

Relationship Between Transformational Leadership Style and Organizational Commitment: Mediating Effects of Psychological Empowerment

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ABSTRACT

This research investigates the relationship between transformational leadership style and employees organizational commitment to the mediating role of psychological empowerment in textile sector. Information was gathered using instruments from 250 employees. The transformational leadership questionnaire (MLQ-Multifactor leadership Questionnaire) which was designed by Bass & Avolio, 1997 was used to determine the perception of the employees towards transformational leadership style in two dimensions i.e. idealized influence and inspirational motivation. Transformational leadership style-Idealized influence & Inspirational Motivation are taken as an Independent variable, Affective organizational commitment as Dependent variable while psychological empowerment as a mediating variable. Data obtained from each of the research instruments is than statistically analyzed. Pearson Correlation is used to identify the relationship between variables. All the relationship between dependent, independent and mediating variables is significant. The correlation showed that there exists a positive significant relationship between idealized influence and affective organizational commitment, Inspirational motivation and affective organizational commitment, affective organizational commitment and psychological empowerment. Overall findings from the study suggest that there is a significant relationship between transformational leadership style and organizational commitment. The mediating variables which one is suitable in the model, i.e. psychological empowerment and the model are good fit as the F value is significant.

Keywords: Transformational leadership, Idealized influence, Inspirational Motivation, Psychological Commitment.

INTRODUCTION

Leadership is one that attracts all. Countries, business, and individuals obviously or ultimately aim to become leaders in their field. For years, many Students, scientists, and academicians tried to determine and comprehend the procedure of leadership, still there is no consensus. Gohar (2009) investigates the connections between overall transformational leadership, as well as its five factors (challenging the process, motivating a distributed perspective, allowing others to act, modeling the way and motivating the hearth) as recognized by Kouzes and Posner, and Hofstede's lifestyle value measurements by analyzing the reactions of Pakistani, Kazakh and Turkish business students

Ejaz. S.K et' al (2009) proved helpful in the analysis based on Analyzing Efficient Authority Features of Supervisors in Day-to-Day Work of Financial Industry in Pakistan. The purpose of this analysis was to recognize and assess the effective leadership qualities in day-to-day workplace of banking sector in Pakistan. This analysis further informs its impact over the success factor in financial institutions providing them an edge over opponents. This analysis further indicates that some of the leadership measurements differ with regard to sex, experience, certification and status of managers

Imran.R,Haque .A,(2011) proved helpful in the analysis designed business environment as a Mediator between

transformational leadership and impressive perform actions. Results exposed limited mediating part of the open system design and fully mediating part of the logical goal design of business environment in connection between transformational leadership and impressive perform actions.

R. Tabassum et al (2012) investigates the analysis on factors Transformational leadership and workers profession salience; a scientific analysis performed on financial institutions of Pakistan. The following analysis investigates the connection between transformational leadership and employees' career salience. This analysis is performed to answer the question that whether employees' profession salience has company with transformational leadership. Transformational leadership is calculated using its four measurements i.e. idealized impact, perceptive activation, motivational inspiration and personalized

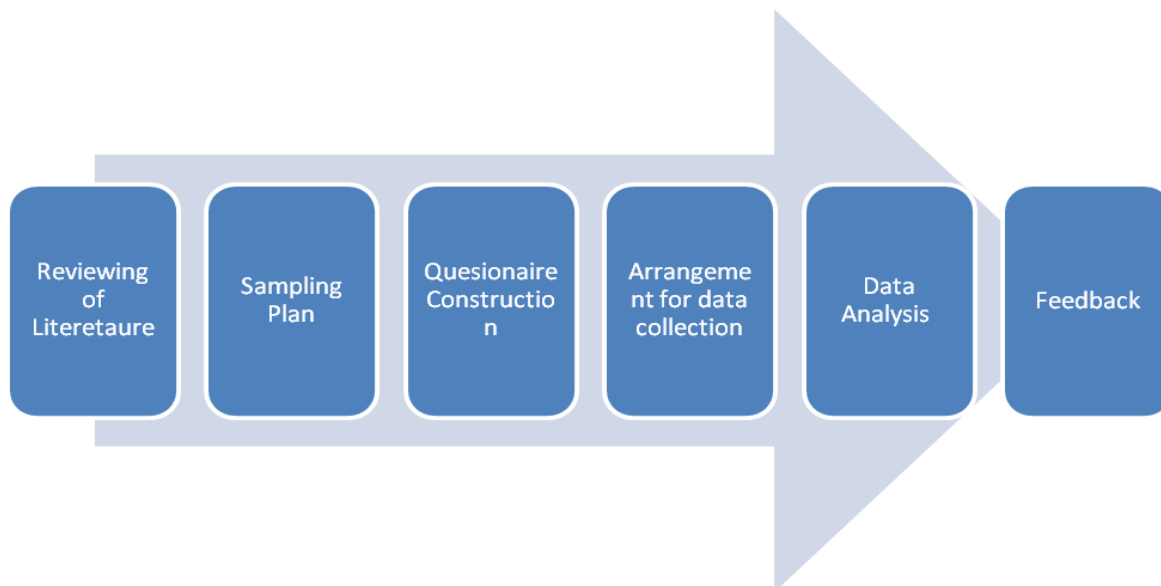
concerns, connection is identified with workers 'career salience.

