1990).

On the other hand, these individuals might feel they ought to remain in the current organization, because of a certain moral obligation regarding the feeling that the organization has invested too much time or money in them. This kind of investment can be in the form of tuition payments or trainings that organizations deliver to the individual, thus making the later feel obligated to return the favor by committing to remain in the given organization (Allen & Meyer, 1990).

In general, Organizational commitment is believed to affect individual's intentions to perform well and efficient, and improves his general skills. Organizational commitment helps understand and forecast organizational goals and objectives; helps improve productivity, control absenteeism and turnover (Bushra et al, 2011).

ORGANIZATIONAL COMMITMENT AND LEADERSHIP

One of the most significant factors that helps build commitment in an organization is leadership, especially one that is inspirational, stimulating, and considerate of followers' needs. The leaders can help by nurturing their follower's commitment towards the team, the leader, and the organization as whole (Bass & Riggio, 2006).

In addition, the relation between Transformational Leadership and organizational commitment has been proven by several studies. Avolio and colleagues (2004) conducted a survey on staff nurses in a public hospital in Singapore and found out that Transformational Leadership positively affects organizational commitment. While in another study, Limsili and Ogunlana (2008) proclaimed that Transformational Leadership is a better leadership style and worker's productivity and organizational commitment is facilitated by Transformational Leadership. In addition to Ismail and Yusuf (2009), who studied the impact of Transformational Leadership on followers' commitment and concluded that there is significant positive relation between these two variables. (Bushra et al, 2011)

Riaz et al (2012) also concluded that there is positive impact of Transformational Leadership on employees' affective commitment. Along with Chiun et al. (2009) and Lee (2004) who found out that Transformational Leadership is positively related with commitment.

Rehman, Shareef, Mahmoud, and Ishaque (2012) also proved that both transactional and Transformational Leadership have positive relationship with organizational commitment but they added also that Transformational Leadership has a slightly stronger relationship as well as impact on organizational commitment. While, more relating to studies done in the Middle East area, Ahmadi S., Ahmadi F., and Zohrabi (2012) were able to prove that there is positive relationship between Transformational Leadership and organizational commitment in Iran. They affirm that "if managers adopt Transformational Leadership style, the organizational commitment will be promoted accordingly." (Ahmadi et al, 2012, p. 261)

SUMMARY OF THE LITERATURE REVIEW

As we discussed in the literature review, one of the most effective leadership approaches is that of Transformational Leadership which is favored over Transactional Leadership, especially for generating extra effort, motivation, commitment and satisfaction in followers.

In any organizational environment, Transactional Leadership is seen as the traditional and common form of management style. It emphasizes only the exchange process that occurs between the leaders and followers. Transactional Leadership is explained further by its two components: contingent reward or management by exception, both based on conveying to the

followers what is required of them to accomplish, and specifying the rewards or punishment they will get depending on the results.

While, as the literature again showed, the more effective is Transformational Leadership, which focuses on communicating vision and high expectations, setting clear goals and providing strong strategy. Transformational leaders are described by being influential, intellectually challenging, inspirational and individually considerate.

The first component of Transformational Leadership is idealized influence, which characterizes the leader as the role model, who puts the interest of the followers and the organization before his own self-interest. Next, inspirational motivation describes the transformational leader as the one who motivates and inspires followers to act towards a common shared vision, by providing them insight, determination and stimulation. In addition, intellectual stimulation explains about the creative and innovative aspect of the leader, and describes him/her as the one who encourages the implementation of creative problem solving techniques in the decision making process. The final component, which is the individualized consideration, characterizes the role of the leader as a coach and mentor, who listens to followers, delegates tasks, and provides support when needed.

The literature also discussed organizational commitment, which is about the individual's loyalty towards his/her organization, its vision, goals and values. And, the most widespread style of commitment was that of Meyer & Allen's multidimensional style which explains commitment in three forms: affective commitment, where the person remains committed

because s/he wants to, continuance commitment where the person remains because s/he need to and normative commitment where the person remains because s/he feel they ought to do so.

In the next chapter, based on this literature review, we will formulate our research question and hypotheses and describe our methodology.

CHAPTER TWO: METHODOLOGY

Data on Transformational Leadership & Organizational Commitment is collected through a survey questionnaire created based on the literature review. The survey questionnaire, containing 26 statements, is divided into two parts: the first 20 statements explain the characteristics of the four components that define transformational leadership, while the remaining 6 statements explain the characteristics of the 3 components that make up organizational commitment. The response criterion is structured using a five-point Likert-type scale; where respondents are asked to indicate their level of agreement with the statements by choosing from Strongly Disagree – Disagree – Neutral – Agree – Strongly Agree.

In addition, there is a small part at the end for two general questions. The first mentioning the industry to which the company belongs to; while the second asking the respondents to mention the number of years they have been a member there.

The target sample is the business organizations spread over five different industries. The sample size was 120 respondents from organizations spread over the five industries, distributed according to their rating as excellent or poor rated organizations. The following table shows the distribution of the respondents. The numbers were calculated proportionally according to the total of each industry and the total of the five industries together.

Industry				
	Excellent	Poor	Frequency	Percent
Engineering	7	13	20	16.7
Food	16	32	48	40.0
Pharmaceuticals	7	11	18	15.0
Banking	6	10	16	13.3
Real Estate	6	12	18	15.0
Total	42	78	120	100.0

The lists for the four industries (engineering, food manufacturing, pharmaceuticals, and real estate) were taken from Chamber of Commerce, Industry, and Agriculture of Beirut and Mount-Lebanon, while the list of banks was taken from the Association of Banks in Lebanon and Banque Du Liban.

The survey was distributed through emails to the human resource department of the organizations and the follow up was done through phone calls. The response rate was 48.97%, as out of 245 surveys distributed, only 120 were received.

Initially we will have some descriptive statistics. Next, we will do an exploratory factorial analysis to understand the structure of the variables, and then we will run a reliability test to estimate errors in measurement. Stepwise multiple regression analysis will be used to estimate the relationship among Transformational Leadership and Organizational Commitment in both types of organizations, and to find out if the number of years in an organization impacts organizational commitment. We will conduct independent samples T-tests to find out if the variables of Transformational Leadership and Organizational Commitment are the same between the excellent-rated and poor-rated organizations. Finally, we will run an analysis of

variance (ANOVA) to determine if Transformational Leadership and Organizational Commitment variables differ among the different industries.

ETHICAL CONSIDERATIONS

This research study will take into account the ethical rights of the participants, denoted by the right to privacy and voluntary participation. The study will respect the participants' rights and maintain anonymity and confidentiality. Personal information is not required to be disclosed in the survey questionnaire. Participation in the research is voluntary and participants have the option to refuse to reveal certain information about them or their organization.

SIGNIFICANCE OF THE STUDY

This study is significant for multiple reasons. First, as mentioned prior in the introduction part, leaders and followers create the two ends of an organization. It is important to understand that the type of Leadership practiced at the top affects the commitment displayed by the followers at the bottom end. Second, transformational leadership has proven to be one of the most effective types of leadership, while the multidimensional style of commitment has been recognized to comprise all the different features that make up commitment. Finally, even from business perspective, all previous research was done in the West of Asian countries; no research is done concerning this subject in Lebanon.

In conclusion, the study will show us if transformational leadership has a positive relation and strong impact on followers' organizational commitment, in business organizations in Lebanon. Based on the findings, we will mark the conclusions reached and make the necessary recommendation, especially in terms of how leaders can become transformational and maintain their followers' commitment.

RESEARCH QUESTIONS

Based on the literature review, the research questions are defined as follows:

1. Whether there is a relationship between “transformational leadership” & “organizational commitment” in business organizations.
2. Whether there is a relationship between the number of years in an organization and organizational commitment in business organizations.
3. Whether the components of “transformational leadership” & “organizational commitment” are different between the excellent-rated and poor-rated companies.
4. Whether the components of “transformational leadership” & “organizational commitment” are different among the different business industries.

To respond to the research questions, we will use the following hypotheses:

Hypothesis 1

H1: There is a relationship between “transformational leadership” & “organizational commitment” in business organizations.

Hypothesis 1.1

The TFL component - Idealized Influence has statistically significant influence on Affective Commitment.

Hypothesis 1.2

The TFL component - Idealized Influence has statistically significant influence on Continuance Commitment.

Hypothesis 1.3

The TFL component - Idealized Influence has statistically significant influence on Normative Commitment.

Hypothesis 1.4

The TFL component – Inspirational Motivation has statistically significant influence Affective Commitment.

Hypothesis 1.5

The TFL component - Inspirational Motivation has statistically significant influence on Continuance Commitment.

Hypothesis 1.6

The TFL component - Inspirational Motivation has statistically significant influence on Normative Commitment.

Hypothesis 1.7

The TFL component – Intellectual Stimulation has statistically significant influence Affective Commitment.

Hypothesis 1.8

The TFL component - Intellectual Stimulation has statistically significant influence on Continuance Commitment.

Hypothesis 1.9

The TFL component - Intellectual Stimulation has statistically significant influence on Normative Commitment.

Hypothesis 1.10

The TFL component – Individualized Consideration has statistically significant influence Affective Commitment.

Hypothesis 1.11

The TFL component - Individualized Consideration has statistically significant influence on Continuance Commitment.

Hypothesis 1.12

The TFL component - Individualized Consideration has statistically significant influence on Normative Commitment.

Hypothesis 2

H1: There is a relationship between number of years in an organization and organization commitment in business organizations.

Hypothesis 2.1

The number of years in a business organization has statistically significant influence on Affective Commitment.

Hypothesis 2.2

The number of years in a business organization has statistically significant influence on Continuance Commitment.

Hypothesis 2.3

The number of years in a business organization has statistically significant influence on Normative Commitment.

Hypothesis 3

H1: The components of “transformational leadership” & “organizational commitment” in the business organizations with different rankings are different.

Hypothesis 4

H1: The components of “transformational leadership” & “organizational commitment” in the different types of business industries are the same.

CHAPTER THREE: ANALYSIS OF STATISTICAL RESULTS

DESCRIPTIVE STATISTICS:

Employees, specifically 120 workers working in organizations from five different industries participated in this survey. The respondents were divided proportionally in accordance to the total number of companies in each industry. Thus, 16.7% of the respondents were from the first industry - 'Engineering, Architecture and Construction', 40% were from the second industry - 'Manufacturing and Trading Food Products', 15% were from the third industry - 'Wholesale of Medicines and Pharmaceutical Products', 13.3% were from the fourth industry - 'The Banking Sector', and 15% of the respondents were from the fifth industry - 'Real Estate Services'.

Table below shows the distribution of the respondents according to the five industries.

		Industry			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Engineering	20	16.7	16.7	16.7
	Food	48	40.0	40.0	56.7
	Pharmaceuticals	18	15.0	15.0	71.7
	Banking	16	13.3	13.3	85.0
	Real Estate	18	15.0	15.0	100.0
	Total	120	100.0	100.0	

The Survey included a question about the number of years an employee had been working in the given organization. The distribution of the data is as follows:

The 120 respondents were also distributed between excellent and poor rated organizations as follows: 42 (35%) were from excellent-rated companies and 78 (65%) were from poor-rated companies. The table below shows the distribution in detail.

Industry		
	Excellent	Poor
Engineering	7	13
Food	16	32
Pharmaceuticals	7	11
Banking	6	10
Real Estate	6	12
Total	42	78

Years of Employment. The largest group of participants had been working in their given organization from one to five years (50%). While 14.2% participants had been with their organization from six to 10 years, 9.2% from 11 to 15 years, 15% from 16 to 20 years, and 11.7% of the participants had been working for their organization for more than 21 years.

Years of Employment				
	Frequency	Percent	Valid Percent	Cumulative Percent
[1 - 5]	60	50.0	50.0	50.0
[6 - 10]	17	14.2	14.2	64.2
[11 - 15]	11	9.2	9.2	73.3
[16 - 20]	18	15.0	15.0	88.3
[>21]	14	11.7	11.7	100.0
Total	120	100.0	100.0	

The mean and the standard deviation of all the variables were calculated, and they are as follows:

Descriptive Statistics of Transformational Leadership Variables

	Mean	Std. Dev.
My leader is my role model, I find myself wanting to emulate his competences and values.	2.70	1.017
My leader takes appropriate risks in order to improve the organization.	3.28	1.045
My leader is always reliable and trustworthy.	3.13	1.081
My leader shows high standards of ethical and moral conduct; s/he provides ethical aspiration to me.	3.37	.962
My leader behaves in ways that help him gain my respect and the respect of other followers.	3.32	1.037
My leader puts organizational interests over personal interests.	3.12	1.210
My leader expresses clear vision for the future of the organization.	3.19	1.007
My leader motivates and inspires me by providing meaning to my organizational life.	2.63	1.084
My leader stimulates teamwork, enthusiasm and optimism.	3.00	1.160
My leader develops and communicates new organizational goals, and helps me and other followers achieve them.	3.16	1.037
My leader considers and includes followers in developing organizational goals.	2.77	1.121
My leader encourages and stimulates me & other followers to be innovative and creative in approaching problems in new ways.	3.09	1.053
My leader works through difficulties, and uses problem solving creative techniques for reaching organizational decisions.	3.31	.896
My leader includes me & followers in the decision making process, while searching solutions for new problems.	2.63	1.053
My leader believes in adopting diversity and integrating followers' different perspectives.	2.93	.896
My leader does not criticize my or other followers' ideas, if they reflect different opinions from own.	3.02	1.053
My leader recognizes individual follower's achievement and growth needs and helps followers realize and achieve them.	2.93	.900
My leader ensures a two-way exchange communication process.	3.12	1.094
My leader delegates tasks, listens effectively and provides assistance and encouragement to followers.	3.04	1.064
My leader believes in followers' ability and shows confidence in them to achieve the required tasks.	3.03	.970

Descriptive Statistics of Organizational Commitment Variables

	Mean	Std. Dev.
I feel "emotional attachment" towards my organization and I remain there because I want to.	2.68	1.284
I identify myself with my organization's goals & values; I contribute to their achievement by being a productive member.	3.33	1.007
I feel it is difficult to find opportunity elsewhere, thus I have to remain in this organization (out of necessity).	3.21	1.215
I recognize that there are costs associated with leaving my organization. (for example: a status or position acquired)	3.57	1.026
I feel obligated to remain in my organization because I owe too much to it.	2.57	1.098
I show loyalty to my organization, because parents, family or friends are loyal to it and demand that I do the same.	2.56	1.201

The variable explaining how the leader shows high ethical and moral conduct has the highest mean (3.37) with a low standard deviation (0.962). The next two variables with high averages are the ones explaining how the leaders behaves and shows respect (3.32), and how he works through difficulties and uses problem solving creative techniques for reaching organizational decisions (3.31). While in case of commitment variables, recognizing that there are costs associated with leaving an organization had the highest mean (3.57) with standard deviation (1.026); followed by the two variables, identifying with the organizational goals and values (3.33) and feeling difficult to find opportunities elsewhere (3.21).

Descriptives	Type	Stat	Type	Stat
TFL 1 - My leader is my role model, I find myself wanting to emulate his competences and values.	Poor	Mean 2.27 Std. Dev. 0.784	Excellent	Mean 3.5 Std. Dev. 0.917
TFL 2 - My leader takes appropriate risks in order to improve the organization.	Poor	Mean 2.88 Std. Dev. 0.993	Excellent	Mean 4 Std. Dev. 0.698
TFL 3 - My leader is always reliable and trustworthy.	Poor	Mean 2.73 Std. Dev. 1.04	Excellent	Mean 3.86 Std. Dev. 0.718
TFL 4 - My leader shows high standards of ethical and moral conduct; s/he provides ethical aspiration to me.	Poor	Mean 3.09 Std. Dev. 0.942	Excellent	Mean 3.9 Std. Dev. 0.759
TFL 5 - My leader behaves in ways that help him gain my respect and the respect of other followers.	Poor	Mean 2.96 Std. Dev. 0.973	Excellent	Mean 3.98 Std. Dev. 0.811
TFL 6 - My leader puts organizational interests over personal interests.	Poor	Mean 2.67 Std. Dev. 1.192	Excellent	Mean 3.95 Std. Dev. 0.697
TFL 7 - My leader expresses clear vision for the future of the organization.	Poor	Mean 2.82 Std. Dev. 0.964	Excellent	Mean 3.88 Std. Dev. 0.67
TFL 8 - My leader motivates and inspires me by providing meaning to my organizational life.	Poor	Mean 2.1 Std. Dev. 0.749	Excellent	Mean 3.62 Std. Dev. 0.909
TFL 9 - My leader stimulates teamwork, enthusiasm and optimism.	Poor	Mean 2.5 Std. Dev. 0.936	Excellent	Mean 3.93 Std. Dev. 0.947
TFL 10 - My leader develops and communicates new organizational goals, and helps me ...	Poor	Mean 2.73 Std. Dev. 0.863	Excellent	Mean 3.95 Std. Dev. 0.854
TFL 11 - My leader considers and includes followers in developing organizational goals.	Poor	Mean 2.19 Std. Dev. 0.807	Excellent	Mean 3.83 Std. Dev. 0.794
TFL 12 - My leader encourages and stimulates me & other followers to be innovative and creative ...	Poor	Mean 2.65 Std. Dev. 0.85	Excellent	Mean 3.9 Std. Dev. 0.906
TFL 13 - My leader works through difficulties, and uses problem solving creative techniques ...	Poor	Mean 3.01 Std. Dev. 0.798	Excellent	Mean 3.86 Std. Dev. 0.814
TFL 14 - My leader includes me & followers in the decision making process, while searching solutions ...	Poor	Mean 2.15 Std. Dev. 0.722	Excellent	Mean 3.52 Std. Dev. 0.994
TFL 15 - My leader believes in adopting diversity and integrating followers' different perspectives.	Poor	Mean 2.59 Std. Dev. 0.692	Excellent	Mean 3.57 Std. Dev. 0.887
TFL 16 - My leader does not criticize my or other followers' ideas, if they reflect different opinions from own.	Poor	Mean 2.68 Std. Dev. 0.933	Excellent	Mean 3.64 Std. Dev. 0.983
TFL 17 - My leader recognizes individual follower's achievement and growth needs ...	Poor	Mean 2.47 Std. Dev. 0.618	Excellent	Mean 3.76 Std. Dev. 0.726
TFL 18 - My leader ensures a two-way exchange communication process.	Poor	Mean 2.76 Std. Dev. 1.034	Excellent	Mean 3.79 Std. Dev. 0.871

TFL 19 - My leader delegates tasks, listens effectively and provides assistance and encouragement to followers.	Poor	Mean	2.63	Excellent	Mean	3.81
		Std. Dev.	0.913		Std. Dev.	0.89
TFL 20 - My leader believes in followers' ability and shows confidence in them to achieve the required tasks.	Poor	Mean	2.65	Excellent	Mean	3.74
		Std. Dev.	0.85		Std. Dev.	0.767

Comparing the means and standard deviations between the excellent-rated and poor-rated organizations in case of Transformational Leadership variables, the results show that:

- The highest difference exists with the TFL item “my leader considers and includes followers in developing organizational goals”. In case of excellent rated organizations (3.83; 0.794) the two-thirds of the respondents lie between 3.036 ($3.83 - 0.794$) and 4.624 ($3.83 + 0.794$); while in case of poor-rated organizations (2.19; 0.807) the two-thirds of the respondents lie between 1.383 ($2.19 - 0.807$) and 2.997 ($2.19 + 0.807$).
- The second highest difference exists with the TFL item “My leader motivates and inspires me by providing meaning to my organizational life”. In case of excellent rated organizations (3.62; 0.909) the two-thirds of the respondents lie between 2.711 ($3.62 - 0.909$) and 4.529 ($3.62 + 0.909$); while in case of poor-rated organizations (2.1; 0.749) the two-thirds of the respondents lie between 1.351 ($2.1 - 0.749$) and 2.849 ($2.1 + 0.749$).