The textile sector of Pakistan is considered to play a central role in the economy of the country. An increase in the cotton production and expansion of textile industry has been impressive in Pakistan since 1947. Cotton – bales increase from 1.1 million bales in 1947 to 10 million bales by 2000. A number of mills increased from 3 to 600 and spindles from about 177,000 to 805 million similarly looms and finishing units increased.

RESEARCH METHODOLOGY

RESEARCH DESIGN

The research was performed within the post-positivist model.



POPULATION AND SAMPLING PROCEDURE

The sample consists of 500 respondents from different textile industries and Non-probability convenience sampling is used.

MEASURING INSTRUMENTS

Three questionnaires were used in this research to obtain information on leadership and Organizational commitment, respectively, namely the Multifactor Leadership Questionnaire (MLQ) and Organizational Commitment Questionnaire (OCQ) & Psychological Empowerment.

ANALYSIS OF THE RESULTS

Processing of data

The questionnaire contained statements in both the independent and dependent variables being investigated. Responses to these statements were in the form of a four-point Likert scale, where 1 = Strongly Disagree, 2 = Disagree, 3 = Agree and 4 = Strongly Agree. Respondents were asked to mark "X" on the number which indicates their level of agreement with each statement. The completed questionnaires were collected from the respondents and checked to ensure

they were usable before being processed further. Since the quantitative data were pre-coded by listing different numerical codes against different responses, transforming the data format from textual to numerical was done by coding and inputting data on SPSS (version 19) so as to enable analysis using the relevant statistical techniques (Henn et al., 2006:203).

DESCRIPTIVE STATISTICS

Descriptive statistics are used to summarize quantitative data, enabling patterns and Relationships to be discerned which are not apparent in the raw data (Hussey & Hussey, 1997).

Sample description

Data collected from the completed survey questionnaire is presented in a simplified manner using bar charts and tabular format. The questionnaire utilized for this study consisted of two sections. The first section collected demographic information of the respondents; results of this section will be presented first. The second section consisted of statements on the two research variables of transformational leadership style, affective organizational commitment and psychological empowerment.

Gender of the participants

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	169	67.6	67.6	67.6
	Female	81	32.4	32.4	100.0
	Total	250	100.0	100.0	

This frequency table indicates the gender of the participants, as table showing 169 respondents are Male out of the total 250 participants. 81 respondents are Female out of 250

respondents. Number of Male respondents are greater than the Female respondents. Same as in the bar chart graph the Male respondents are more than Female respondents.

Education of participants

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Mphil	6	2.4	2.4	2.4
	Masters	191	76.4	76.4	78.8
	Bachelor	53	21.2	21.2	100.0
	Total	250	100.0	100.0	

This frequency table indicates the education of the respondents. 6 respondents are those having the qualification of Mphil while 191 respondents are mostly having the Master's degree which was 76.4% of the respondents. Respondents with Bachelor's degree are 53 which was 21.2% of the

respondents. Only 6 respondents are those having an MPhil degree. Similarly the bar chart shows the education degree of masters is at the top level responding 76.4% of the respondents.

Experience of participants

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 2	39	15.6	15.6	15.6
	2 to 8	192	76.8	76.8	92.4
	9 to 18	11	4.4	4.4	96.8
	19 to 30	8	3.2	3.2	100.0
	Total	250	100.0	100.0	

This frequency table indicates the total number of experience the respondents have. 39 respondents are those having the experience less than 2 years. While 11 respondents are having experience between 9-18 years. Respondents with experience between 2-8 years are the most of 192 which was 76% of the

respondents. 8 respondents are having experience between 19-30 years.. The diagram shows that the respondents having the total number of experience between 2 to 8 years are lies. While second highest are having experience less than 2 years showing 15% of all the respondents.