Descriptives	Type		Statistic	Type		Statistic
OC 1 - I feel “emotional attachment” towards my organization and I remain there because I want to.	Poor	Mean	2.13	Excellent	Mean	3.69
		Std.	1.024		Std.	1.093
		Dev.			Dev.	
OC 2 - I identify myself with my organization’s goals & values; I contribute to their achievement by being a productive member.	Poor	Mean	3	Excellent	Mean	3.95
		Std.	1.006		Std.	0.661
		Dev.			Dev.	
OC 3 - I feel it is difficult to find opportunity elsewhere, thus I have to remain in this organization (out of necessity).	Poor	Mean	3.62	Excellent	Mean	2.45
		Std.	1.047		Std.	1.152
		Dev.			Dev.	
OC 4 - I recognize that there are costs associated with leaving my organization. (for example: a status or position acquired)	Poor	Mean	3.9	Excellent	Mean	2.98
		Std.	0.877		Std.	1.024
		Dev.			Dev.	
OC 5 - I feel obligated to remain in my organization because I owe too much to it.	Poor	Mean	2.72	Excellent	Mean	2.29
		Std.	1.031		Std.	1.175
		Dev.			Dev.	
OC 6 - I show loyalty to my organization, because parents, family or friends are loyal to it and demand that I do the same.	Poor	Mean	2.69	Excellent	Mean	2.31
		Std.	1.22		Std.	1.137
		Dev.			Dev.	

Comparing the means and standard deviations between the excellent-rated and poor-rated organizations in case of Organizational Commitment variables, the results show that:

- OC variable “I feel emotional attachment towards my organization and I remain there because I want to” had the highest difference in favor of the excellent-rated organizations. In case of excellent rated organizations (3.69; 1.093) the two-thirds of the respondents lie between 2.597 ($3.69 - 1.093$) and 4.783 ($3.69 + 1.093$); while in case of poor-rated organizations (2.13; 1.024) the two-thirds of the respondents lie between 1.106 ($2.13 - 1.024$) and 3.154 ($2.13 + 1.024$).
- OC variable “I feel it is difficult to find opportunity elsewhere, thus I have to remain in this organization (out of necessity)” had the highest difference in favor of the poor-rated organizations. In case of excellent rated organizations (2.45; 1.152) the two-

thirds of the respondents lie between 1.298 ($2.45 - 1.152$) and 3.602 ($2.45 + 1.152$); while in case of poor-rated organizations (3.62; 1.047) the two-thirds of the respondents lie between 2.573 ($3.62 - 1.047$) and 4.667 ($3.62 + 1.047$).

FACTORIAL ANALYSIS:

Hair, Anderson, Tatham, and Black (2006) define factorial analysis as “an interdependence technique whose primary purpose is to define the underlying structure among the variables in the analysis” (P.104). Factor analysis, specifically exploratory factor analysis is concerned with whether the correlations or covariances between a set of observed variables can be explained in terms of a smaller number of unobservable constructs which are known either as latent variables or common factors. Factors analysis has three main uses according to Field (2009):

- (1) To understand the structure of a set of variables
- (2) To construct a questionnaire to measure an underlying variable
- (3) To reduce a data set to a more manageable size while retaining as much of the original information as possible

To determine the aptness of factor analysis the entire correlation matrix was examined using the Bartlett Test of Sphericity and Kaiser-Myer-Olkin Measure of Sampling Adequacy (KMO MSA).

According to Field (2009), KMO represents the ratio of the squared correlation between variables to the squared partial correlation between variables that is the degree of inter-correlations among the variables. The KMO statistic varies between 0 and 1, and a value close

to 1 means that each variable is perfectly predicted without error by the other variables. Kaiser (1974) recommends accepting values greater than 0.5 as barely acceptable. While closer the values get towards 1, it would be better, as values between 0.8 and 0.9 are considered great and values above 0.9 are superb.

In addition, the Bartlett Test of Sphericity checks the overall significance of all correlations within a correlation matrix. As Field (2009) explains Bartlett's test shows whether our correlation matrix is significantly different from an identity matrix, meaning that "the correlations between variables are (overall) significantly different from zero". Thus, if the Bartlett's Test of Sphericity is significant, that is if it is less than alpha (0.05), then the null hypothesis that the correlation matrix is an identity matrix will be rejected and factor analysis can be continued.

Factor Analysis on the independent variables (Transformational Leadership Variables) was performed. As shown in the table below, the KMO Measure of Sampling Adequacy is 0.932 which is higher than 0.50 and the Bartlett's Test of Sphericity is 0.000 which is less than 0.05 and significant. Based on this, we can proceed with the Factorial Analysis tests.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.932
Approx. Chi-Square		1579.035
Bartlett's Test of Sphericity	Df	190
	Sig.	.000

Next, principal component analysis was performed on the variables to summarize the total variance in a minimum number of factors.

The latent root criterion was used to define the number of factors extracted.

Total Variance Explained									
Com	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.467	52.337	52.337	10.467	52.337	52.337	6.599	32.994	32.994
2	1.331	6.653	58.990	1.331	6.653	58.990	5.199	25.997	58.990
3	.946	4.731	63.721						
4	.848	4.240	67.961						
5	.770	3.849	71.810						
6	.737	3.686	75.497						
7	.632	3.159	78.655						
8	.575	2.873	81.528						
9	.512	2.562	84.091						
10	.471	2.353	86.444						
11	.417	2.086	88.531						
12	.395	1.975	90.506						
13	.343	1.714	92.220						
14	.294	1.472	93.692						
15	.273	1.365	95.056						
16	.251	1.257	96.313						
17	.219	1.095	97.408						
18	.188	.938	98.345						
19	.179	.897	99.242						
20	.152	.758	100.000						

Extraction Method: Principal Component Analysis.

As the table of “Total Variance Explained” shows and according to the latent root criterion, only two factors have eigenvalues greater than 1, and thus can be extracted as factors for transformational leadership accounting for 58.990% of the total variance.

Next table shows the two factor structure of the Transformational Leadership variables according to the “Rotated Component Matrix”.

The rotation matrix makes us understand factor analysis by showing the factor loadings of the variables on the extracted components. Factor loadings deduce the role each variable plays in explaining each factor.

Rotated Component Matrix^a

	Component	
	1	2
TFL 1 - My leader is my role model, I find myself wanting to emulate his competences and values.		.532
TFL 2 - My leader takes appropriate risks in order to improve the organization.		.644
TFL 3 - My leader is always reliable and trustworthy.		.795
TFL 4 - My leader shows high standards of ethical and moral conduct; s/he provides ethical aspiration to me.		.734
TFL 5 - My leader behaves in ways that help him gain my respect and the respect of other followers.		.766
TFL 6 - My leader puts organizational interests over personal interests.		.507
TFL 7 - My leader expresses clear vision for the future of the organization.		.529
TFL 8 - My leader motivates and inspires me by providing meaning to my organizational life.	.715	
TFL 9 - My leader stimulates teamwork, enthusiasm and optimism.	.647	
TFL 10 - My leader develops and communicates new organizational goals, and helps me and other followers achieve them.		.577
TFL 11 - My leader considers and includes followers in developing organizational goals.	.797	
TFL 12 - My leader encourages and stimulates me & other followers to be innovative and creative in approaching problems in new ways.	.732	
TFL 13 - My leader works through difficulties, and uses problem solving creative techniques for reaching organizational decisions.		.459
TFL 14 - My leader includes me & followers in the decision making process, while searching solutions for new problems.	.742	
TFL 15 - My leader believes in adopting diversity and integrating followers' different perspectives.	.786	
TFL 16 - My leader does not criticize my or other followers' ideas, if they reflect different opinions from own.	.528	
TFL 17 - My leader recognizes individual follower's achievement and growth needs and helps followers realize and achieve them.	.674	
TFL 18 - My leader ensures a two-way exchange communication process.	.572	
TFL 19 - My leader delegates tasks, listens effectively and provides assistance and encouragement to followers.	.727	
TFL 20 - My leader believes in followers' ability and shows confidence in them to achieve the required tasks.	.681	

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Based on the “Rotated Component Matrix”, we can conclude that the scale of Leadership can be divided into two aspects, where:

Factor 1 shows the relationship of the Transformational Leader with his/her follower

Factor 2 shows the characteristics and the personality of the Transformational Leader

Next, Factor Analysis on the dependent variables (Organizational Commitment Variables) was performed. As shown in the table below, the KMO Measure of Sampling Adequacy is 0.708 which is higher than 0.50 and the Bartlett’s Test of Sphericity is 0.000 which is less than 0.05 and significant. Based on this, we can proceed with the Factorial Analysis tests.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.708
Approx. Chi-Square		186.679
Bartlett's Test of Sphericity	Df	15
	Sig.	.000

In the next step of the Factor Analysis, “Total Variance Explained” table shows that there are two factors with eigenvalues greater than 1, explaining 64.093% of the total variance. However, to define the different components of the dependent variable separately, the number of factors to be extracted was decided prior to be there. These three factors are extracted to explain the Organizational Commitment variables, amounting to 77.904% of the total variance.

Total Variance Explained

Com	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.542	42.363	42.363	2.542	42.363	42.363	2.121	35.358	35.358
2	1.304	21.730	64.093	1.304	21.730	64.093	1.277	21.277	56.635
3	.829	13.811	77.904	.829	13.811	77.904	1.276	21.269	77.904
4	.651	10.854	88.758						
5	.378	6.295	95.053						
6	.297	4.947	100.000						

Extraction Method: Principal Component Analysis.

Next table shows the three factor structure of the Organizational Commitment variables according to the “Rotated Component Matrix”.

Rotated Component Matrix^a

	Component		
	1	2	3
OC 1 - I feel “emotional attachment” towards my organization and I remain there because I want to.	.852		
OC 2 - I identify myself with my organization's goals & values; I contribute to their achievement by being a productive member.	.858		
OC 3 - I feel it is difficult to find opportunity elsewhere, thus I have to remain in this organization (out of necessity).		.550	
OC 4 - I recognize that there are costs associated with leaving my organization. (for example: a status or position acquired)		.868	
OC 5 - I feel obligated to remain in my organization because I owe too much to it.			.730
OC 6 - I show loyalty to my organization, because parents, family or friends are loyal to it and demand that I do the same.			.860

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Based on the “Rotated Component Matrix”, we can conclude that:

Factor 1 is composed of the Affective Commitment variables

Factor 2 is composed of the Continuance Commitment variables

Factor 3 is composed of the Normative Commitment variables

RELIABILITY ANALYSIS:

According to Field (2009), “reliability means that a measure (or as in this case “the questionnaire” should consistently reflect the construct that it is measuring.” Pedhazur and Schmelkin (1991) explain that “reliability is the proportion of total variance that reflects true differences on the trait of interest. That is, it reflects the consistency and precision of response. The most common measure of scale reliability is Cronbach’s alpha (α), which is widely used to find out the internal consistency reliability of Likert-type measures. The value of Cronbach’s alpha should be above 0.70. (Hair et al, 2006).

Case Processing Summary

		N	%
Cases	Valid	120	100
	Excluded ^a	0	0
	Total	120	100

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.912	.917	26

Test for reliability was done on all the independent and dependent variables. The “Reliability Statistics” table above shows the Cronbach’s alpha, which is 0.912 and thus above 0.70. The result indicates a high level of internal consistency among the variables of Transformational Leadership and Organizational Commitment.

STEPWISE MULTIPLE REGRESSION ANALYSIS:

Stepwise multiple regression is a statistical test for finding the relation of a set of predictors and a particular dependent variable on the basis of statistical procedure where the stepwise method decides which independent variable is the best predictor, the second best predictor, and so on. The emphasis is on finding the best predictors at each stage.

Hypothesis 1.1:

The TFL component - Idealized Influence has statistically significant influence on Affective Commitment.

Transformational Leadership component: Idealized Influence variables (TFL1 – TFL6) regressed against Organizational Commitment component: Affective Commitment variable one (OC1).

Variables Entered/Removed ^a		
Model	Variables Entered	Variables Removed
1	TFL 6 - My leader puts organizational interests over personal interests.	.
2	TFL 1 - My leader is my role model, I find myself wanting to emulate his competences and values.	.
3	TFL 5 - My leader behaves in ways that help him gain my respect and the respect of other followers.	.

a. Dependent Variable: OC 1 - I feel "emotional attachment" towards my organization and I remain there because I want to.

Method: Stepwise (Criteria: Probability-of-F-to-enter \leq .050, Probability-of-F-to-remove \geq .100).

Model Summary^a

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.570 ^a	.325	.320	1.059	.325	56.930	1	118	.000
2	.635 ^b	.403	.393	1.001	.077	15.169	1	117	.000
3	.659 ^c	.435	.420	.978	.032	6.523	1	116	.012

Model Summary:

Model 1: The independent variable “TFL6” accounts for 32.5% of the variance in the “OC1”.

Model 2: The independent variables “TFL6” and “TFL1” account for 40.3% of the variance in the “OC1”.

Model 3: The independent variables “TFL6”, “TFL1” and “TFL5” account for 43.5% of the variance in the “OC1”.

Therefore, regression model 3 includes the best subset of independent variables of TFL component: Idealized Influence explaining 43.5% of the total variance in the (OC1).

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
3 Regression	85.333	3	28.444	29.728	.000 ^a
Residual	110.992	116	.957		
Total	196.325	119			

The probability of the F-stat (29.728) for the regression model 3 is 0.000, which is less than 0.05; hence we accept the alternative hypothesis that there is statistically significant relationship between the best subset of independent variables of TFL component: Idealized Influence and the dependent variable (OC1), that is the regression model 3 is statistically significant in predicting the dependent variable.

Coefficients^a

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
3 (Constant)	-.233	.332	-.700	.485
TFL 6 - My leader puts organizational interests over personal interests.	.342	.095	3.607	.000
TFL 1 - My leader is my role model, I find myself wanting to emulate his competences and values.	.340	.100	3.420	.001
TFL 5 - My leader behaves in ways that help him gain my respect and the respect of other followers.	.278	.109	2.554	.012

The regression equation is as follow:

$$OC1 = -0.233 + 0.342(TFL6) + 0.340(TFL1) + 0.278(TFL5)$$

Where,

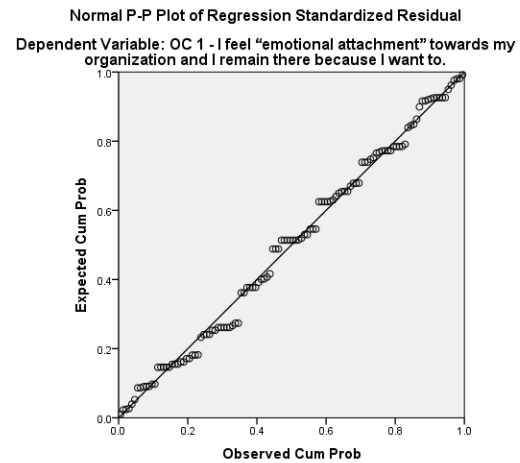
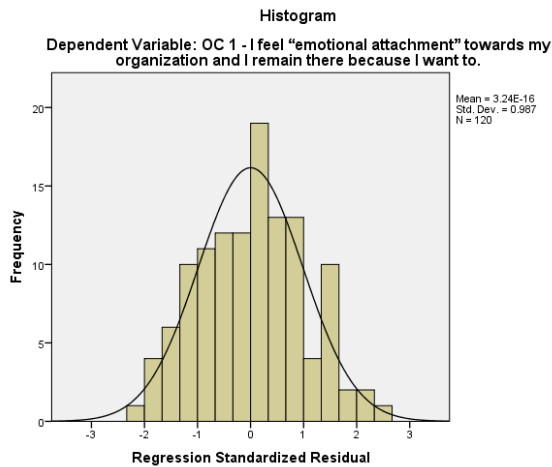
OC1 stands for “I feel “emotional attachment” towards my organization and I remain there because I want to.”

TFL6 stands for “My leader puts organizational interests over personal interests.”

TFL1 stands for “My leader is my role model, I find myself wanting to emulate his competences and values.”

TFL5 stands for “My leader behaves in ways that help him gain my respect and the respect of other followers.”

Since the P-values of the t-tests are less than alpha (0.05) and since the coefficients have a positive sign, there is enough evidence that statistically significant positive relationship exists between TFL6 and OC1, TFL1 and OC1, TFL5 and OC1.



The histogram shows a bell-shaped curve and the normal plot of the residuals shows the points close to the diagonal line.

Transformational Leadership component: Idealized Influence variables (TFL1 – TFL6) regressed against Organizational Commitment component: Affective Commitment variable two (OC2).

Variables Entered/Removed ^a		
Model	Variables Entered	Variables Removed
1	TFL 4 - My leader shows high standards of ethical and moral conduct; s/he provides ethical aspiration to me.	.
2	TFL 6 - My leader puts organizational interests over personal interests.	.
3	TFL 2 - My leader takes appropriate risks in order to improve the organization.	.

a. Dependent Variable: OC 2 - I identify myself with my organization's goals & values; I contribute to their achievement by being a productive member.

Method: Stepwise (Criteria: Probability-of-F-to-enter ≤ .050, Probability-of-F-to-remove ≥ .100).

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.555 ^a	.308	.302	.841	.308	52.579	1	118	.000
2	.658 ^b	.433	.423	.765	.124	25.657	1	117	.000
3	.686 ^c	.471	.457	.742	.038	8.346	1	116	.005

Model Summary:

Model 1: The independent variable “TFL4” accounts for 30.8% of the variance in the “OC2”.

Model 2: The independent variables “TFL4” and “TFL6” account for 43.3% of the variance in the “OC2”.

Model 3: The independent variables “TFL4”, “TFL6” and “TFL2” account for 47.1% of the variance in the “OC2”.

Therefore, regression model 3 includes the best subset of independent variables of TFL component: Idealized Influence explaining 47.1% of the total variance in the (OC2).

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
3 Regression	56.802	3	18.934	34.391	.000 ^d
Residual	63.865	116	.551		
Total	120.667	119			

The probability of the F-stat (34.391) for the regression model 3 is 0.000, which is less than 0.05; hence we accept the alternative hypothesis that there is statistically significant relationship between the best subset of independent variables of TFL component: Idealized Influence and the dependent variable (OC2), that is the regression model 3 is statistically significant in predicting the dependent variable.

Coefficients^a

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
3 (Constant)	.543	.288	1.887	.062
TFL 4 - My leader shows high standards of ethical and moral conduct; s/he provides ethical aspiration to me.	.374	.079	4.706	.000
TFL 6 - My leader puts organizational interests over personal interests.	.267	.062	4.329	.000
TFL 2 - My leader takes appropriate risks in order to improve the organization.	.213	.074	2.889	.005

a. Dependent Variable: OC 2 - I identify myself with my organization's goals & values; I contribute to their achievement by being a productive member.

The regression equation is as follow:

$$OC2 = 0.543 + 0.374(TFL4) + 0.267(TFL6) + 0.213(TFL2)$$

Where,

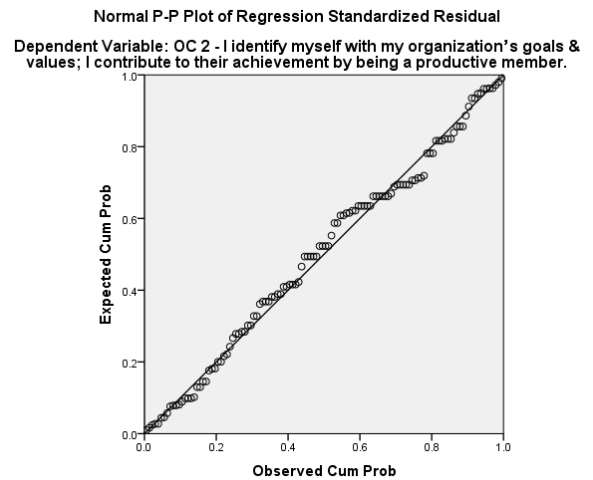
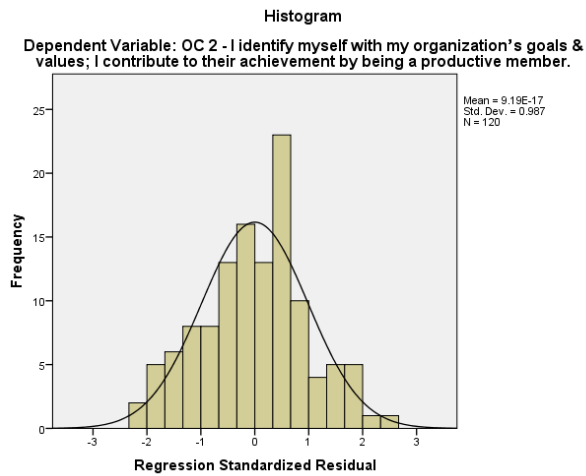
OC2 stands for “I identify myself with my organization’s goals & values; I contribute to their achievement by being a productive member.”

TFL4 stands for “My leader shows high standards of ethical and moral conduct; s/he provides ethical aspiration to me.”

TFL6 stands for “My leader puts organizational interests over personal interests.”

TFL2 stands for “My leader takes appropriate risks in order to improve the organization.”

Since the P-values of the t-tests are less than alpha (0.05) and since the coefficients have a positive sign, there is enough evidence that statistically significant positive relationship exists between TFL4 and OC2 TFL6 and OC2, TFL2 and OC2.



The histogram shows a bell-shaped curve and the normal plot of the residuals shows the points close to the diagonal line.

Hypothesis 1.2:

The TFL component - Idealized Influence has statistically significant influence on Continuance Commitment.

Transformational Leadership component: Idealized Influence variables (TFL1 – TFL6) regressed against Organizational Commitment component: Continuance Commitment variable one (OC3).

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed
1	TFL 5 - My leader behaves in ways that help him gain my respect and the respect of other followers.	
2	TFL 6 - My leader puts organizational interests over personal interests.	

a. Dependent Variable: OC 3 - I feel it is difficult to find opportunity elsewhere, thus I have to remain in this organization (out of necessity).

Stepwise (Criteria: Probability-of-F-to-enter \leq .050, Probability-of-F-to-remove \geq .100).

Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.479 ^a	.230	.223	1.071
2	.523 ^b	.274	.261	1.045

Model Summary:

Model 1: The independent variable “TFL5” accounts for 23% of the variance in the “OC3”.

Model 2: The independent variables “TFL5” and “TFL6” account for 27.4% of the variance in the “OC3”.

Therefore, regression model 2 includes the best subset of independent variables of TFL component: Idealized Influence explaining 27.4% of the total variance in the (OC3).

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
2 Regression	48.127	2	24.063	22.053	.000 ^c
Residual	127.665	117	1.091		
Total	175.792	119			

The probability of the F-stat (22.053) for the regression model 2 is 0.000, which is less than 0.05; hence we accept the alternative hypothesis that there is statistically significant relationship between the best subset of independent variables of TFL component: Idealized

Influence and the dependent variable of Organizational Commitment (OC3), that is the regression model 2 is statistically significant in predicting the dependent variable.

Coefficients^a

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
2 (Constant)	5.292	.331	15.976	.000
TFL 5 - My leader behaves in ways that help him gain my respect and the respect of other followers.	-.384	.114	-3.372	.001
TFL 6 - My leader puts organizational interests over personal interests.	-.260	.098	-2.658	.009

The regression equation is as follow:

$$OC3 = 5.292 - 0.384(TFL5) - 0.260(TFL6)$$

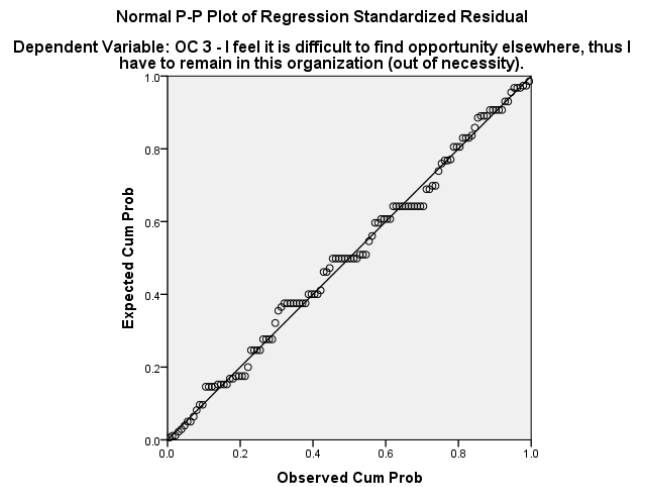
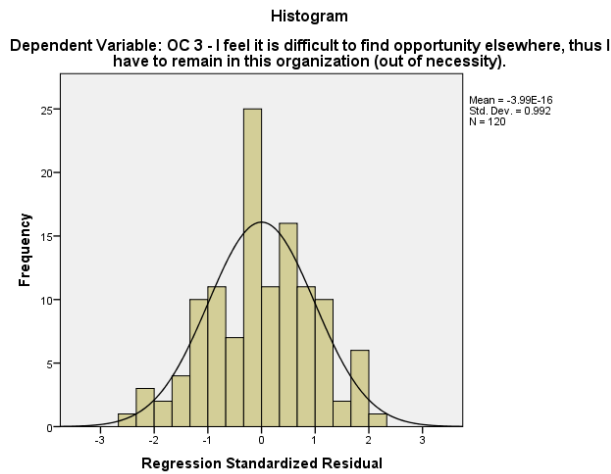
Where,

OC3 stands for “I feel it is difficult to find opportunity elsewhere, thus I have to remain in this organization (out of necessity).”

TFL5 stands for “My leader behaves in ways that help him gain my respect and the respect of other followers.”

TFL6 stands for “My leader puts organizational interests over personal interests.”

Since the P-values of the t-tests are less than alpha (0.05) and since the coefficients have a negative sign, there is enough evidence that statistically significant negative relationship exists between TFL5 and OC3, TFL6 and OC3.



The histogram shows a bell-shaped curve and the normal plot of the residuals shows the points close to the diagonal line.

Transformational Leadership component: Idealized Influence variables (TFL1 – TFL6) regressed against Organizational Commitment component: Continuance Commitment variable two (OC4).

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed
1	TFL 6 - My leader puts organizational interests over personal interests.	

a. Dependent Variable: OC 4 - I recognize that there are costs associated with leaving my organization. (for example: a status or position acquired)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.372 ^a	.139	.131	.956

Model Summary:

Model 1: The independent variable “TFL6” accounts for 13.9% of the variance in the “OC4”.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.380	1	17.380	18.999	.000 ^b
	Residual	107.945	118	.915		
	Total	125.325	119			

The probability of the F-stat (18.999) for the regression model 2 is 0.000, which is less than 0.05; hence we accept the alternative hypothesis that there is statistically significant relationship between the best subset of independent variables of TFL component: Idealized Influence and the dependent variable of Organizational Commitment (OC4), that is the regression model 1 is statistically significant in predicting the dependent variable.

Coefficients^a

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	4.559	.242	18.835	.000
	TFL 6 - My leader puts organizational interests over personal interests.	-.316	.072	-4.359	.000

The regression equation is as follow:

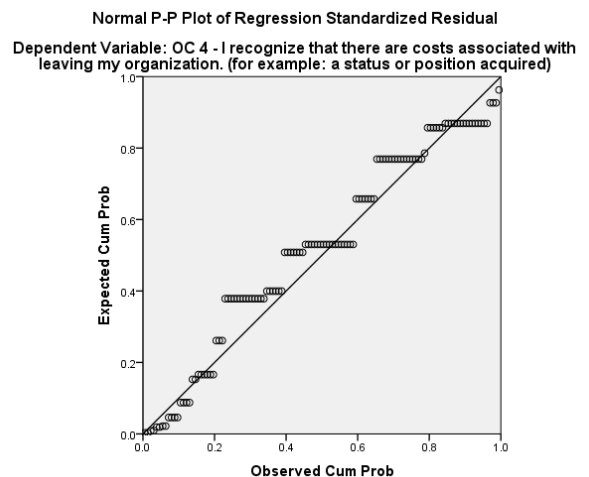
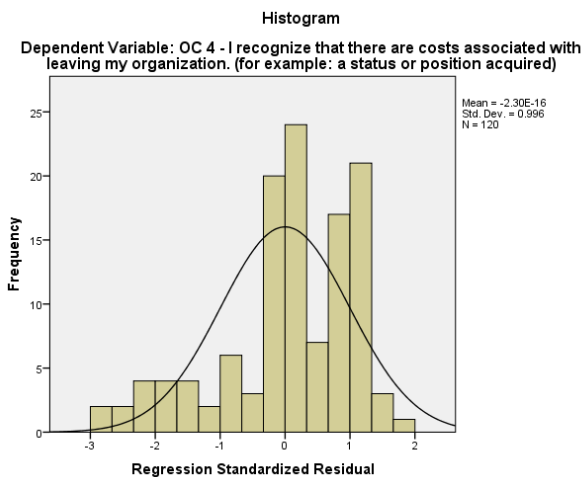
$$OC4 = 4.559 - 0.316(TFL6)$$

Where,

OC4 stands for “I recognize that there are costs associated with leaving my organization. (for example: a status or position acquired).”

TFL6 stands for “My leader puts organizational interests over personal interests.”

Since the P-values of the t-tests are less than alpha (0.05) and since the coefficient has a negative sign, there is enough evidence that statistically significant negative relationship exists between TFL6 and OC4.



The histogram shows a bell-shaped curve and the normal plot of the residuals shows the points close to the diagonal line.

Hypothesis 1.3:

The TFL component - Idealized Influence has statistically significant influence on Normative Commitment.

Transformational Leadership component: Idealized Influence variables (TFL1 – TFL6) regressed against Organizational Commitment component: Normative Commitment variable two (OC5).

Warnings

No variables were entered into the equation.
--

Hypothesis 1.6:

Transformational Leadership component: Idealized Influence variables (TFL1 – TFL6) regressed against Organizational Commitment component: Normative Commitment variable two (OC6).

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed
1	TFL 3 - My leader is always reliable and trustworthy.	
2	TFL 1 - My leader is my role model, I find myself wanting to emulate his competences and values.	

a. Dependent Variable: OC 6 - I show loyalty to my organization, because parents, family or friends are loyal to it and demand that I do the same.

Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.203 ^a	.041	.033	1.181
2	.271 ^b	.073	.057	1.166

Model Summary:

Model 1: The independent variable “TFL3” accounts for 4.1% of the variance in the “OC5”.

Model 2: The independent variables “TFL3” and “TFL1” account for 7.3% of the variance in the “OC5”.

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
2 Regression	12.572	2	6.286	4.625	.012 ^c
Residual	159.019	117	1.359		
Total	171.592	119			

The probability of the F-stat (4.625) for the regression model 2 is 0.012, which is less than 0.05; hence we accept the alternative hypothesis that there is statistically significant relationship between the best subset of independent variables of TFL component: Idealized Influence and the dependent variable of Organizational Commitment (OC6), that is the regression model 2 is statistically significant in predicting the dependent variable.

Coefficients ^a				
Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
2 (Constant)	2.959	.360	8.223	.000
TFL 3 - My leader is always reliable and trustworthy.	-.338	.114	-2.976	.004
TFL 1 - My leader is my role model, I find myself wanting to emulate his competences and values.	.243	.121	2.011	.047

The regression equation is as follow:

$$OC6 = 2.959 - 0.338(TFL3) + 0.243(TFL1)$$

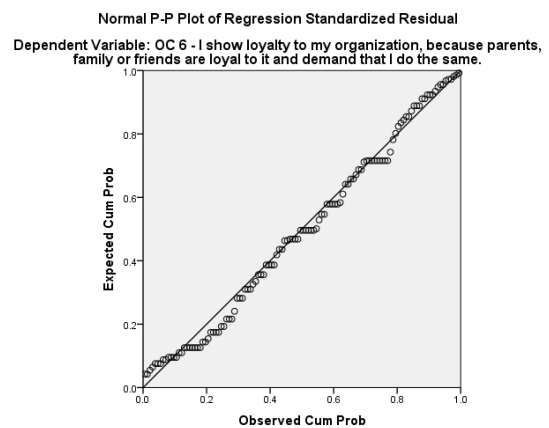
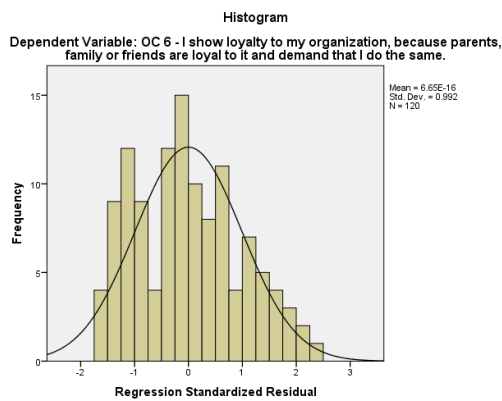
Where,

OC6 stands for “- I show loyalty to my organization, because parents, family or friends are loyal to it and demand that I do the same.”

TFL3 stands for “My leader is always reliable and trustworthy.”

TFL1 stands for “My leader is my role model, I find myself wanting to emulate his competences and values.”

Since the P-values of the t-tests are less than alpha (0.05) and since the coefficient of TF3 has a negative sign, there is enough evidence that statistically significant negative relationship exists between TFL3 and OC6, and since the coefficient of TF1 has a positive sign, there is enough evidence that statistically positive relationship exists between TFL1 and OC6.



The histogram shows a bell-shaped curve and the normal plot of the residuals shows the points close to the diagonal line.

Hypothesis 1.4:

The TFL component – Inspirational Motivation has statistically significant influence Affective Commitment.

Transformational Leadership component: Inspirational Motivation variables (TFL7 – TFL11) regressed against Organizational Commitment component: Affective Commitment variable two (OC1).

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	TFL 9 - My leader stimulates teamwork, enthusiasm and optimism.		Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	TFL 11 - My leader considers and includes followers in developing organizational goals.		
3	TFL 7 - My leader expresses clear vision for the future of the organization.		

a. Dependent Variable: OC 1 - I feel "emotional attachment" towards my organization and I remain there because I want to.

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.609 ^a	.371	.366	1.023
2	.665 ^b	.442	.433	.967
3	.688 ^c	.473	.459	.944

Model Summary:

Model 1: The independent variable "TFL9" accounts for 37.1% of the variance in the "OC1".

Model 2: The independent variables "TFL9" and "TFL11" account for 44.2% of the variance in the "OC1".

Model 3: The independent variables "TFL9", "TFL11", and "TFL7" account for 47.3% of the variance in the "OC1".

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	92.857	3	30.952	34.701	.000 ^d
	Residual	103.468	116	.892		
	Total	196.325	119			

The probability of the F-stat (34.701) for the regression model 3 is 0.000, which is less than 0.05; hence we accept the alternative hypothesis that there is statistically significant relationship between the best subset of independent variables of TFL component:

Inspirational Motivation and the dependent variables of Organizational Commitment (OC1), that is the regression model 3 is statistically significant in predicting the dependent variable.

Coefficients^a

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
3 (Constant)	-.163	.310	-.526	.600
TFL 9 - My leader stimulates teamwork, enthusiasm and optimism.	.334	.104	3.216	.002
TFL 11 - My leader considers and includes followers in developing organizational goals.	.359	.102	3.535	.001
TFL 7 - My leader expresses clear vision for the future of the organization.	.264	.102	2.596	.011

The regression equation is as follow:

$$OC1 = -0.163 + 0.334(TFL9) + 0.359(TFL11) + 0.264(TFL7)$$

Where,

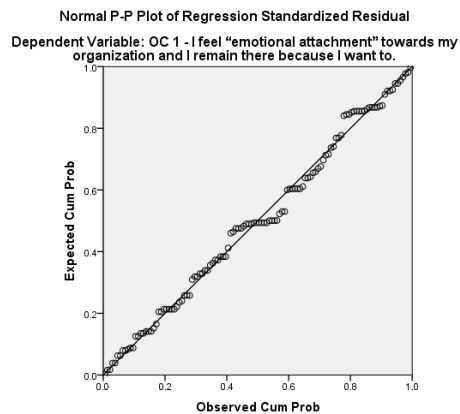
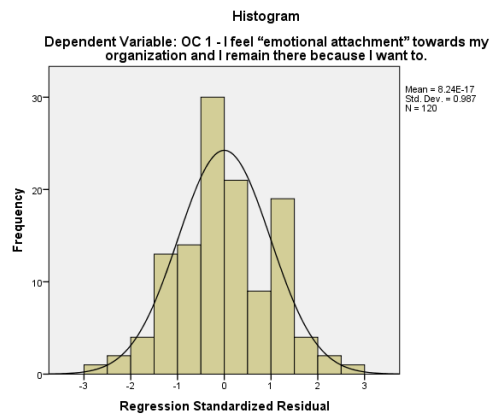
OC1 stands for “I feel “emotional attachment” towards my organization and I remain there because I want to.”

TFL9 stands for “My leader stimulates teamwork, enthusiasm and optimism.”

TFL11 stands for “My leader considers and includes followers in developing organizational goals.”

TFL7 stands for “My leader expresses clear vision for the future of the organization.”

Since the P-values of the t-tests are less than alpha (0.05) and since the coefficients have a positive sign, there is enough evidence that statistically significant positive relationship exists between TFL9 and OC1, TFL11 and OC1, TFL7 and OC1



The histogram shows a bell-shaped curve and the normal plot of the residuals shows the points close to the diagonal line.

Transformational Leadership component: Inspirational Motivation variables (TFL7 – TFL11) regressed against Organizational Commitment component: Affective Commitment variable two (OC2).

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	TFL 8 - My leader motivates and inspires me by providing meaning to my organizational life.	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	TFL 7 - My leader expresses clear vision for the future of the organization.	.	

a. Dependent Variable: OC 2 - I identify myself with my organization's goals & values; I contribute to their achievement by being a productive member.

Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.575 ^a	.330	.325	.828
2	.616 ^b	.379	.368	.800

Model Summary:

Model 1: The independent variable “TFL8” accounts for 33% of the variance in the “OC2”.

Model 2: The independent variables “TFL8” and “TFL7” account for 37.9% of the variance in the “OC2”.

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
2 Regression	45.719	2	22.860	35.686	.000 ^c
Residual	74.947	117	.641		
Total	120.667	119			

The probability of the F-stat (35.686) for the regression model 2 is 0.000, which is less than 0.05; hence we accept the alternative hypothesis that there is statistically significant relationship between the best subset of independent variables of TFL component: Inspirational Motivation and the dependent variables of Organizational Commitment (OC2), that is the regression model 2 is statistically significant in predicting the dependent variable.

Coefficients^a

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
2 (Constant)	1.440	.251	5.734	.000
TFL 8 - My leader motivates and inspires me by providing meaning to my organizational life.	.399	.081	4.924	.000
TFL 7 - My leader expresses clear vision for the future of the organization.	.264	.087	3.024	.003

The regression equation is as follow:

$$OC2 = 1.440 + 0.399(TFL8) + 0.264(TFL7)$$

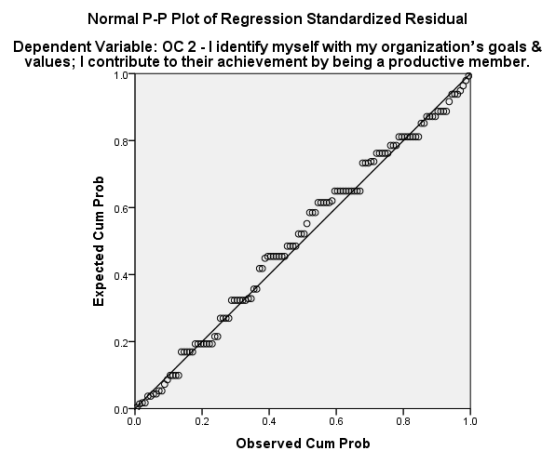
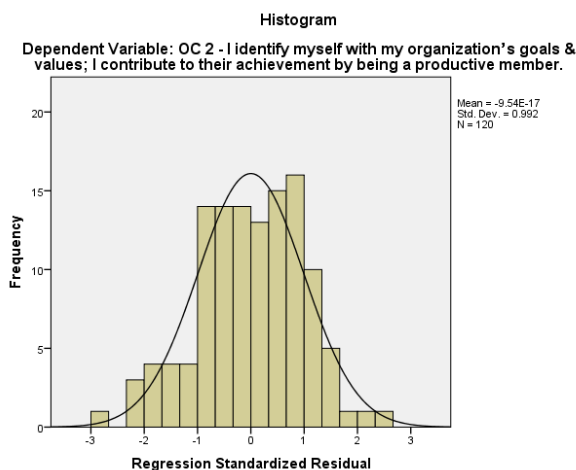
Where,

OC2 stands for “I identify myself with my organization’s goals & values; I contribute to their achievement by being a productive member.”