Department of participants

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Production	3	1.2	1.2	1.2
	Merchandising	34	13.6	13.6	14.8
	Sales & Marketing	138	55.2	55.2	70.0
	HR/OD	62	24.8	24.8	94.8
	admin	13	5.2	5.2	100.0
	Total	250	100.0	100.0	

This frequency table indicates the department/section of participants. As table showing only 3 respondents is from production department, 34 are from merchandising, 138 are from Sales & Marketing, 62 from HR/OD, and admin comes with 13 respondents. The highest response rate gets from the sales department. Similarly the bar chart shows the same situation.

Transformational Leadership Style-Idealized Influence

To measure the transformational leadership style, first is idealized influence from the subordinate's point of view.

Instills pride in me for being associated with him/her

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not At All	3	1.2	1.2	1.2
Once in a while	34	13.6	13.6	14.8
Some time	138	55.2	55.2	70.0
Fairly Often	62	24.8	24.8	94.8
Frequently if not always	13	5.2	5.2	100.0
Total	250	100.0	100.0	

This question gives the respondents answering regarding the question "Instills pride in me for being associated with him/her" Most of the respondents are in favor of the question by marking Sometime in the questionnaire. The no of respondents who responds like that are 138. The second highest option has

been Fairly Often which is 24% (62) of the total respondents answering. The bar chart the table indicates that most of the respondents agree with the question that they feel pride for associated with their leaders.

Goes beyond self-interest for the good of the group

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not At All	11	4.4	4.4	4.4
Once in a while	35	14.0	14.0	18.4
Some time	43	17.2	17.2	35.6
Fairly Often	145	58.0	58.0	93.6
Frequently if not always	16	6.4	6.4	100.0
Total	250	100.0	100.0	

This question gives the respondents answering regarding the question "Goes beyond self interest for the good of the group" Most of the respondents are in strong favor of the question by marking Fairly Often in the questionnaire. The no of respondents who responds like that are 145. The second

highest option is Some time which is 17% (43) of the total respondents answering. The bar chart the table indicates that most of the respondents strongly agree with the question that their manager/leader goes beyond self interest for the good of the group.

Acts in ways that builds my respect

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not At All	11	4.4	4.4	4.4
Once in a while	35	14.0	14.0	18.4
Some time	43	17.2	17.2	35.6
Fairly Often	145	58.0	58.0	93.6
Frequently if not always	16	6.4	6.4	100.0
Total	250	100.0	100.0	

This idealized influence question gives the respondents answering regarding the question "Acts in ways that builds my

respect" Most of the respondents are in strongly favor of the question by marking Fairly Often in the questionnaire. The no

of respondents who responds like that are 145. The second highest option is Some time, which is 17% (43) of the total respondents answering. The bar chart the table indicates that

most of the respondents strongly agree with the question that their manager/leader acts in ways that builds their respect.

Displays a sense of power and confidence

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not At All	11	4.4	4.4	4.4
	Once in a while	35	14.0	14.0	18.4
	Some time	43	17.2	17.2	35.6
	Fairly Often	145	58.0	58.0	93.6
	Frequently if not always	16	6.4	6.4	100.0
	Total	250	100.0	100.0	

This question gives the respondents answering regarding the question “displays a sense of power and confidence” Most of the respondents are in strong favor of the question by marking Fairly Often in the questionnaire. The no of respondents who responds like that are 145. The second highest option is some time, which is 17% (43) of the total respondents answering. The bar chart the table indicates that most of the respondents

strongly agree with the question that their manager/leader displays a sense of power and confidence in them.

Transformational Leadership Style-Inspirational Motivation

To measure the transformational leadership style, the second is inspirational motivation from the subordinate’s point of view.

Talks optimistically about the future

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not At All	3	1.2	1.2	1.2
	Once in a while	34	13.6	13.6	14.8
	Some time	138	55.2	55.2	70.0
	Fairly Often	62	24.8	24.8	94.8
	Frequently if not always	13	5.2	5.2	100.0
	Total	250	100.0	100.0	

This question gives the respondents answering regarding the question “talks optimistically about the future” Most of the respondents are in favor of the question by marking Some time in the questionnaire. The no of respondents who responds like that are 138. The second highest option has been Fairly Often

which is 24.8% (62) of the total respondents answering. The bar chart the table indicates that most of the respondents agree with the question that their manager/leader talks optimistically about the future.

Talks enthusiastically about what needs to be accomplished

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not At All	4	1.6	1.6	1.6
	Once in a while	8	3.2	3.2	4.8
	Some time	35	14.0	14.0	18.8
	Fairly Often	40	16.0	16.0	34.8
	Frequently if not always	163	65.2	65.2	100.0
	Total	250	100.0	100.0	

This question gives the respondents answering regarding the question “Talks enthusiastically about what needs to be

accomplished” Most of the respondents showed neutral behavior regarding the question by marking Frequently if not

always in the questionnaire. The no of respondents who responds like that are 168. The second highest option has been Fairly Often which is 16% (40) of the total respondents answering. The bar chart the table indicates that most of the

respondents are a neutral response with the question that their manager/leader Talks enthusiastically about what needs to be accomplished.

Articulates a compelling vision of the future

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not At All	3	1.2	1.2	1.2
	Once in a while	34	13.6	13.6	14.8
	Some time	138	55.2	55.2	70.0
	Fairly Often	62	24.8	24.8	94.8
	Frequently if not always	13	5.2	5.2	100.0
	Total	250	100.0	100.0	

This question gives the respondents answering regarding the question "Articulates a compelling vision of the future" Most of the respondents are in favor of the question by marking Some time in the questionnaire. The no of respondents who responds like that are 138. The second highest option has been Fairly

Often which is 24.8% (62) of the total respondents answering. The bar chart the table indicates that most of the respondents agree with the question that Articulates a compelling vision of the future.

Expresses confidence that goals will be achieved

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not At All	11	4.4	4.4	4.4
	Once in a while	35	14.0	14.0	18.4
	Some time	43	17.2	17.2	35.6
	Fairly Often	145	58.0	58.0	93.6
	Frequently if not always	16	6.4	6.4	100.0
	Total	250	100.0	100.0	

This question gives the respondents answering regarding the question "express confidence that goals will be achieved" Most of the respondents are in strong favor of the question by marking Fairly Often in the questionnaire. The no of respondents who responds like that are 145. The second highest option is Some time which is 17% (43) of the total respondents answering. The bar chart the table indicates that most of the respondents strongly agree with the question that express confidence that goals will be achieved.

Effective Organizational Commitment

In order to answer one of the research questions - i.e. to determine the relationship between transformational leadership style & affective organizational commitment within textile industry in Punjab, it was necessary to determine employee affective organizational commitment which have been used as the most accurate predictors of leadership style (Wolway, 2001:692). This study presented statements of organizational commitment with a view to determine level and state of employee's organizational commitment.

I feel like part of the family at this organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	4.4	4.4	4.4
	Disagree	35	14.0	14.0	18.4
	Neutral	43	17.2	17.2	35.6
	Agree	145	58.0	58.0	93.6
	Strongly Agree	16	6.4	6.4	100.0
	Total	250	100.0	100.0	

This question gives the respondents answering regarding the question "I feel like part of the family at this organization" Most of the respondents are in favor of the question by marking Agree in the questionnaire. The no of respondents who responds like that are 145. The second highest option is

Neutral which is 17.2% (43) of the total respondents answering. The bar chart the table indicates that most of the respondents agree with the question that they feel like part of the family at this organization.

This organization has a great deal of personal meaning for me

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	11	4.4	4.4	4.4
Disagree	35	14.0	14.0	18.4
Neutral	43	17.2	17.2	35.6
Agree	145	58.0	58.0	93.6
Strongly Agree	16	6.4	6.4	100.0
Total	250	100.0	100.0	

This question gives the respondents answering regarding the question "This organization has a great deal of personal meaning for me" Most of the respondents are in favor of the question by marking Agree in the questionnaire. The no of respondents who responds like that are 145. The second

highest option is Neutral which is 17.2% (43) of the total respondents answering. The bar chart the table indicates that most of the respondents agree with the question that their organization has a great deal of personal meaning for them.