TFL8 stands for “My leader motivates and inspires me by providing meaning to my organizational life.”

TFL7 stands for “My leader expresses clear vision for the future of the organization.”

Since the P-values of the t-tests are less than alpha (0.05) and since the coefficients have a positive sign, there is enough evidence that statistically significant positive relationship exists between TFL8 and OC2, TFL7 and OC2.



The histogram shows a bell-shaped curve and the normal plot of the residuals shows the points close to the diagonal line.

Hypothesis 1.5:

The TFL component - Inspirational Motivation has statistically significant influence on Continuance Commitment.

Transformational Leadership component: Inspirational Motivation variables (TFL7 – TFL11) regressed against Organizational Commitment component: Continuance Commitment variable one (OC3).

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	TFL 8 - My leader motivates and inspires me by providing meaning to my organizational life.		Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	TFL 9 - My leader stimulates teamwork, enthusiasm and optimism.		

a. Dependent Variable: OC 3 - I feel it is difficult to find opportunity elsewhere, thus I have to remain in this organization (out of necessity).

Model Summary ^c				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.630 ^a	.397	.392	.948
2	.652 ^b	.425	.415	.930

Model Summary:

Model 1: The independent variable “TFL8” accounts for 39.7% of the variance in the “OC3”.

Model 2: The independent variables “TFL8” and “TFL9” account for 42.5% of the variance in the “OC3”.

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
2 Regression	74.696	2	37.348	43.223	.000 ^c
Residual	101.096	117	.864		
Total	175.792	119			

The probability of the F-stat (43.223) for the regression model 2 is 0.000, which is less than 0.05; hence we accept the alternative hypothesis that there is statistically significant relationship between the best subset of independent variables of TFL component: Inspirational Motivation and the dependent variable of Organizational Continuance Commitment (OC3), that is the regression model 2 is statistically significant in predicting the dependent variable.

Coefficients ^a				
Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
2 (Constant)	5.324	.248	21.452	.000
TFL 8 - My leader motivates and inspires me by providing meaning to my organizational life.	-.530	.108	-4.887	.000
TFL 9 - My leader stimulates teamwork, enthusiasm and optimism.	-.240	.101	-2.371	.019

The regression equation is as follow:

$$OC3 = 5.324 - 0.530(TFL8) - 0.240(TFL9)$$

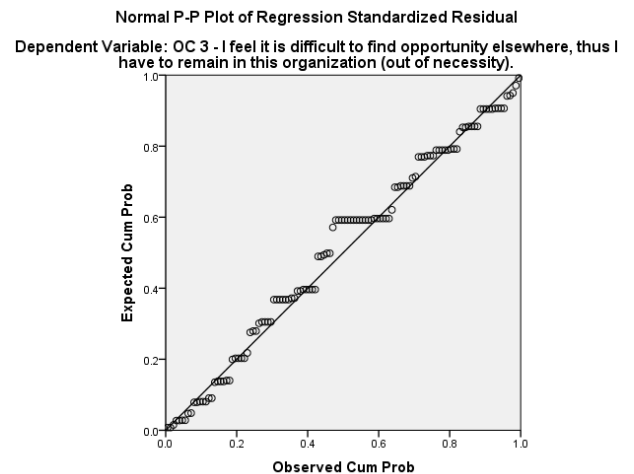
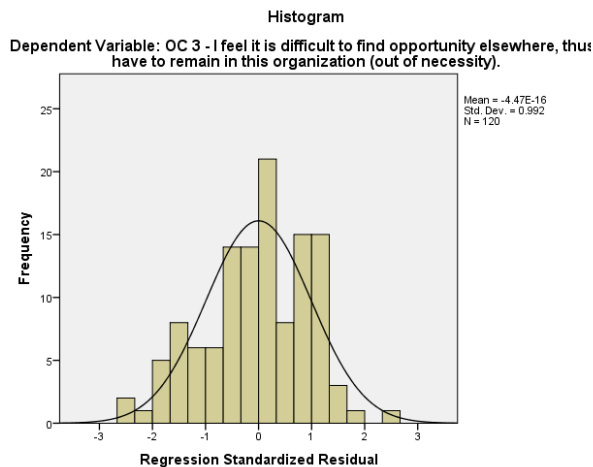
Where,

OC3 stands for “I feel it is difficult to find opportunity elsewhere, thus I have to remain in this organization (out of necessity).”

TFL8 stands for “My leader motivates and inspires me by providing meaning to my organizational life.”

TFL9 stands for “My leader stimulates teamwork, enthusiasm and optimism.”

Since the P-values of the t-tests are less than alpha (0.05) and since the coefficients have a negative sign, there is enough evidence that statistically significant negative relationship exists between TFL8 and OC3, TFL9 and OC3.



The histogram shows a bell-shaped curve and the normal plot of the residuals shows the points close to the diagonal line.

Transformational Leadership component: Inspirational Motivation variables (TFL7 – TFL11) regressed against Organizational Commitment component: Continuance Commitment variable two (OC4).

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	TFL 8 - My leader motivates and inspires me by providing meaning to my organizational life.		Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

a. Dependent Variable: OC 4 - I recognize that there are costs associated with leaving my organization. (for example: a status or position acquired)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.579 ^a	.336	.330	.840

Model Summary:

Model 1: The independent variable “TFL8” accounts for 33.6% of the variance in the “OC4”.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.061	1	42.061	59.607	.000 ^b
	Residual	83.264	118	.706		
	Total	125.325	119			

The probability of the F-stat (59.607) for the regression model 2 is 0.000, which is less than 0.05; hence we accept the alternative hypothesis that there is statistically significant relationship between the best subset of independent variables of TFL component: Inspirational Motivation and the dependent variable of Organizational Continuance Commitment (OC4), that is the regression model 1 is statistically significant in predicting the dependent variable.

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	5.019	.202	24.828	.000
	TFL 8 - My leader motivates and inspires me by providing meaning to my organizational life.	-.548	.071	-7.721	.000

The regression equation is as follow:

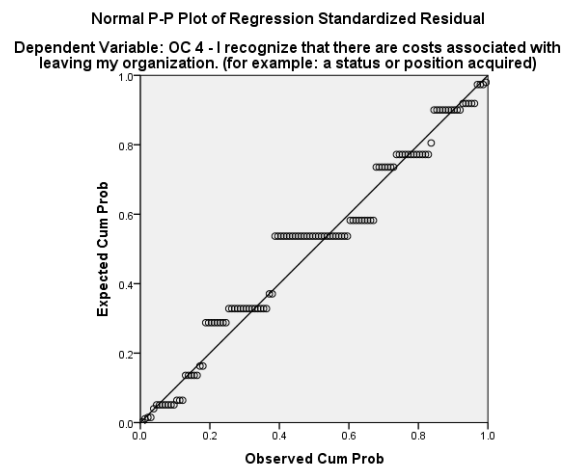
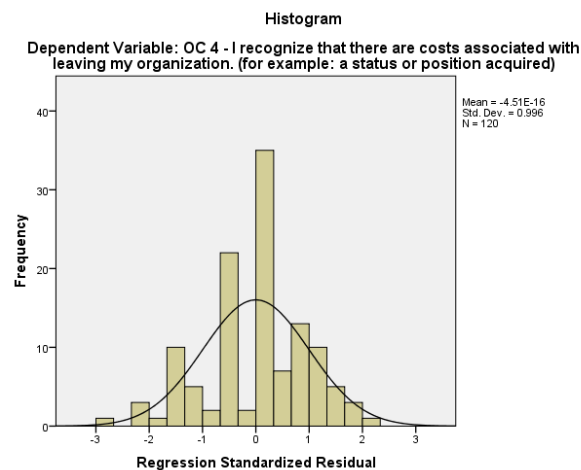
$$OC4 = 5.019 - 0.548(TFL8)$$

Where,

OC4 stands for “I recognize that there are costs associated with leaving my organization. (for example: a status or position acquired).”

TFL8 stands for “My leader motivates and inspires me by providing meaning to my organizational life.”

Since the P-values of the t-tests are less than alpha (0.05) and since the coefficient has a negative sign, there is enough evidence that statistically significant negative relationship exists between TFL8 and OC4.



The histogram shows a bell-shaped curve and the normal plot of the residuals shows the points close to the diagonal line.

Hypothesis 1.6:

The TFL component - Inspirational Motivation has statistically significant influence on Normative Commitment.

Transformational Leadership component: Inspirational Motivation variables (TFL7 – TFL11) regressed against Organizational Commitment component: Normative Commitment variable one (OC5).

Warnings

No variables were entered into the equation.

Transformational Leadership component: Inspirational Motivation variables (TFL7 – TFL11) regressed against Organizational Commitment component: Normative Commitment variable two (OC6).

Warnings

No variables were entered into the equation.

Hypothesis 1.7:

The TFL component – Intellectual Stimulation has statistically significant influence Affective Commitment.

Transformational Leadership component: Intellectual Stimulation variables (TFL12 – TFL16) regressed against Organizational Commitment component: Affective Commitment variable one (OC1).

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	TFL 12 - My leader encourages and stimulates me & other followers to be innovative and creative in approaching problems in new ways.	.	Stepwise
2	TFL 14 - My leader includes me & followers in the decision making process, while searching solutions for new problems.	.	(Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
3	TFL 16 - My leader does not criticize my or other followers' ideas, if they reflect different opinions from own.	.	

a. Dependent Variable: OC 1 - I feel "emotional attachment" towards my organization and I remain there because I want to.

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.513 ^a	.263	.257	1.107
2	.583 ^b	.340	.329	1.052
3	.613 ^c	.376	.360	1.028

Model Summary:

Model 1: The independent variable “TFL12” accounts for 26.3% of the variance in the “OC1”.

Model 2: The independent variables “TFL12” and “TFL14” account for 34% of the variance in the “OC1”.

Model 3: The independent variables “TFL12”, “TFL14”, and “TFL16” account for 37.6% of the variance in the “OC1”.

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
3 Regression	73.798	3	24.599	23.289	.000 ^d
Residual	122.527	116	1.056		
Total	196.325	119			

The probability of the F-stat (23.289) for the regression model 3 is 0.000, which is less than 0.05; hence we accept the alternative hypothesis that there is statistically significant relationship between the best subset of independent variables of TFL component: Intellectual Stimulation and the dependent variables of Organizational Affective Commitment (OC1), that is the regression model 3 is statistically significant in predicting the dependent variable.

Coefficients^a

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
3 (Constant)	.012	.336	.037	.970
TFL 12 - My leader encourages and stimulates me & other followers to be innovative and creative in approaching problems in new ways.	.289	.116	2.485	.014
TFL 14 - My leader includes me & followers in the decision making process, while searching solutions for new problems.	.356	.107	3.326	.001
TFL 16 - My leader does not criticize my or other followers' ideas, if they reflect different opinions from own.	.276	.107	2.571	.011

The regression equation is as follow:

$$OC1 = 0.012 + 0.289(TFL12) + 0.356(TFL14) + 0.276(TFL16)$$

Where,

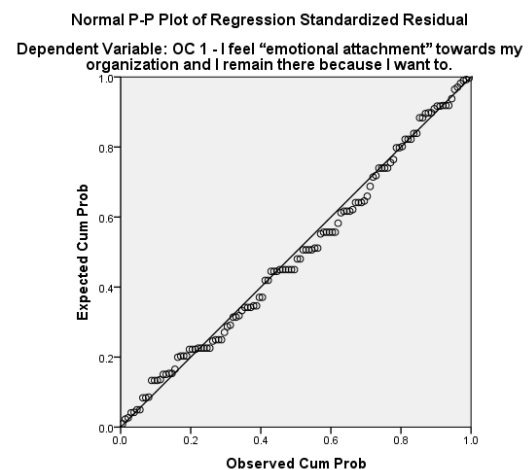
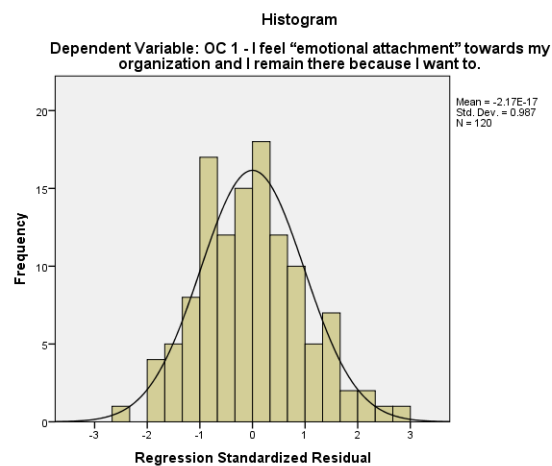
OC1 stands for “I feel “emotional attachment” towards my organization and I remain there because I want to.”

TFL12 stands for “My leader encourages and stimulates me & other followers to be innovative and creative in approaching problems in new ways.”

TFL14 stands for “My leader includes me & followers in the decision making process, while searching solutions for new problems.”

TFL16 stands for “My leader does not criticize my or other followers' ideas, if they reflect different opinions from own.”

Since the P-values of the t-tests are less than alpha (0.05) and since the coefficients have a positive sign, there is enough evidence that statistically significant positive relationship exists between TFL12 and OC1, TFL14 and OC1, TFL16 and OC1.



The histogram shows a bell-shaped curve and the normal plot of the residuals shows the points close to the diagonal line.

Transformational Leadership component: Intellectual Stimulation variables (TFL12 – TFL16) regressed against Organizational Commitment component: Affective Commitment variable one (OC2).

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	TFL 13 - My leader works through difficulties, and uses problem solving creative techniques for reaching organizational decisions.		Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	TFL 16 - My leader does not criticize my or other followers' ideas, if they reflect different opinions from own.		
3	TFL 14 - My leader includes me & followers in the decision making process, while searching solutions for new problems.		

- a. Dependent Variable: OC 2 - I identify myself with my organization's goals & values; I contribute to their achievement by being a productive member.

Model Summary ^d				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.472 ^a	.223	.216	.892
2	.568 ^b	.322	.311	.836
3	.600 ^c	.360	.344	.816

Model Summary:

Model 1: The independent variable “TFL13” accounts for 22.3% of the variance in the “OC2”.

Model 2: The independent variables “TFL13” and “TFL16” account for 32.2% of the variance in the “OC2”.

Model 3: The independent variables “TFL13”, “TFL16”, and “TFL14” account for 36% of the variance in the “OC2”.

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
3 Regression	43.498	3	14.499	21.795	.000 ^d
Residual	77.169	116	.665		
Total	120.667	119			

The probability of the F-stat (21.795) for the regression model 3 is 0.000, which is less than 0.05; hence we accept the alternative hypothesis that there is statistically significant relationship between the best subset of independent variables of TFL component: Intellectual Stimulation and the dependent variables of Organizational Affective Commitment (OC2), that is the regression model 3 is statistically significant in predicting the dependent variable.

Coefficients^a

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
3 (Constant)	.950	.313	3.032	.003
TFL 13 - My leader works through difficulties, and uses problem solving creative techniques for reaching organizational decisions.	.308	.095	3.248	.002
TFL 16 - My leader does not criticize my or other followers' ideas, if they reflect different opinions from own.	.265	.080	3.306	.001
TFL 14 - My leader includes me & followers in the decision making process, while searching solutions for new problems.	.215	.082	2.639	.009

The regression equation is as follow:

$$OC2 = 0.950 + 0.308(TFL13) + 0.356(TFL16) + 0.276(TFL14)$$

Where,

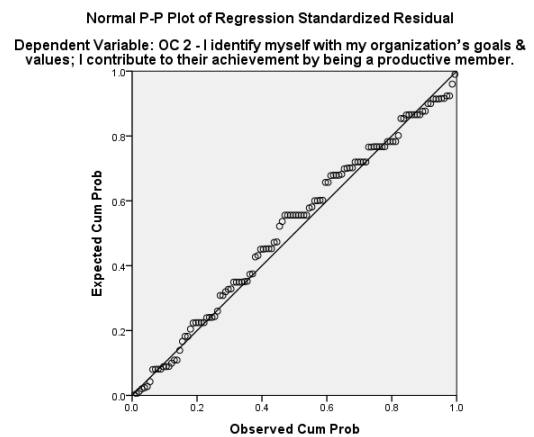
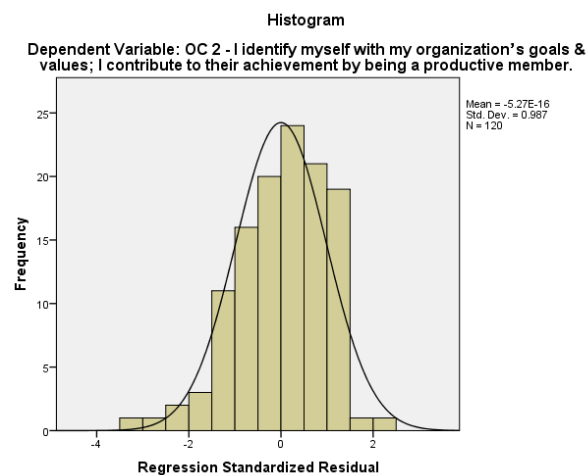
OC2 stands for “I identify myself with my organization’s goals & values; I contribute to their achievement by being a productive member.”

TFL13 stands for “My leader works through difficulties, and uses problem solving creative techniques for reaching organizational decisions.”

TFL16 stands for “My leader does not criticize my or other followers’ ideas, if they reflect different opinions from own.”

TFL14 stands for “My leader includes me & followers in the decision making process, while searching solutions for new problems.”

Since the P-values of the t-tests are less than alpha (0.05) and since the coefficients have a positive sign, there is enough evidence that statistically significant positive relationship exists between TFL13 and OC1, TFL16 and OC1, TFL14 and OC1.



The histogram shows a bell-shaped curve and the normal plot of the residuals shows the points close to the diagonal line.

Hypothesis 1.8:

The TFL component - Intellectual Stimulation has statistically significant influence on Continuance Commitment.

Transformational Leadership component: Intellectual Stimulation variables (TFL12 – TFL16) regressed against Organizational Commitment component: Continuance Commitment variable one (OC3).

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	TFL 12 - My leader encourages and stimulates me & other followers to be innovative and creative in approaching problems in new ways.		Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	TFL 14 - My leader includes me & followers in the decision making process, while searching solutions for new problems.		

a. Dependent Variable: OC 3 - I feel it is difficult to find opportunity elsewhere, thus I have to remain in this organization (out of necessity).

Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.481 ^a	.232	.225	1.070
2	.534 ^b	.285	.273	1.036

Model Summary:

Model 1: The independent variable “TFL12” accounts for 23.2% of the variance in the “OC2”.

Model 2: The independent variables “TFL12” and “TFL14” account for 28.5% of the variance in the “OC2”.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	50.165	2	25.083	23.360	.000 ^c
	Residual	125.626	117	1.074		
	Total	175.792	119			

The probability of the F-stat (23.360) for the regression model 3 is 0.000, which is less than 0.05; hence we accept the alternative hypothesis that there is statistically significant relationship between the best subset of independent variables of TFL component: Intellectual Stimulation and the dependent variables of Organizational Continuance Commitment (OC3), that is the regression model 2 is statistically significant in predicting the dependent variable.

Coefficients^a

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
2 (Constant)	5.239	.313	16.746	.000
TFL 12 - My leader encourages and stimulates me & other followers to be innovative and creative in approaching problems in new ways.	-.388	.106	-3.641	.000
TFL 14 - My leader includes me & followers in the decision making process, while searching solutions for new problems.	-.316	.106	-2.970	.004

The regression equation is as follow:

$$OC3 = 5.239 - 0.388(TFL12) - 0.316(TFL14)$$

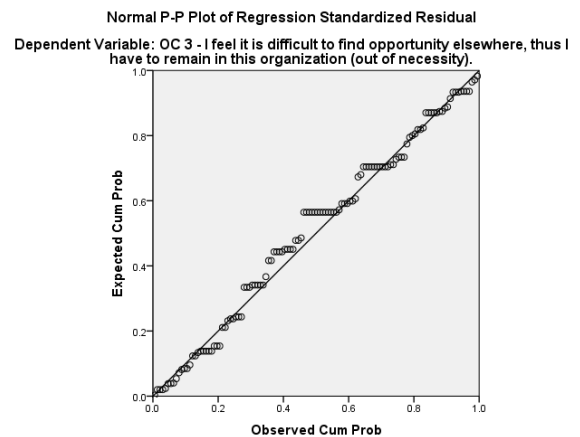
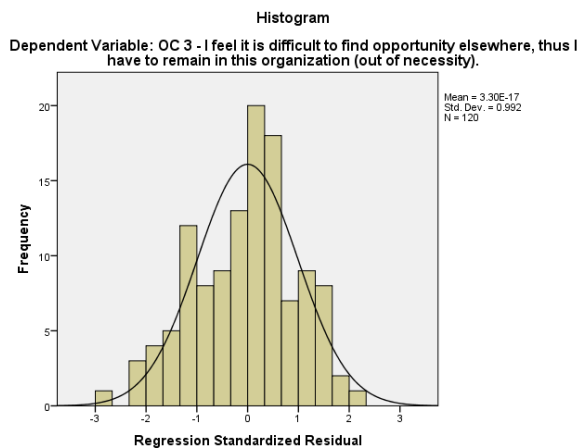
Where,

OC3 stands for “I feel it is difficult to find opportunity elsewhere, thus I have to remain in this organization (out of necessity).”

TFL12 stands for “My leader encourages and stimulates me & other followers to be innovative and creative in approaching problems in new ways.”

TFL14 stands for “My leader includes me & followers in the decision making process, while searching solutions for new problems.”

Since the P-values of the t-tests are less than alpha (0.05) and since the coefficients have a negative sign, there is enough evidence that statistically significant positive relationship exists between TFL12 and OC3, TFL14 and OC3.



The histogram shows a bell-shaped curve and the normal plot of the residuals shows the points close to the diagonal line.

Transformational Leadership component: Intellectual Stimulation variables (TFL12 – TFL16) regressed against Organizational Commitment component: Continuance Commitment variable two (OC4).

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	TFL 14 - My leader includes me & followers in the decision making process, while searching solutions for new problems.	.	Stepwise (Criteria: Probability-of- F-to-enter <= .050, Probability-of- F-to-remove >= .100).
2	TFL 15 - My leader believes in adopting diversity and integrating followers' different perspectives.	.	
3	TFL 13 - My leader works through difficulties, and uses problem solving creative techniques for reaching organizational decisions.	.	
4	TFL 12 - My leader encourages and stimulates me & other followers to be innovative and creative in approaching problems in new ways.	.	

a. Dependent Variable: OC 4 - I recognize that there are costs associated with leaving my organization. (for example: a status or position acquired)

Model Summary ^a				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.464 ^a	.216	.209	.913
2	.506 ^b	.256	.243	.893
3	.534 ^c	.285	.266	.879
4	.564 ^d	.318	.294	.862

Model Summary:

Model 1: The independent variable “TFL14” accounts for 21.6% of the variance in the “OC4”.

Model 2: The independent variables “TFL14” and “TFL15” account for 25.6% of the variance in the “OC4”.

Model 3: The independent variables “TFL14”, “TFL15” and “TFL13” account for 28.5% of the variance in the “OC4”.

Model 4: The independent variables “TFL14”, “TFL15”, “TFL13” and “TFL12” account for 31.8% of the variance in the “OC4”.

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
4 Regression	39.878	4	9.970	13.418	.000 ^e
Residual	85.447	115	.743		
Total	125.325	119			

The probability of the F-stat (13.418) for the regression model 3 is 0.000, which is less than 0.05; hence we accept the alternative hypothesis that there is statistically significant relationship between the best subset of independent variables of TFL component: Intellectual Stimulation and the dependent variable of Organizational Continuance Commitment (OC4), that is the regression model 4 is statistically significant in predicting the dependent variable.

Coefficients^a

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
4 (Constant)	4.932	.344	14.324	.000
TFL 14 - My leader includes me & followers in the decision making process, while searching solutions for new problems.	-.326	.095	-3.446	.001
TFL 15 - My leader believes in adopting diversity and integrating followers' different perspectives.	-.241	.110	-2.192	.030
TFL 13 - My leader works through difficulties, and uses problem solving creative techniques for reaching organizational decisions.	.278	.103	2.712	.008
TFL 12 - My leader encourages and stimulates me & other followers to be innovative and creative in approaching problems in new ways.	-.230	.097	-2.367	.020

The regression equation is as follow:

$$OC4 = 4.932 - 0.326(TFL14) - 0.241(TFL15) + 0.278(TFL13) - 0.230(TFL12)$$

Where,

OC4 stands for “- I recognize that there are costs associated with leaving my organization. (for example: a status or position acquired).”

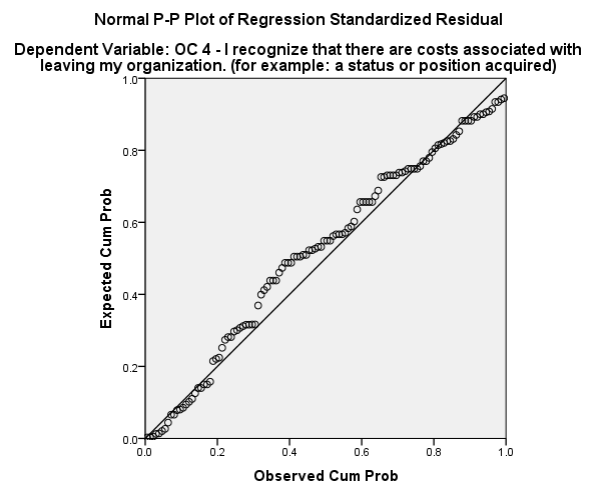
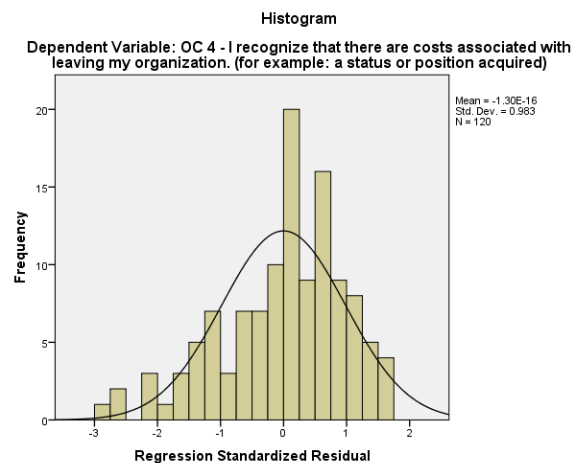
TFL14 stands for “My leader includes me & followers in the decision making process, while searching solutions for new problems.”

TFL15 stands for “My leader believes in adopting diversity and integrating followers' different perspectives.”

TFL13 stands for “My leader works through difficulties, and uses problem solving creative techniques for reaching organizational decisions.”

TFL12 stands for “My leader encourages and stimulates me & other followers to be innovative and creative in approaching problems in new ways.”

The P-values of the t-tests are less than alpha (0.05), TFL14, TFL15, TFL12 are negatively related with the dependent variable OC4, while TFL13 is positively related with OC4. Therefore, there is enough evidence that statistically significant positive relationship exists between TFL13 and OC4, and statistically significant negative relationship exists between TFL14 and OC4, TFL15 and OC4, TFL12 and OC4.



The histogram shows a bell-shaped curve and the normal plot of the residuals shows the points close to the diagonal line.

Hypothesis 1.9:

The TFL component - Intellectual Stimulation has statistically significant influence on Normative Commitment.

Transformational Leadership component: Intellectual Stimulation variables (TFL12 – TFL16) regressed against Organizational Commitment component: Normative Commitment variable one (OC5).

Warnings

No variables were entered into the equation.

Transformational Leadership component: Intellectual Stimulation variables (TFL12 – TFL16) regressed against Organizational Commitment component: Normative Commitment variable one (OC6).

Warnings

No variables were entered into the equation.

Hypothesis 1.10:

The TFL component – Individualized Consideration has statistically significant influence Affective Commitment.

Transformational Leadership component: Individualized Consideration variables (TFL17 – TFL20) regressed against Organizational Commitment component: Affective Commitment variable one (OC1).

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	TFL 20 - My leader believes in followers' ability and shows confidence in them to achieve the required tasks.		Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	TFL 18 - My leader ensures a two-way exchange communication process.		

a. Dependent Variable: OC 1 - I feel "emotional attachment" towards my organization and I remain there because I want to.

Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.555 ^a	.308	.303	1.073
2	.609 ^b	.371	.360	1.027

Model Summary:

Model 1: The independent variable "TFL20" accounts for 30.8% of the variance in the "OC1".

Model 2: The independent variables "TFL20" and "TFL18" account for 37.1% of the variance in the "OC1".

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
2 Regression	72.819	2	36.409	34.491	.000 ^c
Residual	123.506	117	1.056		
Total	196.325	119			

The probability of the F-stat (34.491) for the regression model 2 is 0.000, which is less than 0.05; hence we accept the alternative hypothesis that there is statistically significant relationship between the best subset of independent variables of TFL component: Individualized Consideration and the dependent variable of Organizational Affective Commitment (OC1), that is the regression model 2 is statistically significant in predicting the dependent variable.

Coefficients^a

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
2 (Constant)	.017	.334	.051	.959
TFL 20 - My leader believes in followers' ability and shows confidence in them to achieve the required tasks.	.512	.117	4.375	.000
TFL 18 - My leader ensures a two-way exchange communication process.	.354	.104	3.409	.001

The regression equation is as follow:

$$OC1 = 0.017 + 0.512(TFL20) + 0.354(TFL18)$$

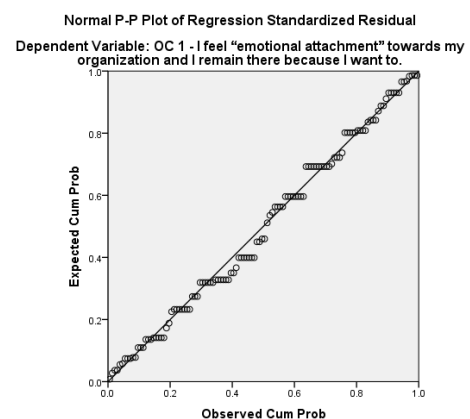
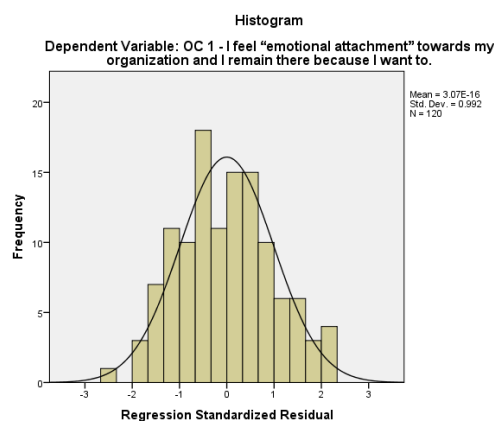
Where,

OC1 stands for "I feel "emotional attachment" towards my organization and I remain there because I want to."

TFL20 stands for "My leader believes in followers' ability and shows confidence in them to achieve the required tasks."

TFL18 stands for "My leader ensures a two-way exchange communication process."

Since the P-values of the t-tests are less than alpha (0.05) and since the coefficients have a positive sign, there is enough evidence that statistically significant positive relationship exists between TFL20 and OC1, TFL18 and OC1.



The histogram shows a bell-shaped curve and the normal plot of the residuals shows the points close to the diagonal line.

Transformational Leadership component: Individualized Consideration variables (TFL17 – TFL20) regressed against Organizational Commitment component: Affective Commitment variable two (OC2).

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	TFL 20 - My leader believes in followers' ability and shows confidence in them to achieve the required tasks.		Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	TFL 18 - My leader ensures a two-way exchange communication process.		

a. Dependent Variable: OC 2 - I identify myself with my organization's goals & values; I contribute to their achievement by being a productive member.

Model Summary ^c				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.565 ^a	.319	.314	.834
2	.597 ^b	.357	.346	.815

Model Summary:

Model 1: The independent variable “TFL20” accounts for 31.9% of the variance in the “OC2”.

Model 2: The independent variables “TFL20” and “TFL18” account for 35.7% of the variance in the “OC2”.

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
2 Regression	43.022	2	21.511	32.414	.000 ^c
Residual	77.645	117	.664		
Total	120.667	119			

The probability of the F-stat (32.414) for the regression model 2 is 0.000, which is less than 0.05; hence we accept the alternative hypothesis that there is statistically significant relationship between the best subset of independent variables of TFL component: Individualized Consideration and the dependent variable of Organizational Affective Commitment (OC2), that is the regression model 2 is statistically significant in predicting the dependent variable.

Coefficients^a

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
2 (Constant)	1.295	.264	4.898	.000
TFL 20 - My leader believes in followers' ability and shows confidence in them to achieve the required tasks.	.452	.093	4.869	.000
TFL 18 - My leader ensures a two-way exchange communication process.	.214	.082	2.597	.011

The regression equation is as follow:

$$OC2 = 1.295 + 0.452(TFL20) + 0.214(TFL18)$$

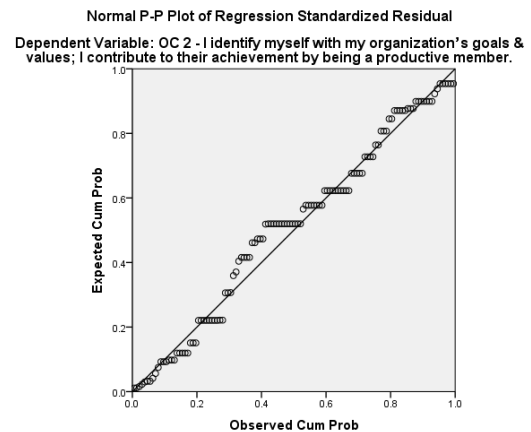
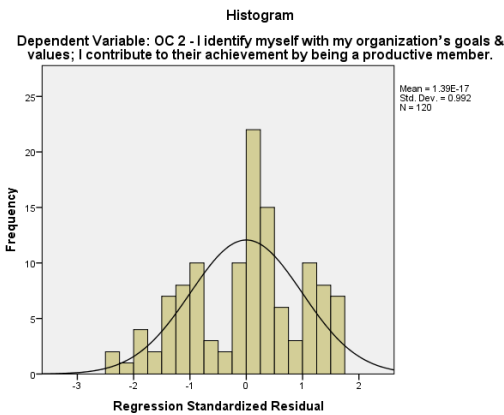
Where,

OC2 stands for “I identify myself with my organization’s goals & values; I contribute to their achievement by being a productive member.”

TFL20 stands for “My leader believes in followers’ ability and shows confidence in them to achieve the required tasks.”

TFL18 stands for “My leader ensures a two-way exchange communication process.”

Since the P-values of the t-tests are less than alpha (0.05) and since the coefficients have a positive sign, there is enough evidence that statistically significant positive relationship exists between TFL20 and OC2, TFL18 and OC2.



The histogram shows a bell-shaped curve and the normal plot of the residuals shows the points close to the diagonal line.

Hypothesis 1.11:

The TFL component - Individualized Consideration has statistically significant influence on Continuance Commitment.

Transformational Leadership component: Individualized Consideration variables (TFL17 – TFL20) regressed against Organizational Commitment component: Continuance Commitment variable one (OC3).

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	TFL 17 - My leader recognizes individual follower's achievement and growth needs and helps followers realize and achieve them.		Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	TFL 19 - My leader delegates tasks, listens effectively and provides assistance and encouragement to followers.		

a. Dependent Variable: OC 3 - I feel it is difficult to find opportunity elsewhere, thus I have to remain in this organization (out of necessity).

Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.516 ^a	.266	.260	1.046
2	.555 ^b	.309	.297	1.019

Model Summary:

Model 1: The independent variable “TFL17” accounts for 26.6% of the variance in the “OC3”.

Model 2: The independent variables “TFL17” and “TFL19” account for 30.9% of the variance in the “OC3”.

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
2 Regression	54.244	2	27.122	26.107	.000 ^c
Residual	121.548	117	1.039		
Total	175.792	119			

The probability of the F-stat (26.107) for the regression model 2 is 0.000, which is less than 0.05; hence we accept the alternative hypothesis that there is statistically significant relationship between the best subset of independent variables of TFL component:

Individualized Consideration and the dependent variable of Organizational Continuance Commitment (OC3), that is the regression model 2 is statistically significant in predicting the dependent variable.

Coefficients^a

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
2 (Constant)	5.544	.336	16.476	.000
TFL 17 - My leader recognizes individual follower's achievement and growth needs and helps followers realize and achieve them.	-.497	.128	-3.892	.000
TFL 19 - My leader delegates tasks, listens effectively and provides assistance and encouragement to followers.	-.290	.108	-2.681	.008

The regression equation is as follow:

$$OC3 = 5.544 - 0.497(TFL17) - 0.290(TFL19)$$

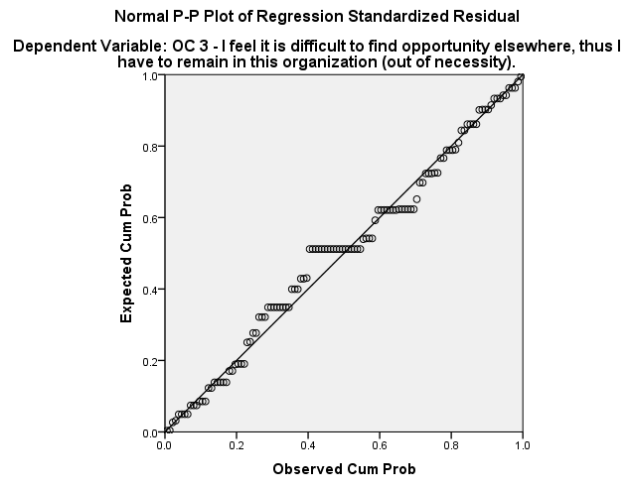
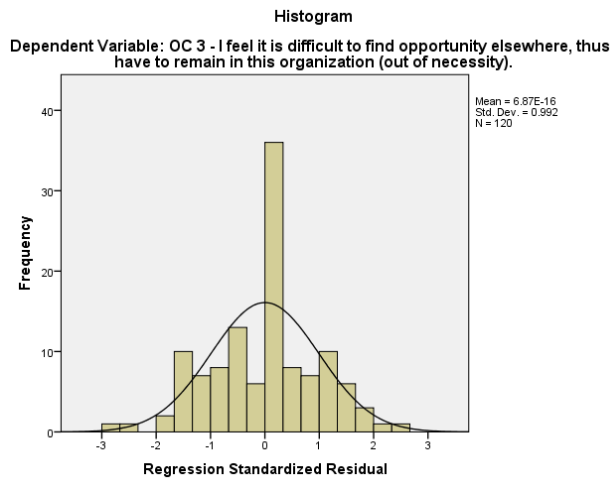
Where,

OC3 stands for "I feel it is difficult to find opportunity elsewhere, thus I have to remain in this organization (out of necessity)."

TFL17 stands for "My leader recognizes individual follower's achievement and growth needs and helps followers realize and achieve them."

TFL19 stands for "My leader delegates tasks, listens effectively and provides assistance and encouragement to followers."

Since the P-values of the t-tests are less than alpha (0.05) and since the coefficients have a negative sign, there is enough evidence that statistically significant negative relationship exists between TFL17 and OC3, TFL19 and OC3.



The histogram shows a bell-shaped curve and the normal plot of the residuals shows the points close to the diagonal line.

Transformational Leadership component: Individualized Consideration variables (TFL17 – TFL20) regressed against Organizational Commitment component: Continuance Commitment variable two (OC4).

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	TFL 17 - My leader recognizes individual follower's achievement and growth needs and helps followers realize and achieve them.		Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	TFL 19 - My leader delegates tasks, listens effectively and provides assistance and encouragement to followers.		

a. Dependent Variable: OC 4 - I recognize that there are costs associated with leaving my organization. (for example: a status or position acquired)

Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.453 ^a	.206	.199	.919
2	.501 ^b	.251	.238	.896

Model Summary:

Model 1: The independent variable “TFL17” accounts for 20.6% of the variance in the “OC4”.