I feel a strong sense of belonging to this organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	11	4.4	4.4	4.4
Disagree	35	14.0	14.0	18.4
Neutral	43	17.2	17.2	35.6
Agree	145	58.0	58.0	93.6
Strongly Agree	16	6.4	6.4	100.0
Total	250	100.0	100.0	

This question gives the respondents answering regarding the question "I feel a strong sense of belonging to this organization" Most of the respondents are in favor of the question by marking Agree in the questionnaire. The no of respondents who responds like that are 145. The second

highest option is Neutral which is 17.2% (43) of the total respondents answering. The bar chart the table indicates that most of the respondents agree with the question that they feel a strong sense of belonging to their organization.

I feel emotionally attached to this organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	11	4.4	4.4	4.4
Disagree	35	14.0	14.0	18.4
Neutral	43	17.2	17.2	35.6
Agree	145	58.0	58.0	93.6
Strongly Agree	16	6.4	6.4	100.0
Total	250	100.0	100.0	

This question gives the respondents answering regarding the question "I feel emotionally attached to this organization" Most of the respondents are in favor of the question by marking

Agree in the questionnaire. The no of respondents who responds like that are 145. The second highest option is Neutral which is 17.2% (43) of the total respondents

answering. 11 respondents are strongly disagreeing & 43 are neutral. The bar chart the table indicates that most of the respondents agree with the question that they feel emotionally attached to the organization.

Psychological Empowerment

In order to answer one of the research questions - i.e. to determine the relationship between transformational leadership style & psychological empowerment within the textile industry in Punjab, it was necessary to determine employee state of psychological empowerment. This study presented statements on psychological empowerment with a view to determine level and state of employee empowerment.

The work I do is important to me

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	4.4	4.4	4.4
	Disagree	35	14.0	14.0	18.4
	Neutral	43	17.2	17.2	35.6
	Agree	145	58.0	58.0	93.6
	Strongly Agree	16	6.4	6.4	100.0
	Total	250	100.0	100.0	

This question gives the respondents answering regarding the question "The work I do is important to me" Most of the respondents are in favor of the question by marking Agree in

the questionnaire. The no of respondents who responds like that are 145. The second highest option is Neutral which is 17.2% (43) of the total respondents answering. 11 respondents are strongly disagreeing & 43 are neutral. The bar chart the table indicates that most of the respondents agree with the question that the work they do is important to them.

My job activities are personally meaningful to me

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	4.4	4.4	4.4
	Disagree	35	14.0	14.0	18.4
	Neutral	43	17.2	17.2	35.6
	Agree	145	58.0	58.0	93.6
	Strongly Agree	16	6.4	6.4	100.0
	Total	250	100.0	100.0	

This question gives the respondents answering regarding the question "My job activities are personally meaningful for me" Most of the respondents are in favor of the question by marking Agree in the questionnaire. The no of respondents who responds like that are 145. The second highest option is

Neutral which is 17.2% (43) of the total respondents answering. 11 respondents are strongly disagreeing & 43 are neutral. The bar chart the table indicates that most of the respondents agree with the question.

The work I do is meaningful to me

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	4.4	4.4	4.4
	Disagree	35	14.0	14.0	18.4
	Neutral	43	17.2	17.2	35.6
	Agree	145	58.0	58.0	93.6
	Strongly Agree	16	6.4	6.4	100.0
	Total	250	100.0	100.0	

This question gives the respondents answering regarding the question "The work I do is meaningful for me" Most of the respondents are in favor of the question by marking Agree in the questionnaire. The no of respondents who responds like that are 145. The second highest option is Neutral which is

17.2% (43) of the total respondents answering. 11 respondents are strongly disagreeing & 43 are neutral. The bar chart the table indicates that most of the respondents agree with the question.

I am confident about my ability to do my job.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	4.4	4.4	4.4
	Disagree	35	14.0	14.0	18.4
	Neutral	43	17.2	17.2	35.6
	Agree	145	58.0	58.0	93.6
	Strongly Agree	16	6.4	6.4	100.0
	Total	250	100.0	100.0	

This question gives the respondents answering regarding the question "I am confident about my ability to do my job" Most of the respondents are in favor of the question by marking Agree in the questionnaire. The no of respondents who responds like that are 145. The second highest option is Neutral which is

17.2% (43) of the total respondents answering. 11 respondents are strongly disagreeing & 43 are neutral. The bar chart the table indicates that most of the respondents agree with the question.

I am self-assured about my capabilities to perform my work activities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	1.6	1.6	1.6
	Disagree	8	3.2	3.2	4.8
	Neutral	35	14.0	14.0	18.8
	Agree	40	16.0	16.0	34.8
	Strongly Agree	163	65.2	65.2	100.0
	Total	250	100.0	100.0	

This question gives the respondents answering regarding the question. Most of the respondents are in favor of the question by marking S Agree in the questionnaire. The no of respondents who responds like that are 163. The second

highest option is Agree which is 16% (40) of the total respondents answering. 4 respondents are strongly disagreeing & 35 are neutral. The bar chart the table indicates that most of the respondents agree with the question.

I have mastered the skills necessary for my job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	4.4	4.4	4.4
	Disagree	35	14.0	14.0	18.4
	Neutral	43	17.2	17.2	35.6
	Agree	145	58.0	58.0	93.6
	Strongly Agree	16	6.4	6.4	100.0
	Total	250	100.0	100.0	

This question gives the respondents answering regarding the question. Most of the respondents are in favor of the question by marking Agree in the questionnaire. The no of respondents who responds like that are 145. The second highest option is

Neutral which is 17.2% (43) of the total respondents answering. 11 respondents are strongly disagreeing & 43 are neutral. The bar chart the table indicates that most of the respondents agree with the question.

I have significant autonomy in determining how I do my job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	1.2	1.2	1.2
	Disagree	34	13.6	13.6	14.8
	Neutral	138	55.2	55.2	70.0
	Agree	62	24.8	24.8	94.8
	Strongly Agree	13	5.2	5.2	100.0
	Total	250	100.0	100.0	

This question gives the respondents answering regarding the question. Most of the respondents are neutral on the question by marking Neutral in the questionnaire. The no of respondents who responds like that are 138. The second highest option is in

Agreement, which is 24.8% (62) of the total respondents answering. 3 respondents are strongly disagreeing. The bar chart the table indicates that most of the respondents agree with the question.

I can decide on my own how to go about doing my work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	1.2	1.2	1.2
	Disagree	34	13.6	13.6	14.8
	Neutral	138	55.2	55.2	70.0
	Agree	62	24.8	24.8	94.8
	Strongly Agree	13	5.2	5.2	100.0
	Total	250	100.0	100.0	

This question gives the respondents answering regarding the question. Most of the respondents are neutral on the question by marking Neutral in the questionnaire. The no of respondents who responds like that are 138. The second highest option is

Agree which is 24.8% (62) of the total respondents answering. 3 respondents are strongly disagreeing. The bar chart the table indicates that most of the respondents agree with the question.

I have considerable opportunity for independence and freedom in how I do my job.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	1.2	1.2	1.2
	Disagree	34	13.6	13.6	14.8
	Neutral	138	55.2	55.2	70.0
	Agree	62	24.8	24.8	94.8
	Strongly Agree	13	5.2	5.2	100.0
	Total	250	100.0	100.0	

This question gives the respondents answering regarding the question. Most of the respondents are neutral on the question by marking Neutral in the questionnaire. The no of respondents who responds like that are 138. The second highest option is

Agree which is 24.8% (62) of the total respondents answering. 3 respondents are strongly disagreeing. The bar chart the table indicates that most of the respondents agree with the question.

My impact on what happens in the department is large

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	1.2	1.2	1.2
Disagree	34	13.6	13.6	14.8
Neutral	138	55.2	55.2	70.0
Agree	62	24.8	24.8	94.8
Strongly Agree	13	5.2	5.2	100.0
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Agreement, which is 24.8% (62) of the total respondents answering. 3 respondents are strongly disagreeing. The bar chart the table indicates that most of the respondents agree with the question.

I have a great deal of control over what happens in my department

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	1.2	1.2	1.2
Disagree	34	13.6	13.6	14.8
Neutral	138	55.2	55.2	70.0
Agree	62	24.8	24.8	94.8
Strongly Agree	13	5.2	5.2	100.0
Total	250	100.0	100.0	

This question gives the respondents answering regarding the question. Most of the respondents are neutral on the question by marking Neutral in the questionnaire. The number of respondents who responded was 138. The second highest

option is in Agreement, which is 24.8% (62) of the total respondents answering. 3 respondents strongly disagree. The bar chart the table indicates that most of the respondents agree with the question.

I have significant influence over what happens in my department

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	1.2	1.2	1.2
Disagree	34	13.6	13.6	14.8
Neutral	138	55.2	55.2	70.0
Agree	62	24.8	24.8	94.8
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Agreement, which is 24.8% (62) of the total respondents answering. 3 respondents are strongly disagreeing. The bar chart the table indicates that most of the respondents agree with the question.