Model 2: The independent variables “TFL17” and “TFL19” account for 25.1% of the variance in the “OC4”.

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
2 Regression	31.478	2	15.739	19.622	.000 ^c
Residual	93.847	117	.802		
Total	125.325	119			

The probability of the F-stat (19.622) for the regression model 2 is 0.000, which is less than 0.05; hence we accept the alternative hypothesis that there is statistically significant relationship between the best subset of independent variables of TFL component: Individualized Consideration and the dependent variable of Organizational Continuance Commitment (OC4), that is the regression model 2 is statistically significant in predicting the dependent variable.

Coefficients^a

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
2 (Constant)	5.348	.296	18.088	.000
TFL 17 - My leader recognizes individual follower's achievement and growth needs and helps followers realize and achieve them.	-.343	.112	-3.054	.003
TFL 19 - My leader delegates tasks, listens effectively and provides assistance and encouragement to followers.	-.253	.095	-2.667	.009

The regression equation is as follow:

$$OC4 = 5.348 - 0.343(TFL17) - 0.253(TFL19)$$

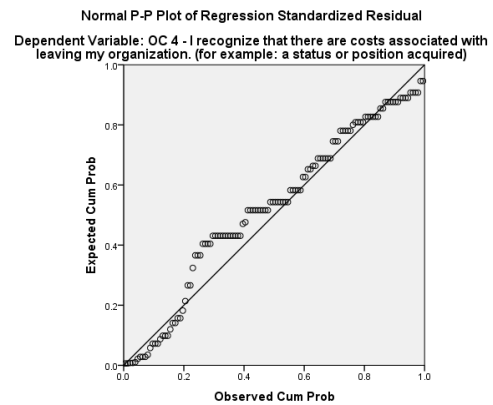
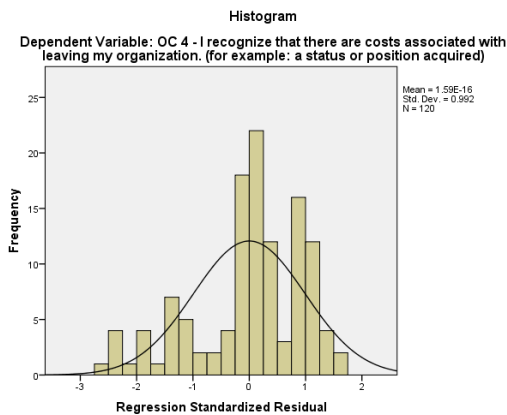
Where,

OC4 stands for "I recognize that there are costs associated with leaving my organization. (for example: a status or position acquired)."

TFL17 stands for "My leader recognizes individual follower's achievement and growth needs and helps followers realize and achieve them."

TFL19 stands for "My leader delegates tasks, listens effectively and provides assistance and encouragement to followers."

Since the P-values of the t-tests are less than alpha (0.05) and since the coefficients have a negative sign, there is enough evidence that statistically significant negative relationship exists between TFL17 and OC4, TFL19 and OC4.



The histogram shows a bell-shaped curve and the normal plot of the residuals shows the points close to the diagonal line.

Hypothesis 1.12:

The TFL component - Individualized Consideration has statistically significant influence on Normative Commitment.

Transformational Leadership component: Individualized Consideration variables (TFL17 – TFL20) regressed against Organizational Commitment component: Normative Commitment variable one (OC5).

Warnings

No variables were entered into the equation.

Transformational Leadership component: Individualized Consideration variables (TFL17 – TFL20) regressed against Organizational Commitment component: Normative Commitment variable two (OC6).

Warnings

No variables were entered into the equation.

Set 2:

H1: There is a relationship between number of years in an organization and organization commitment in business organizations.

Hypothesis 2.1:

The number of years in a business organization has statistically significant influence on Affective Commitment.

The number of years in an organization regressed against Organizational Commitment component: Affective Commitment variable one (OC1).

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.121 ^a	.015	.006	1.280

a. Predictors: (Constant), Years of Employment

b. Dependent Variable: OC 1 - I feel "emotional attachment" towards my organization and I remain there because I want to.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.871	1	2.871	1.751	.188 ^b
	Residual	193.454	118	1.639		
	Total	196.325	119			

a. Dependent Variable: OC 1 - I feel "emotional attachment" towards my organization and I remain there because I want to.

b. Predictors: (Constant), Years of Employment

The probability of the F-stat (1.751) for the regression model 1 is 0.188, which is greater than 0.05; hence we reject the alternative hypothesis that there is statistically significant relationship between the independent variable: Years of Employments and the dependent variable of Organizational Commitment (OC1).

The number of years in an organization regressed against Organizational Commitment component: Affective Commitment variable one (OC2).

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.182 ^a	.033	.025	.994

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.990	1	3.990	4.036	.047 ^b
	Residual	116.676	118	.989		
	Total	120.667	119			

a. Dependent Variable: OC 2 - I identify myself with my organization's goals & values; I contribute to their achievement by being a productive member.

b. Predictors: (Constant), Years of Employment

The probability of the F-stat (4.036) for the regression model 1 is 0.047, which is less than 0.05; hence we accept the alternative hypothesis that there is statistically significant relationship between the independent variable: Years of Employments and the dependent variable of Organizational Commitment (OC2).

Coefficients ^a				
Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
1 (Constant)	3.057	.165	18.532	.000
Years of Employment	.123	.061	2.009	.047

The regression equation is as follow:

$$OC2 = 3.057 + 0.123(YE)$$

Where,

OC2 stands for “I identify myself with my organization’s goals & values; I contribute to their achievement by being a productive member.”

YE stands for “Years of Employment.”

Since the P-values of the t-tests are less than alpha (0.05) and since the coefficients have a positive sign, there is enough evidence that statistically significant positive relationship exists between years of employment and affective commitment variable two.

Hypothesis 2.2:

The number of years in a business organization has statistically significant influence on Continuance Commitment.

The number of years in an organization regressed against Organizational Commitment component: Continuance Commitment variable one (OC3).

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.107 ^a	.012	.003	1.214

a. Predictors: (Constant), Years of Employment

b. Dependent Variable: OC 3 - I feel it is difficult to find opportunity elsewhere, thus I have to remain in this organization (out of necessity).

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.026	1	2.026	1.376	.243 ^b
	Residual	173.765	118	1.473		
	Total	175.792	119			

a. Dependent Variable: OC 3 - I feel it is difficult to find opportunity elsewhere, thus I have to remain in this organization (out of necessity).

b. Predictors: (Constant), Years of Employment

The probability of the F-stat (1.376) for the regression model 1 is 0.243, which is greater than 0.05; hence we reject the alternative hypothesis that there is statistically significant relationship between the independent variable: Years of Employments and the dependent variable of Organizational Commitment (OC3).

The number of years in an organization regressed against Organizational Commitment component: Continuance Commitment variable two (OC4).

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.046 ^a	.002	-.006	1.029

a. Predictors: (Constant), Years of Employment

b. Dependent Variable: OC 4 - I recognize that there are costs associated with leaving my organization. (for example: a status or position acquired)

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	.265	1	.265	.250	.618 ^b
Residual	125.060	118	1.060		
Total	125.325	119			

a. Dependent Variable: OC 4 - I recognize that there are costs associated with leaving my organization. (for example: a status or position acquired)

b. Predictors: (Constant), Years of Employment

The probability of the F-stat (0.250) for the regression model 1 is 0.618, which is greater than 0.05; hence we reject the alternative hypothesis that there is statistically significant relationship between the independent variable: Years of Employments and the dependent variable of Organizational Commitment (OC4).

Hypothesis 2.3:

The number of years in a business organization has statistically significant influence on Normative Commitment.

The number of years in an organization regressed against Organizational Commitment component: Normative Commitment variable one (OC5).

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.292 ^a	.085	.077	1.055

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.213	1	12.213	10.980	.001 ^b
	Residual	131.253	118	1.112		
	Total	143.467	119			

a. Dependent Variable: OC 5 - I feel obligated to remain in my organization because I owe too much to it.

b. Predictors: (Constant), Years of Employment

The probability of the F-stat (10.980) for the regression model 1 is 0.01, which is less than 0.05; hence we accept the alternative hypothesis that there is statistically significant relationship between the independent variable: Years of Employments and the dependent variable of Organizational Commitment (OC5).

Coefficients^a

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	2.083	.175	11.905	.000
	Years of Employment	.216	.065	3.314	.001

The regression equation is as follow:

$$OC5 = 2.083 + 0.216(YE)$$

Where,

OC5 stands for “I feel obligated to remain in my organization because I owe too much to it.”

YE stands for “Years of Employment.”

Since the P-values of the t-tests are less than alpha (0.05) and since the coefficients have a positive sign, there is enough evidence that statistically significant positive relationship exists between years of employment and normative commitment variable five.

The number of years in an organization regressed against Organizational Commitment component: Normative Commitment variable two (OC6).

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.258 ^a	.067	.059	1.165

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.466	1	11.466	8.449	.004 ^b
	Residual	160.126	118	1.357		
	Total	171.592	119			

a. Dependent Variable: OC 6 - I show loyalty to my organization, because parents, family or friends are loyal to it and demand that I do the same.

b. Predictors: (Constant), Years of Employment

The probability of the F-stat (8.449) for the regression model 1 is 0.004, which is less than 0.05; hence we accept the alternative hypothesis that there is statistically significant relationship between the independent variable: Years of Employments and the dependent variable of Organizational Commitment (OC6).

Coefficients ^a				
Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
1 (Constant)	2.089	.193	10.813	.000
Years of Employment	.209	.072	2.907	.004

The regression equation is as follow:

$$OC6 = 2.089 + 0.209(YE)$$

Where,

OC6 stands for “- I show loyalty to my organization, because parents, family or friends are loyal to it and demand that I do the same.”

YE stands for “Years of Employment.”

Since the P-values of the t-tests are less than alpha (0.05) and since the coefficients have a positive sign, there is enough evidence that statistically significant positive relationship exists between years of employment and normative commitment variable five.

INDEPENDENT SAMPLES T-TEST:

The independent-samples t-test was conducted to test if there is difference in the variables of Transformational Leadership and Organizational Commitment between the different types of companies (excellent-rated v/s poor-rated).

We use first the Levene's test to see whether variances are different in different groups. It tests the hypothesis that the variances in the two groups are equal (i.e. the difference between the variances is zero). If Levene's test is significant at $P \leq 0.05$, then we can gain confidence in the hypothesis that the variances are significantly different and that the assumption of homogeneity of variances has been violated. If however, Levene's test is non-significant (i.e. $P > 0.05$) then we do not have sufficient evidence to reject the null hypothesis that the difference between the variances is zero – that is we can assume that the variances are roughly equal and the assumption is acceptable.

Group Statistics

	Type of Industry	Mean	Std. Dev.
TFL 1 - My leader is my role model, I find myself wanting to emulate his competences and values.	Poor	2.27	.784
	Excellent	3.50	.917
TFL 2 - My leader takes appropriate risks in order to improve the organization.	Poor	2.88	.993
	Excellent	4.00	.698
TFL 3 - My leader is always reliable and trustworthy.	Poor	2.73	1.040
	Excellent	3.86	.718
TFL 4 - My leader shows high standards of ethical and moral conduct; s/he provides ethical aspiration to me.	Poor	3.09	.942
	Excellent	3.90	.759
TFL 5 - My leader behaves in ways that help him gain my respect and the respect of other followers.	Poor	2.96	.973
	Excellent	3.98	.811
TFL 6 - My leader puts organizational interests over personal interests.	Poor	2.67	1.192
	Excellent	3.95	.697

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
TFL 1 - My leader is my role model, I find myself wanting to emulate his competences and values.	Equal variances assumed	.630	.429	-7.721	118	.000
	Equal variances not assumed			-7.366	73.549	.000
TFL 2 - My leader takes appropriate risks in order to improve the organization.	Equal variances assumed	15.620	.000	-6.462	118	.000
	Equal variances not assumed			-7.161	109.668	.000
TFL 3 - My leader is always reliable and trustworthy.	Equal variances assumed	17.368	.000	-6.254	118	.000
	Equal variances not assumed			-6.965	110.734	.000
TFL 4 - My leader shows high standards of ethical and moral conduct; s/he provides ethical aspiration to me.	Equal variances assumed	5.899	.017	-4.823	118	.000
	Equal variances not assumed			-5.144	100.455	.000
TFL 5 - My leader behaves in ways that help him gain my respect and the respect of other followers.	Equal variances assumed	1.702	.195	-5.763	118	.000
	Equal variances not assumed			-6.085	97.857	.000
TFL 6 - My leader puts organizational interests over personal interests.	Equal variances assumed	24.334	.000	-6.419	118	.000
	Equal variances not assumed			-7.453	117.135	.000

From the table above we can see that the Levene's test for TFL1, TFL5 is higher than 0.05, therefore we will consider the "Equal Variances assumed" test. While Levene's test for TFL2, TFL3, TFL4, TFL6 is lower than 0.05, therefore we will consider the "Equal Variances not assumed" test.

Next, looking at the Sig (2 tailed), all variables of the Idealized Influence have values less than 0.05; therefore we can conclude that there is a statistically significant difference between the two conditions.

Therefore we conclude the following:

- Employees' perception of their leadership in regards to "My leader is my role model, I find myself wanting to emulate his competences and values" is different in excellent-rated companies and poor-rated companies.
- Employees' perception of their leadership in regards to "My leader takes appropriate risks in order to improve the organization" is different in excellent-rated companies and poor-rated companies.
- Employees' perception of their leadership in regards to "My leader is always reliable and trustworthy" is different in excellent-rated companies and poor-rated companies.
- Employees' perception of their leadership in regards to "My leader shows high standards of ethical and moral conduct; s/he provides ethical aspiration to me" is different in excellent-rated companies and poor-rated companies.
- Employees' perception of their leadership in regards to "My leader behaves in ways that help him gain my respect and the respect of other followers" is different in excellent-rated companies and poor-rated companies.
- Employees' perception of their leadership in regards to "My leader puts organizational interests over personal interests" is different in excellent-rated companies and poor-rated companies.

Group Statistics

Type of Industry		Mean	Std. Dev.
TFL 7 - My leader expresses clear vision for the future of the organization.	Poor	2.82	.964
	Excellent	3.88	.670
TFL 8 - My leader motivates and inspires me by providing meaning to my organizational life.	Poor	2.10	.749
	Excellent	3.62	.909
TFL 9 - My leader stimulates teamwork, enthusiasm and optimism.	Poor	2.50	.936
	Excellent	3.93	.947
TFL 10 - My leader develops and communicates new organizational goals, and helps me and other followers achieve them.	Poor	2.73	.863
	Excellent	3.95	.854
TFL 11 - My leader considers and includes followers in developing organizational goals.	Poor	2.19	.807
	Excellent	3.83	.794

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
TFL 7 - My leader expresses clear vision for the future of the organization.	Equal variances assumed	19.723	.000	-6.348	118	.000
	Equal variances not assumed			-7.055	110.317	.000
TFL 8 - My leader motivates and inspires me by providing meaning to my organizational life.	Equal variances assumed	4.114	.045	-9.803	118	.000
	Equal variances not assumed			-9.250	71.343	.000
TFL 9 - My leader stimulates teamwork, enthusiasm and optimism.	Equal variances assumed	2.517	.115	-7.940	118	.000
	Equal variances not assumed			-7.912	83.223	.000
TFL 10 - My leader develops and communicates new organizational goals, and helps me and other followers achieve them.	Equal variances assumed	5.903	.017	-7.423	118	.000
	Equal variances not assumed			-7.446	84.825	.000
TFL 11 - My leader considers and includes followers in developing organizational goals.	Equal variances assumed	.089	.766	-10.688	118	.000
	Equal variances not assumed			-10.740	85.250	.000

From the table above we can see that the Levene's test for TFL9 and TFL11 is higher than 0.05, therefore we will consider the "Equal Variances assumed" test. While Levene's test for

TFL7, TFL8 and TFL10 is lower than 0.05, therefore we will consider the “Equal Variances not assumed” test.

Next, looking at the Sig (2 tailed), all variables of the Inspirational Motivation have values less than 0.05; therefore we can conclude that there is a statistically significant difference between the two conditions.

Therefore we conclude the following:

- Employees’ perception of their leadership in regards to “My leader expresses clear vision for the future of the organization” is different in excellent-rated companies and poor-rated companies.
- Employees’ perception of their leadership in regards to “My leader motivates and inspires me by providing meaning to my organizational life” is different in excellent-rated companies and poor-rated companies.
- Employees’ perception of their leadership in regards to “My leader stimulates teamwork, enthusiasm and optimism” is different in excellent-rated companies and poor-rated companies.
- Employees’ perception of their leadership in regards to “My leader develops and communicates new organizational goals, and helps me and other followers achieve them” is different in excellent-rated companies and poor-rated companies.
- Employees’ perception of their leadership in regards to “My leader considers and includes followers in developing organizational goals” is different in excellent-rated companies and poor-rated companies.

Group Statistics

Type of Industry		Mean	Std. Dev.
TFL 12 - My leader encourages and stimulates me & other followers to be innovative and creative in approaching problems in new ways.	Poor	2.65	.850
	Excellent	3.90	.906
TFL 13 - My leader works through difficulties, and uses problem solving creative techniques for reaching organizational decisions.	Poor	3.01	.798
	Excellent	3.86	.814
TFL 14 - My leader includes me & followers in the decision making process, while searching solutions for new problems.	Poor	2.15	.722
	Excellent	3.52	.994
TFL 15 - My leader believes in adopting diversity and integrating followers' different perspectives.	Poor	2.59	.692
	Excellent	3.57	.887
TFL 16 - My leader does not criticize my or other followers' ideas, if they reflect different opinions from own.	Poor	2.68	.933
	Excellent	3.64	.983

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
TFL 12 - My leader encourages and stimulates me & other followers to be innovative and creative in approaching problems in new ways.	Equal variances assumed	.016	.899	-7.514	118	.000
	Equal variances not assumed			-7.372	79.607	.000
TFL 13 - My leader works through difficulties, and uses problem solving creative techniques for reaching organizational decisions.	Equal variances assumed	.232	.631	-5.492	118	.000
	Equal variances not assumed			-5.459	82.629	.000
TFL 14 - My leader includes me & followers in the decision making process, while searching solutions for new problems.	Equal variances assumed	8.285	.005	-8.659	118	.000
	Equal variances not assumed			-7.884	64.847	.000
TFL 15 - My leader believes in adopting diversity and integrating followers' different perspectives.	Equal variances assumed	2.410	.123	-6.700	118	.000
	Equal variances not assumed			-6.223	68.344	.000
TFL 16 - My leader does not criticize my or other followers' ideas, if they reflect different opinions from own.	Equal variances assumed	.271	.603	-5.295	118	.000
	Equal variances not assumed			-5.211	80.313	.000

From the table above we can see that the Levene's test for TFL12, TFL13, TFL15 and TFL16 is higher than 0.05, therefore we will consider the "Equal Variances assumed" test. While

Levene's test for TFL14 is lower than 0.05, therefore we will consider the "Equal Variances not assumed" test.

Next, looking at the Sig (2 tailed), all variables of the Intellectual Stimulation have values less than 0.05; therefore we can conclude that there is a statistically significant difference between the two conditions.

Therefore we conclude the following:

- Employees' perception of their leadership in regards to "My leader encourages and stimulates me & other followers to be innovative and creative in approaching problems in new ways" is different in excellent-rated companies and poor-rated companies.
- Employees' perception of their leadership in regards to "My leader works through difficulties, and uses problem solving creative techniques for reaching organizational decisions" is different in excellent-rated companies and poor-rated companies.
- Employees' perception of their leadership in regards to "My leader includes me & followers in the decision making process, while searching solutions for new problems" is different in excellent-rated companies and poor-rated companies.
- Employees' perception of their leadership in regards to "My leader believes in adopting diversity and integrating followers' different perspectives" is different in excellent-rated companies and poor-rated companies.
- Employees' perception of their leadership in regards to "My leader does not criticize my or other followers' ideas, if they reflect different opinions from own" is different in excellent-rated companies and poor-rated companies.