Correlations

		Idealize	Inspiration	Effective	psy
Idealize	Pearson correction	1	.665**	.965**	.870**
	Sig. (2-tailed)		000	000	000
	N	250	250	250	250
Inspiration	Pearson correction	.665**	1	.492**	.917**
	Sig. (2-tailed)	000		000	000
	N	250	250	250	250
Effective	Pearson correction	.965**	.492**	1	.716**
	Sig. (2-tailed)	000	000		000
	N	250	250	250	250
psy	Pearson correction	.870**	.917**	.716**	1
	Sig. (2-tailed)	000	000	000	
	N	250	250	250	250

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

Relationship between Idealized Influence & Inspirational Motivation:

A result from table indicates that there is a significant relationship between idealized influence and inspirational motivation. The Pearson correlation is significant at 0.000 ($p < 0.05$). So we rejected the null hypothesis “H₀” and accepted the alternative hypothesis “H₁” i.e. there is a significant relationship between idealized influence and inspirational motivation. The positive sign Pearson Correlation (.665) shows that there is a positive relationship between idealized influence and inspirational motivation. Means if the value of idealized influence increases the value of inspirational motivation increases. The R value (.665) shows that idealized influence and inspirational motivation are 66.5% dependence on the common factors and 33.5% dependence on uncommon factors Relationship between Idealized Influence & Affective organizational commitment

A result from table indicates that there is a significant relationship between idealized influence and affective organizational commitment. The Pearson correlation is significant at 0.000 ($p < 0.05$). So we rejected the null hypothesis “H₀” and accepted the alternative hypothesis “H₁” i.e. there is a significant relationship between idealized influence and affective organizational commitment. The positive sign Pearson Correlation (.965) shows that there is a positive relationship between idealized influence and affective organizational commitment. Means if the value of idealized influence increases the value of inspirational motivation increases. The R value (.965) shows that idealized influence and affective organizational commitment are 96.5% dependence on the common factors and 3.5% dependence on uncommon factors.

Relationship between Idealized Influence & Psychological Empowerment

A result from table indicates that there is a significant relationship between idealized influence and Psychological Empowerment. The Pearson correlation is significant at 0.000 ($p < 0.05$). So we rejected the null hypothesis “H₀” and accepted the alternative hypothesis “H₁” i.e. there is a significant relationship between idealized influence and Psychological Empowerment. The positive sign Pearson Correlation (.87) shows that there is a positive relationship between idealized influence and Psychological Empowerment. Means if the value

of idealized influence increases the value of Psychological Empowerment increases. The R value (.87) shows that idealized influence and Psychological Empowerment are 87% dependence on the common factors and 13% dependence on uncommon factors.

Relationship between Inspirational Motivation & Affective organizational commitment

A result from table indicates that there is a significant relationship between Inspirational Motivation & Affective organizational commitment. The Pearson correlation is significant at 0.000 ($p < 0.05$). So we rejected the null hypothesis “H₀” and accepted the alternative hypothesis “H₁” i.e. there is a significant relationship between Inspirational Motivation & Affective organizational commitment. The positive sign Pearson Correlation (.492) shows that there is a positive relationship between Inspirational Motivation & Affective organizational commitment. Means if the value of Inspirational Motivation increases the value of Affective organizational commitment increases. The R value (.492) shows that Inspirational Motivation & Affective organizational commitment are 49.2% dependence on the common factors and 50.48% dependence on uncommon factors

Relationship between Inspirational Motivation & Psychological Empowerment

A result from table indicates that there is a significant relationship between Inspirational Motivation & Psychological Empowerment. The Pearson correlation is significant at 0.000 ($p < 0.05$). So we rejected the null hypothesis “H₀” and accepted the alternative hypothesis “H₁” i.e. there is a significant relationship between Inspirational Motivation & Psychological Empowerment. The positive sign Pearson Correlation (.917) shows that there is a positive relationship between Inspirational Motivation & Psychological Empowerment. Means if the value of Inspirational Motivation increases the value of Psychological Empowerment increases. The R value (.917) shows that Inspirational Motivation & Psychological Empowerment are 91.7% dependence on the common factors and 8.3% dependence on uncommon factors.