Group Statistics

Type of Industry		Mean	Std. Dev.
TFL 17 - My leader recognizes individual follower's achievement and growth needs and helps followers realize and achieve them.	Poor	2.47	.618
	Excellent	3.76	.726
TFL 18 - My leader ensures a two-way exchange communication process.	Poor	2.76	1.034
	Excellent	3.79	.871
TFL 19 - My leader delegates tasks, listens effectively and provides assistance and encouragement to followers.	Poor	2.63	.913
	Excellent	3.81	.890
TFL 20 - My leader believes in followers' ability and shows confidence in them to achieve the required tasks.	Poor	2.65	.850
	Excellent	3.74	.767

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
TFL 17 - My leader recognizes individual follower's achievement and growth needs and helps followers realize and achieve them.	Equal variances assumed	.620	.433	-10.226	118	.000
	Equal variances not assumed			-9.745	73.324	.000
TFL 18 - My leader ensures a two-way exchange communication process.	Equal variances assumed	4.415	.038	-5.485	118	.000
	Equal variances not assumed			-5.776	97.134	.000
TFL 19 - My leader delegates tasks, listens effectively and provides assistance and encouragement to followers.	Equal variances assumed	1.243	.267	-6.819	118	.000
	Equal variances not assumed			-6.872	85.956	.000
TFL 20 - My leader believes in followers' ability and shows confidence in them to achieve the required tasks.	Equal variances assumed	5.084	.026	-6.890	118	.000
	Equal variances not assumed			-7.107	91.800	.000

From the table above we can see that the Levene's test for TFL17 and TFL19 is higher than 0.05, therefore we will consider the "Equal Variances assumed" test. While Levene's test for TFL18 and TFL20 is lower than 0.05, therefore we will consider the "Equal Variances not assumed" test.

Next, looking at the Sig (2 tailed), all variables of the Intellectual Stimulation have values less than 0.05; therefore we can conclude that there is a statistically significant difference between the two conditions.

Therefore we conclude the following:

- Employees' perception of their leadership in regards to "My leader recognizes individual follower's achievement and growth needs and helps followers realize and achieve them" is different in excellent-rated companies and poor-rated companies.
- Employees' perception of their leadership in regards to "My leader ensures a two-way exchange communication process" is different in excellent-rated companies and poor-rated companies.
- Employees' perception of their leadership in regards to "My leader delegates tasks, listens effectively and provides assistance and encouragement to followers" is different in excellent-rated companies and poor-rated companies.
- Employees' perception of their leadership in regards to "My leader believes in followers' ability and shows confidence in them to achieve the required tasks" is different in excellent-rated companies and poor-rated companies.

Group Statistics

	Type of Industry	Mean	Std. Dev.
OC 1 - I feel "emotional attachment" towards my organization and I remain there because I want to.	Poor	2.13	1.024
	Excellent	3.69	1.093
OC 2 - I identify myself with my organization's goals & values; I contribute to their achievement by being a productive member.	Poor	3.00	1.006
	Excellent	3.95	.661
OC 3 - I feel it is difficult to find opportunity elsewhere, thus I have to remain in this organization (out of necessity).	Poor	3.62	1.047
	Excellent	2.45	1.152
OC 4 - I recognize that there are costs associated with leaving my organization. (for example: a status or position acquired)	Poor	3.90	.877
	Excellent	2.98	1.024
OC 5 - I feel obligated to remain in my organization because I owe too much to it.	Poor	2.72	1.031
	Excellent	2.29	1.175
OC 6 - I show loyalty to my organization, because parents, family or friends are loyal to it and demand that I do the same.	Poor	2.69	1.220
	Excellent	2.31	1.137

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
OC 1 - I feel "emotional attachment" towards my organization and I remain there because I want to.	Equal variances assumed	.815	.369	-7.786	118	.000
	Equal variances not assumed			-7.634	79.456	.000
OC 2 - I identify myself with my organization's goals & values; I contribute to their achievement by being a productive member.	Equal variances assumed	14.917	.000	-5.520	118	.000
	Equal variances not assumed			-6.228	113.282	.000
OC 3 - I feel it is difficult to find opportunity elsewhere, thus I have to remain in this organization (out of necessity).	Equal variances assumed	1.519	.220	5.602	118	.000
	Equal variances not assumed			5.443	77.452	.000
OC 4 - I recognize that there are costs associated with leaving my organization. (for example: a status or position acquired)	Equal variances assumed	.831	.364	5.173	118	.000
	Equal variances not assumed			4.938	73.652	.000
OC 5 - I feel obligated to remain in my organization because I owe too much to it.	Equal variances assumed	.380	.539	2.086	118	.039
	Equal variances not assumed			2.005	75.161	.049
OC 6 - I show loyalty to my organization, because parents, family or friends are loyal to it and demand that I do the same.	Equal variances assumed	.154	.695	1.678	118	.096
	Equal variances not assumed			1.714	89.338	.090

From the table above we can see that the Levene's test for OC1, OC3, OC4, OC5, OC6 is higher than 0.05, therefore we will consider the "Equal Variances assumed" test. While Levene's test for OC2 is lower than 0.05, therefore we will consider the "Equal Variances not assumed" test.

Next, looking at the Sig (2 tailed), OC1, OC2, OC3, OC4, OC5 have values less than 0.05; therefore we can conclude that there is a statistically significant difference between the two conditions. However OC6 has a value greater than 0.05, therefore we can conclude that there is no statistically significant difference between the 2 conditions.

Therefore we conclude the following:

- Employees' perception of their commitment in regards to "feeling emotional attachment towards their organization and remaining there because they want to" is different in excellent-rated companies and poor-rated companies.
- Employees' perception of their commitment in regards to "identifying themselves with their organization's goals and values; and contributing to their achievement by being productive" is different in excellent-rated companies and poor-rated companies.
- Employees' perception of their commitment in regards to "feeling it is difficult to find opportunity elsewhere, thus having to remain in their organization out of necessity" is different in excellent-rated companies and poor-rated companies.
- Employees' perception of their commitment in regards to "recognizing that there are costs associated with leaving their organization" is different in excellent-rated companies and poor-rated companies.

- Employees' perception of their commitment in regards to "feeling obligated to remain in their organization because they owe too much to it" is different in excellent-rated companies and poor-rated companies.
- Employees' perception of their commitment in regards to "showing loyalty to their organization because parents, family, or friends are loyal to it" is not different in excellent-rated companies and poor-rated companies.

ONE-WAY ANOVA TEST:

The One-Way ANOVA test is used to find out if there are significant differences between the means of at least three independent groups. In this study, One-Way ANOVA is used to find out whether there are statistically significant differences in the variables of Transformational Leadership characteristics and performances and Organizational Commitment perceptions among the five industries.

Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
TFL 1 - My leader is my role model, I find myself wanting to emulate his competences and values.	.408	4	115	.802
TFL 2 - My leader takes appropriate risks in order to improve the organization.	2.090	4	115	.087
TFL 3 - My leader is always reliable and trustworthy.	1.595	4	115	.180
TFL 4 - My leader shows high standards of ethical and moral conduct; s/he provides ethical aspiration to me.	.174	4	115	.951
TFL 5 - My leader behaves in ways that help him gain my respect and the respect of other followers.	.930	4	115	.449
TFL 6 - My leader puts organizational interests over personal interests.	1.614	4	115	.175

The Levene's Statistics for the first six variables that make up the TFL component Idealized Influence are all greater than 0.05, hence there is no violation of the assumption of homogeneity and ANOVA test is used.

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
TFL 1	Between Groups	1.011	4	.253	.238	.916
	Within Groups	122.189	115	1.063		
	Total	123.200	119			
TFL 2	Between Groups	4.918	4	1.230	1.131	.345
	Within Groups	125.007	115	1.087		
	Total	129.925	119			
TFL 3	Between Groups	5.332	4	1.333	1.146	.339
	Within Groups	133.793	115	1.163		
	Total	139.125	119			
TFL 4	Between Groups	8.182	4	2.045	2.307	.062
	Within Groups	101.943	115	.886		
	Total	110.125	119			
TFL 5	Between Groups	10.815	4	2.704	2.654	.037
	Within Groups	117.151	115	1.019		
	Total	127.967	119			
TFL 6	Between Groups	14.139	4	3.535	2.537	.044
	Within Groups	160.228	115	1.393		
	Total	174.367	119			

The ratio of F-statistics for TFL1 (0.238), TFL2 (1.131), TFL3 (1.146), TFL4 (2.307) are all greater than 0.05 hence there is insufficient evidence that there are statistically significant differences among the five industries.

The ratio of F-statistics for TFL5 (2.654), TFL6 (02.537) are less than 0.05 hence there is sufficient evidence that there are statistically significant differences among the five industries.

Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
TFL 7 - My leader expresses clear vision for the future of the organization.	.730	4	115	.574
TFL 8 - My leader motivates and inspires me by providing meaning to my organizational life.	2.187	4	115	.075
TFL 9 - My leader stimulates teamwork, enthusiasm and optimism.	.463	4	115	.763
TFL 10 - My leader develops and communicates new organizational goals, and helps me and other followers achieve them.	.947	4	115	.439
TFL 11 - My leader considers and includes followers in developing organizational goals.	1.729	4	115	.148

The Levene's Statistics for the five variables that make up the TFL component Inspirational Motivation are all greater than 0.05, hence there is no violation of the assumption of homogeneity and ANOVA test is used.

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
TFL 7	Between Groups	4.119	4	1.030	1.017	.402
	Within Groups	116.472	115	1.013		
	Total	120.592	119			
TFL 8	Between Groups	2.444	4	.611	.511	.727
	Within Groups	137.422	115	1.195		
	Total	139.867	119			
TFL 9	Between Groups	5.244	4	1.311	.974	.424
	Within Groups	154.756	115	1.346		
	Total	160.000	119			
TFL 10	Between Groups	6.326	4	1.582	1.495	.208
	Within Groups	121.665	115	1.058		
	Total	127.992	119			
TFL 11	Between Groups	.674	4	.168	.130	.971
	Within Groups	148.793	115	1.294		
	Total	149.467	119			

The ratio of F-statistics for TFL7 (1.017), TFL8 (0.511), TFL9 (0.974), TFL10 (1.495), TFL11 (0.130) are all greater than 0.05 hence there is insufficient evidence that there are statistically significant differences among the five industries.

Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
TFL 12 - My leader encourages and stimulates me & other followers to be innovative and creative in approaching problems in new ways.	1.263	4	115	.288
TFL 13 - My leader works through difficulties, and uses problem solving creative techniques for reaching organizational decisions.	1.918	4	115	.112
TFL 14 - My leader includes me & followers in the decision making process, while searching solutions for new problems.	.727	4	115	.575
TFL 15 - My leader believes in adopting diversity and integrating followers' different perspectives.	.056	4	115	.994
TFL 16 - My leader does not criticize my or other followers' ideas, if they reflect different opinions from own.	.370	4	115	.829

The Levene's Statistics for the five variables that make up the TFL component Intellectual Stimulation are all greater than 0.05, hence there is no violation of the assumption of homogeneity and ANOVA test is used.

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
TFL 12	Between Groups	2.242	4	.560	.497	.738
	Within Groups	129.750	115	1.128		
	Total	131.992	119			
TFL 13	Between Groups	6.293	4	1.573	2.026	.095
	Within Groups	89.299	115	.777		
	Total	95.592	119			
TFL 14	Between Groups	1.618	4	.405	.357	.839
	Within Groups	130.249	115	1.133		
	Total	131.867	119			
TFL 15	Between Groups	1.794	4	.449	.551	.699
	Within Groups	93.672	115	.815		
	Total	95.467	119			
TFL 16	Between Groups	3.010	4	.752	.671	.613
	Within Groups	128.957	115	1.121		
	Total	131.967	119			

The ratio of F-statistics for TFL12 (0.497), TFL13 (2.026), TFL14 (0.357), TFL15 (0.551), TFL16 (0.671) are all greater than 0.05 hence there is insufficient evidence that there are statistically significant differences among the five industries.

Test of Homogeneity of Variances				
	Levene Statistic	df1	df2	Sig.
TFL 17 - My leader recognizes individual follower's achievement and growth needs and helps followers realize and achieve them.	.279	4	115	.891
TFL 18 - My leader ensures a two-way exchange communication process.	2.025	4	115	.096
TFL 19 - My leader delegates tasks, listens effectively and provides assistance and encouragement to followers.	.333	4	115	.855
TFL 20 - My leader believes in followers' ability and shows confidence in them to achieve the required tasks.	.209	4	115	.933

The Levene's Statistics for the five variables that make up the TFL component Individualized Consideration are all greater than 0.05, hence there is no violation of the assumption of homogeneity and ANOVA test is used.

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
TFL 17	Between Groups	1.101	4	.275	.333	.856
	Within Groups	95.224	115	.828		
	Total	96.325	119			
TFL 18	Between Groups	13.150	4	3.288	2.926	.024
	Within Groups	129.217	115	1.124		
	Total	142.367	119			
TFL 19	Between Groups	5.151	4	1.288	1.142	.340
	Within Groups	129.640	115	1.127		
	Total	134.792	119			
TFL 20.	Between Groups	4.761	4	1.190	1.278	.283
	Within Groups	107.106	115	.931		
	Total	111.867	119			

The ratio of F-statistics for TFL17 (0.333), TFL18 (2.926), TFL19 (1.142), TFL20 (1.278), are all greater than 0.05 hence there is insufficient evidence that there are statistically significant differences among the five industries.

The ratio of F-statistics for TFL18 (2.926) is less than 0.05 hence there is sufficient evidence that there are statistically significant differences among the five industries.

Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
OC 1 - I feel "emotional attachment" towards my organization and I remain there because I want to.	.962	4	115	.431
OC 2 - I identify myself with my organization's goals & values; I contribute to their achievement by being a productive member.	2.171	4	115	.077
OC 3 - I feel it is difficult to find opportunity elsewhere, thus I have to remain in this organization (out of necessity).	1.447	4	115	.223
OC 4 - I recognize that there are costs associated with leaving my organization. (for example: a status or position acquired)	.903	4	115	.465
OC 5 - I feel obligated to remain in my organization because I owe too much to it.	1.051	4	115	.384
OC 6 - I show loyalty to my organization, because parents, family or friends are loyal to it and demand that I do the same.	.678	4	115	.608

The Levene's Statistics for the Organizational Commitment variables are all greater than 0.05, hence there is no violation of the assumption of homogeneity and ANOVA test is used.

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
OC 1	Between Groups	13.243	4	3.311	2.080	.088
	Within Groups	183.082	115	1.592		
	Total	196.325	119			
OC 2	Between Groups	12.728	4	3.182	3.390	.012
	Within Groups	107.939	115	.939		
	Total	120.667	119			
OC 3	Between Groups	11.286	4	2.822	1.972	.103
	Within Groups	164.506	115	1.430		
	Total	175.792	119			
OC 4	Between Groups	2.518	4	.630	.589	.671
	Within Groups	122.807	115	1.068		
	Total	125.325	119			
OC 5	Between Groups	3.878	4	.969	.799	.528
	Within Groups	139.589	115	1.214		
	Total	143.467	119			
OC 6	Between Groups	4.440	4	1.110	.764	.551
	Within Groups	167.151	115	1.453		
	Total	171.592	119			

The ratio of F-statistics for OC1 (2.080), OC3 (1.972), OC4 (0.589), OC5 (0.799), OC6 (0.764) are all greater than 0.05 hence there is insufficient evidence that there are statistically significant differences among the five industries.

The ratio of F-statistics for OC2 (3.390) is less than 0.05 hence there is sufficient evidence that there are statistically significant differences among the five industries.

CHAPTER FOUR: SUMMARY OF FINDINGS AND RECOMMENDATIONS

FACTORIAL ANALYSIS:

Factorial Analysis was done to understand the structure of the survey items and to find out if the observed variables can be explained further through common factors. KMO Measure of Sampling Adequacy ratio for independent and dependent variables taken separately showed that each variable is perfectly predicted without error by the other variables.

The results also showed that the independent variables can be summed up into two common factors, where factor one explains the relationship and behavior of the leaders with their followers, and factor two shows the characteristics and values of the leaders. While, in case of dependent variables, there were three common factors explaining the different types of components: Affective, Continuance and Normative Commitments.

RELIABILITY ANALYSIS

Reliability test was performed to check the internal consistency of the questionnaire, if it truly reflects the construct that it is measuring. The Cronbach's Alpha for the whole questionnaire was 0.912 which indicated a high level of internal consistency among the 26 variables.

MULTIPLE REGRESSION ANALYSIS

The major purpose of this study was to find out how Transformational Leadership affected Organizational Commitment across different business organizations in Lebanon. Regression Analysis was used to test the hypotheses.

Analysis of Hypothesis 1.1:

H1: The TFL component - Idealized Influence has statistically significant influence on Affective Commitment.

The Transformational Leadership Component: Idealized Influence has statistically significant influence on Affective Commitment Component OC1.

The regression analysis showed that only three variables (TFL6, TFL1, and TFL5) had an impact on Affective Commitment Variables OC1. Thus, the results showed that employees want to remain more in an organization and they feel emotionally more attached to it, when they observe that the leader puts organizational interests beforehand and when they view their leaders as their role models and respect them and their behavior.

The Transformational Leadership Component: Idealized Influence has statistically significant influence on Affective Commitment Component OC2.

The regression analysis showed that only three variables (TFL4, TFL6, and TFL2) had an impact on Affective Commitment Variable OC2. Thus, the results showed that employees identify themselves with their organization's goals and values and contributed to its achievement, when they observe that their leaders show high standards of ethical and moral conduct, when they put organizational interests beforehand and when they take appropriate risks to improve the organization.

Thus, the characteristics of Idealized Influence: being organization-interested, role model, respectful, ethical & moral, and risk-taker impact greatly on affective commitment and let employees want to remain in their respective organizations and feel attached and committed to them.

Analysis of Hypothesis 1.2:

H1: The TFL component - Idealized Influence has statistically significant influence on Continuance Commitment.

The Transformational Leadership Component: Idealized Influence has statistically significant influence on Continuance Commitment Component OC3.

The regression analysis showed that only two variables (TFL5, TFL6) had an impact on Continuance Commitment Variable OC3. Thus, the results showed that when employees feel that their leaders are being respectful and putting organizational interests beforehand, their negative feeling of having to remain in that organization out of necessity decreases.

The Transformational Leadership Component: Idealized Influence has statistically significant influence on Continuance Commitment Component OC4.

The regression analysis showed that only one variable (TFL6) had an impact on Continuance Commitment Variable OC4. Thus, the results showed that when employees feel that their leaders are putting organizational interests beforehand, the feeling of having to remain in that organization because of costs associated with leaving it decreases; i.e. employees would stop

feeling that they would lose something valuable and start feeling more involved and attached to their organization.

Thus, the characteristics of Idealized Influence: being organization-interested and respectful impact greatly on continuance commitment and thus decreases the negative feeling of having to stay in an organization out of necessity or out of being afraid of losing a post or status.

Analysis of Hypothesis 1.3:

H1: The TFL component - Idealized Influence has statistically significant influence on Normative Commitment.

The Transformational Leadership Component: Idealized Influence has statistically significant influence on Normative Commitment Component OC5.

The regression analysis showed that none of the variables of Idealized Influence had an impact on Normative Commitment Variable OC5. Thus, the results showed that the feeling of owing too much to the organization and staying in it as an obligation is not related to Idealized Influence.

The Transformational Leadership Component: Idealized Influence has statistically significant influence on Normative Commitment Component OC6.

The regression analysis showed that only two variables (TFL3 and TFL1) had an impact on Normative Commitment Variable OC6. Thus, the results showed that when employees feel that their leaders are reliable and trustworthy, the feeling of showing loyalty only because of significant others do the same and the pressure demands that they remain loyal decreases.

However, the results also showed that when employees view their leaders as role models, the feeling of loyalty as a result of pressure from significant others increases.

Thus, the characteristics of Idealized Influence: being reliable and trustworthy impact negatively on the second part of normative commitment and thus decrease the feeling of having to show loyalty because of significant others do so and expect them to do the same, while the leader being a role model impacts positively on the second part of normative commitment and thus increase the feeling of showing loyalty as a result of pressure from significant others who are already loyal to that organization.

Analysis of Hypothesis 1.4:

H1: The TFL component – Inspirational Motivation has statistically significant influence Affective Commitment.

The Transformational Leadership Component: Inspirational Motivation has statistically significant influence on Affective Commitment Component OC1.

The regression analysis showed that only three variables (TFL9, TFL11, and TFL7) had an impact on Affective Commitment Variables OC1. Thus, the results showed that employees want to remain more in an organization and they feel emotionally more attached to it, when they observe that the leader stimulates teamwork, enthusiasm and optimism, when the leader considers and includes followers in developing organizational goals, and when the leader expresses clear vision for the future.

The Transformational Leadership Component: Inspirational Motivation has statistically significant influence on Affective Commitment Component OC2.

The regression analysis showed that only two variables (TFL8 and TFL7) had an impact on Affective Commitment Variable OC2. Thus, the results showed that employees identify themselves with their organization's goals and values and contributed to its achievement, when they observe that their leaders motivates and inspires them and when their leaders express clear vision for the future.

Thus, the characteristics of Inspirational Motivation: being included in developing organizational goals, clear vision, teamwork, enthusiasm, optimism, motivation and inspiration impact greatly on affective commitment and let employees want to remain in their respective organizations and feel attached and committed to them.

Analysis of Hypothesis 1.5:

H1: The TFL component - Inspirational Motivation has statistically significant influence on Continuance Commitment.

The Transformational Leadership Component: Inspirational Motivation has statistically significant influence on Continuance Commitment Component OC3.

The regression analysis showed that only two variables (TFL8 and TFL9) had an impact on Continuance Commitment Variable OC3. Thus, the results showed that when employees feel that their leaders are motivating and inspiring them, and stimulating teamwork, enthusiasm

and optimism, their negative feeling of having to remain in that organization out of necessity decreases.

The Transformational Leadership Component: Inspirational Motivation has statistically significant influence on Continuance Commitment Component OC4.

The regression analysis showed that only one variable (TFL8) had an impact on Continuance Commitment Variable OC4. Thus, the results showed that when employees feel that their leaders are motivating and inspiring them, the feeling of having to remain in that organization because of costs associated with leaving it decreases; i.e. employees would stop feeling that they would lose something valuable and start feeling more involved and attached to their organization.

Thus, the characteristics of Inspirational Motivation: motivation, inspiration, teamwork, enthusiasm and optimism impact greatly on continuance commitment and thus decrease the negative feeling of having to stay in an organization out of necessity or out of being afraid of losing a post or status.

Analysis of Hypothesis 1.6:

H1: The TFL component - Inspirational Motivation has statistically significant influence on Normative Commitment.

The Transformational Leadership Component: Inspirational Motivation has statistically significant influence on Normative Commitment Component OC5.

The regression analysis showed that none of the variables of Inspirational Motivation had an impact on Normative Commitment Variable OC5. Thus, the results showed that the feeling of owing too much to the organization and staying in it as an obligation is not related to Inspirational Motivation.

The Transformational Leadership Component: Inspirational Motivation has statistically significant influence on Normative Commitment Component OC6.

The regression analysis showed that none of the variables of Inspirational Motivation had an impact on Normative Commitment Variable OC5. Thus, the results showed that the feeling of having to show loyalty as a result of pressure from significant others is not related to Inspirational Motivation.

Thus, Inspirational Motivation does not have any effect on Normative Commitment.

Analysis of Hypothesis 1.7:

H1: The TFL component – Intellectual Stimulation has statistically significant influence Affective Commitment.

The Transformational Leadership Component: Intellectual Stimulation has statistically significant influence on Affective Commitment Component OC1.

The regression analysis showed that only three variables (TFL12, TFL14, and TFL16) had an impact on Affective Commitment Variables OC1. Thus, the results showed that employees want to remain more in an organization and they feel emotionally more attached to it, when they observe that their leaders encourage and stimulate them to be innovative and creative in

approaching problems, and when they include them in the decision making process, specially while searching solutions for new problems, and when they feel that their leaders does not criticize their ideas and they can express their own opinion.

The Transformational Leadership Component: Intellectual Stimulation has statistically significant influence on Affective Commitment Component OC2.

The regression analysis showed that only three variables (TFL13, TFL16 and TFL14) had an impact on Affective Commitment Variable OC2. Thus, the results showed that employees identify themselves with their organization's goals and values and contributed to its achievement, when they observe that their leaders work through difficulties and use problem solving creative techniques for reaching organizational decisions, and when the leaders do not criticize their ideas, and when they are included in the decision making process while searching solutions for new problems.

Thus, the characteristics of Intellectual Stimulation: encouragement and stimulation to be innovative and creative, being included in the decision making process of finding creative solutions for problems, expressing opinion without criticism, working through difficulties by using problem solving creative techniques impact greatly on affective commitment and let employees want to remain in their respective organizations and feel attached and committed to them.

Analysis of Hypothesis 1.8:

H1: The TFL component - Intellectual Stimulation has statistically significant influence on Continuance Commitment.

The Transformational Leadership Component: Intellectual Stimulation has statistically significant influence on Continuance Commitment Component OC3.

The regression analysis showed that only two variables (TFL12 and TFL14) had an impact on Continuance Commitment Variable OC3. Thus, the results showed that when employees feel that their leaders are encouraging and stimulating them to be innovative and creative in approaching problems in new ways and including them in the decision making process while searching solutions for new problems, their negative feeling of having to remain in that organization out of necessity decreases.

The Transformational Leadership Component: Intellectual Stimulation has statistically significant influence on Continuance Commitment Component OC4.

The regression analysis showed that only four variables (TFL14, TFL15, TFL13 and TFL12) had an impact on Continuance Commitment Variable OC4. Thus, the results showed that when employees feel that their leaders are including them in the decision making process, adopting diversity and integrating different perspectives, encouraging and stimulating them to be innovative and creative in approaching problems in new ways, the feeling of having to remain in that organization because of costs associated with leaving it decreases; i.e. employees would stop feeling that they would lose something valuable and start feeling more involved and attached to their organization. While when they feel that their leaders are working through difficulties and using problem solving techniques for reaching organizational decisions, the negative feeling is enhanced further.

Thus, the characteristics of Intellectual Stimulation: encouraging and stimulating to be innovative and creative, being included in the decision making process of finding creative solutions for problems, expressing opinion without criticism, adopting diversity and integrating different perspectives impact greatly on continuance commitment and thus decrease the negative feeling of having to stay in an organization out of necessity or out of being afraid of losing a post or status. While working through difficulties by using problem solving creative techniques increases continuance commitment.

Analysis of Hypothesis 1.9:

H1: The TFL component - Intellectual Stimulation has statistically significant influence on Normative Commitment.

The Transformational Leadership Component: Intellectual Stimulation has statistically significant influence on Normative Commitment Component OC5.

The regression analysis showed that none of the variables of Intellectual Stimulation had an impact on Normative Commitment Variable OC5. Thus, the results showed that the feeling of owing too much to the organization and staying in it as an obligation is not related to Intellectual Stimulation.

The Transformational Leadership Component: Intellectual Stimulation has statistically significant influence on Normative Commitment Component OC6.

The regression analysis showed that none of the variables of Intellectual Stimulation had an impact on Normative Commitment Variable OC5. Thus, the results showed that the feeling of

having to show loyalty as a result of pressure from significant others is not related to Intellectual Stimulation.

Thus, Intellectual Stimulation does not have any effect on Normative Commitment.

Analysis of Hypothesis 1.10:

H1: The TFL component – Individualized Consideration has statistically significant influence Affective Commitment.

The Transformational Leadership Component: Individualized Consideration has statistically significant influence on Affective Commitment Component OC1.

The regression analysis showed that only two variables (TFL20 and TFL18) had an impact on Affective Commitment Variables OC1. Thus, the results showed that employees want to remain more in an organization and they feel emotionally more attached to it, when they observe that their leaders believe in their ability and show confidence in them to achieve the required tasks, and ensure a two-way exchange communication process.

The Transformational Leadership Component: Individualized Consideration has statistically significant influence on Affective Commitment Component OC2.

The regression analysis showed that only two variables (TFL20 and TFL18) had an impact on Affective Commitment Variable OC2. Thus, the results showed that employees identify themselves with their organization's goals and values and contributed to its achievement, when they observe that their leaders believe in their ability and show confidence in them to achieve the required tasks, and ensure a two-way exchange communication process.

Thus, the characteristics of Individualized Consideration: believing in the follower's ability, showing confidence in them, and ensuring two-way communication process impact greatly on affective commitment and let employees want to remain in their respective organizations and feel attached and committed to them.

Analysis of Hypothesis 1.11:

H1: The TFL component - Individualized Consideration has statistically significant influence on Continuance Commitment.

The Transformational Leadership Component: Individualized Consideration has statistically significant influence on Continuance Commitment Component OC3.

The regression analysis showed that only two variables (TFL17 and TFL19) had an impact on Continuance Commitment Variable OC3. Thus, the results showed that when employees feel that their leaders are recognizing their achievement and growth needs and helping realize them, and are delegating tasks, listening effectively and providing assistance and encouragement, their negative feeling of having to remain in that organization out of necessity decreases.

The Transformational Leadership Component: Individualized Consideration has statistically significant influence on Continuance Commitment Component OC4.

The regression analysis showed that only two variables (TFL17 and TFL19) had an impact on Continuance Commitment Variable OC4. Thus, the results showed that when employees feel that their leaders are recognizing their achievement and growth needs and helping realize

them, and are delegating tasks, listening effectively and providing assistance and encouragement, the feeling of having to remain in that organization because of costs associated with leaving it decreases; i.e. employees would stop feeling that they would lose something valuable and start feeling more involved and attached to their organization.

Thus, the characteristics of Individualized Consideration: recognizing followers' achievement and growth needs and helping realize them, delegating tasks, listening effectively and providing assistance and encouragement impact greatly on continuance commitment and thus decrease the negative feeling of having to stay in an organization out of necessity or out of being afraid of losing a post or status. While working through difficulties by using problem solving creative techniques increases continuance commitment.

Analysis of Hypothesis 1.12:

H1: The TFL component - Individualized Consideration has statistically significant influence on Normative Commitment.

The Transformational Leadership Component: Individualized Consideration has statistically significant influence on Normative Commitment Component OC5.

The regression analysis showed that none of the variables of Individualized Consideration had an impact on Normative Commitment Variable OC5. Thus, the results showed that the feeling of owing too much to the organization and staying in it as an obligation is not related to Individualized Consideration.

The Transformational Leadership Component: Individualized Consideration has statistically significant influence on Normative Commitment Component OC6.

The regression analysis showed that none of the variables of Individualized Consideration had an impact on Normative Commitment Variable OC6. Thus, the results showed that the feeling of having to show loyalty as a result of pressure from significant others is not related to Individualized Consideration.

Thus, Individualized Consideration does not have any effect on Normative Commitment.

Analysis of Hypothesis Set 2 (2.1, 2.2, 2.3, 2.4, 2.5, and 2.6):

H1: There is a relationship between number of years in an organization and organization commitment in business organizations.

Years of Employment in the same organization was also used to find if it has any impact on organizational commitment. Regression Analysis was done with each dependent variable and the results were as follows.

Feeling emotional attachment towards the organization and wanting to remain there is not related with the number of years in an organization; (i.e. continuous employment in an organization does not cause emotional attachment necessarily.)

Identifying with the organization's goals and values, and contributing to its achievement is related to the number of years in an organization; (i.e. continuous employment in an organization helps the follower identify more with the organization's values and goals and contribute to its achievement.)

Feeling it is difficult to find opportunity elsewhere and remaining in the organization out of necessity is not related to the number of years in an organization; (i.e. continuous employment in an organization does not enhance the feeling that you have to remain in an organization out of necessity.)

Recognizing that there are costs associated with leaving an organization and remaining there because of fear of losing something valuable like a position or a status is not related to the number of years in an organization; (i.e. continuance commitment in an organization has nothing to do with the costs associated with leaving an organization.)

Feeling obligated to remain in an organization because of owing too much to it is related to the number of years in an organization; (i.e. followers continue to remain more in an organization as they feel they owe too much to it.)

Showing loyalty to an organization because parents, family, or friends are loyal to it and demand the same is related to the number of years in an organization; (i.e. followers continue to remain more in an organization when they feel pressured by family or friends.)

INDEPENDENT SAMPLES T-TEST:

H1: The components of “transformational leadership” & “organizational commitment” in the business organizations with different rankings are different.

The independent samples T-test was conducted to find out if there is any significant difference between the excellent and poor companies in terms of Transformational Leadership components and Organizational Commitment components.

Transformational Leadership Components:

The T-tests showed that all four components of Transformational Leadership differed between excellent-rated companies and poor-rated companies. The results clearly reflect the nature of leadership between the two types of companies.

Followers from excellent-rated companies viewed their leaders as charismatic, role model, reliable and trustworthy, more ethical driven, risk takers and respectful, and someone who clearly puts organizational interests before his own interests.

They regarded their leaders having clear vision for the future, and they gave high importance to the facts the their leaders motivate and inspire them, stimulate teamwork, enthusiasm and optimism, in addition to developing and communicating new organizational goals and considering and including them in the developing process.

Followers in excellent-rated companies also viewed their leaders as someone who encourages and stimulates them to be innovative and creative, who includes them in the process of finding creative techniques to solve problems, who adopts diversity and integrates different perspectives together, and most importantly who doesn't criticize them if they express different opinions.

They also recognized their leaders as someone who ensured two-way communication process, delegates tasks and listens effectively, who believes in their ability and recognizes if they have achievement and growth needs and helps realize them.

Organizational Commitment Components:

The T-tests showed that Affective and Continuance Commitments are different between excellent-rated companies and poor-rated companies. However, although there was a difference in terms of the first variable of Normative Commitment, the second variable proved to be not different in both types of companies.

Therefore we can conclude that in excellent-rated companies, employees remain in the organization and show commitment to it because they feel emotionally attached to the organization and identify themselves with the organization's goals and values and contribute to its achievements. While in poor-rated companies, employees remain because they ought to, either because it is difficult to find opportunity elsewhere, or because there are costs associated with leaving the organization and they do not want to lose those.

In addition, in poor-rated companies, the mean for the Normative variable one was higher than that of excellent-rated companies, since employees sometimes feel they are obligated to remain there, because they owe too much to the organization, can be the result of some kind of financial help or incentive.

However, there was no difference for the Normative variable two, that is showing loyalty and commitment as a result of pressure from significant others is the same whether in excellent-rated or poor-rated companies. For example, employees who are working in family owned companies, or in places where significant others have high level positions will show also high commitment level no matter what type of organization it is.

ONE-WAY ANOVA TEST:

One-Way ANOVA test was also conducted to check if Transformational Leadership and Organizational Commitment differ among the five industries. The results showed that only three variables of Transformational Leadership differ among the five industries and they were when the leader is respectful, when he puts organizational interests beforehand, and when he ensures two-way exchange communication process. While, in case of Organizational Commitment only one variable differed among the five industries and that was when employees identified themselves with their organization's goals and values and contributed to its achievement.

SUMMARY AND RECOMMENDATIONS:

The research study helped us prove that Transformational Leadership prevails in excellent-rated companies, where the employees were committed to their organizations mostly on the basis of affective commitment, i.e. they viewed their leadership as engaging and appreciated its core values, and in turn showed emotional attachment to the organization, recognized its goals and values and helped in its growth and achievement. However, the situation was not quite the same in the poor-rated companies. Employees in poor-rated organizations mostly stayed there only out of necessity, their continuous commitment took place, because either they couldn't find work opportunity elsewhere or because they were afraid to lose something valuable if they left, like a certain position they had already reached to in that given

organization. This accompanied how they viewed their leadership as lacking principle values and qualities, and not engaging with employees on the day-to-day organizational matters.

On the other hand, Transformational Leadership was proven to not have much impact on normative type of commitment.

It was apparent through the factor analysis that there are two general themes that help us understand Transformational Leadership and how it impacts on Organizational Commitment. These themes can be summarized as the principle qualities and core values of the leadership and the relation of the leaders with their followers. These results were illustrated more specifically through the regression analysis of the four components of Transformational Leadership.

Therefore in order for organizations to improve their leadership style and create a significant impact on their followers' commitment, they need to focus on the following:

To increase the emotional attachment of the followers, and decrease the negative effect of continuance commitment, Leaders should:

- Focus on their personal qualities and core values in terms of emphasizing respectful, ethical and moral conduct, in addition to showing their risk taking capabilities when it comes to matters of improving the organization and being a role model with their behavior.
- Show to their followers that they believe organizational interests are above their own personal interests. They should engage the whole organization and work for its best.

They should show to their followers that they are working for the advancement of the organization as a whole, and not trying simply to generate more personal gains.

- Engage followers in the organizational matters, by encouraging team effort, by stimulating them to be innovative and creative, by setting a clear vision for the future and conducting a two way communication which is best ensured by delegating tasks, listening and providing assistance, by adopting diversity and integrating together the different opinions of followers, and by motivating, inspiring and providing meaning to their organizational life.
- Engage followers on personal level, by showing confidence in them and in their ability to handle tasks assigned to them, thus including them in the decision making process, by not using negative criticism when they express different opinions, by recognizing that each follower has certain growth needs and thus helping them achieve these desire of advancement in the workplace.

FUTURE RESEARCH:

It will be very interesting if future research could be done on the same topic taking into account political organizations in Lebanon. For as the literature review showed, the initial studies of Transformational Leadership were based on political and military institutions, and the effect of the charismatic and inspirational leadership was clearly observed by the researchers. Moreover, the studies show that the gap between business and politics is narrowing down, and today business leaders are participating in politics and vice versa. In addition, both face a huge follower base in their respective institutions, and although the players are different people, still the leaders need the same values and qualities to lead them. Finally, given the fact that the political parties in Lebanon lack true and authentic leadership and the supporters either blindly follow these parties or because of monetary gains; it will be interesting and at the same time beneficial for the parties to find out if the lack of true commitment from supporters is actually the result of the leadership practiced at the top.

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APPENDIX 1

No.	Listed below are a series of statements that represent the characteristics of transformational leadership. Please indicate your level of agreement with the statements if they describe the type of leadership practiced in your organization.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My leader is my role model, I find myself wanting to emulate his competences and values.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	My leader takes appropriate risks in order to improve the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	My leader is always reliable and trustworthy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	My leader shows high standards of ethical and moral conduct; s/he provides ethical aspiration to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	My leader behaves in ways that help him gain my respect and the respect of other followers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	My leader puts organizational interests over personal interests.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	My leader expresses clear vision for the future of the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	My leader motivates and inspires me by providing meaning to my organizational life.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	My leader stimulates teamwork, enthusiasm and optimism.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	My leader develops and communicates new organizational goals, and helps me and other followers achieve them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	My leader considers and includes followers in developing organizational goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	My leader encourages and stimulates me & other followers to be innovative and creative in approaching problems in new ways.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	My leader works through difficulties, and uses problem solving creative techniques for reaching organizational decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16	My leader includes me & followers in the decision making process, while searching solutions for new problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17	My leader believes in adopting diversity and integrating followers' different perspectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18	My leader does not criticize my or other followers' ideas, if they reflect different opinions from own.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19	My leader recognizes individual follower's achievement and growth needs and helps followers realize and achieve them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20	My leader ensures a two-way exchange communication process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21	My leader delegates tasks, listens effectively and provides assistance and encouragement to followers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22	My leader believes in followers' ability and shows confidence in them to achieve the required tasks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

No.	Listed below are a series of statements that represent the type of commitment that individuals may have towards their organization. Please indicate your level of agreement or disagreement with the statements with regards to describing your feelings or level of commitment towards your organization.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I feel “emotional attachment” towards my organization and I remain there because I want to.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	I identify myself with my organization’s goals & values; I contribute to their achievement by being a productive member.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	I feel it is difficult to find opportunity elsewhere, thus I have to remain in this organization (out of necessity).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	I recognize that there are costs associated with leaving my organization. (for example: a status or position acquired)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	I feel obligated to remain in my organization because I owe too much to it.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	I show loyalty to my organization, because parents, family or friends are loyal to it and demand that I do the same.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Kindly specify:

- The industry/sector where your organization operates: _____
- Years of employment in your current organization: _____

Thank You