Relationship between Affective organizational commitment & Psychological Empowerment

A result from table indicates that there is a significant relationship between Affective organizational commitment & Psychological Empowerment. The Pearson correlation is significant at 0.000 (p<0.05). So we rejected the null hypothesis "H₀" and accepted the alternative hypothesis "H₁" i.e. there is a significant relationship between Affective organizational commitment & Psychological Empowerment

The positive sign Pearson Correlation (.716) shows that there is a positive relationship between Affective organizational commitment & Psychological Empowerment. Means if the value of Affective organizational commitment increases the value of Psychological Empowerment increases. The R value (.716) shows that Affective organizational commitment & Psychological Empowerment are 71.6% dependence on the common factors and 28.4% dependence on uncommon factors

REGRESSION

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.827(a)	.721	.721	.543

a Predictors: (Constant), inspiration, psy, idealized

ANOVA(b)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	157.617	2	78.808	267.446	.000(a)
	Residual	72.783	247	.295		
	Total	230.400	249			

a Predictors: (Constant), inspiration, psy, idealized, b Dependent Variable: effective

Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	.827	.255		3.246	.001	
	psy	.964	.052	1.667	18.585	.000	
	Inspiration	2.024	.175	1.036	11.554	.000	
	Idealized	2.000	.000	1.547	15.445	.000	

a. Dependent Variable: effective

Specified Regression Model

$$Y = C + b_1x_1 + b_2x_2 + b_3x_3 + E$$

Estimated Regression Model

$$\hat{Y} = 0.827 + 0.964(PSY) + 2.024(Inspiration) + 2.000(Idealized)$$

The regression Table indicates that if we increase 1 score in psychological empowerment the affective commitment also increases by 1 score. If we increase 1 score in inspiration the affective commitment is increased by 2 scores and if we increase 1 score in idealized influence then affective commitment is increased by 2 scores. Inspirational motivation and affective commitment shows a significant relationship at (P<0.05). Idealized influence and affective commitment shows a significant relationship and psychological empowerment and affective commitment also shows a significant relationship at (P<0.05). The value of F in ANOVA table shows that it is significant at 0.000 (P<0.05), so the model is a good fit. The R square value (0.721) explains that a 72.1% change in affective

organizational commitment is due to variables written in the model and remaining 27.9% change is due to remaining variables.

DISCUSSION, RECOMMENDATIONS AND CONCLUSIONS

After presenting the results of the research in the previous chapter, the implications of these results are now discussed in the light of the literature reviewed in the first few chapters of this research. Research limitations are identified and recommendations for further research are also discussed in this chapter.

This study examined the relationship between transformational leadership style, committed behaviors' utilized by employees of textile sector and the extent to which employees perceived themselves to be empowered and committed to the organization.. Overall, the results of this study support the majority of the hypothesized effects of transformational leadership style on organizational commitment.

There is a significant relationship between idealized influence and affective organizational commitment. The Pearson correlation is significant at 0.000 ($p < 0.05$). So we rejected the null hypothesis "H₀" and accepted the alternative hypothesis "H₁" i.e. there is a significant relationship between idealized influence and affective organizational commitment. The positive sign Pearson Correlation (.965) shows that there is a positive relationship between idealized influence and affective organizational commitment. Means if the value of idealized influence increases the value of inspirational motivation increases.

The R value (.965) shows that idealized influence and affective organizational commitment are 96.5% dependence on the common factors and 3.5% dependence on uncommon factors. A result from analysis indicates that there is a significant relationship between Inspirational Motivation & Affective organizational commitment. The Pearson correlation is significant at 0.000 ($p < 0.05$). So we rejected the null hypothesis "H₀" and accepted the alternative hypothesis "H₁" i.e. there is a significant relationship between Inspirational Motivation & Affective organizational commitment. The positive sign Pearson Correlation (.492) shows that there is a positive relationship between Inspirational Motivation & Affective organizational commitment. Means if the value of Inspirational Motivation increases the value of Affective organizational commitment increases. The R value (.492) shows that Inspirational Motivation & Affective organizational commitment is 49.2% dependence on the common factors and 50.48% dependence on uncommon factors

A result from analysis indicates that there is a significant relationship between idealized influence and Psychological Empowerment. The Pearson correlation is significant at 0.000 ($p < 0.05$). So we rejected the null hypothesis "H₀" and accepted the alternative hypothesis "H₁" i.e. there is a significant relationship between idealized influence and Psychological Empowerment. The positive sign Pearson Correlation (.87) shows that there is a positive relationship between idealized influence and Psychological Empowerment. Means if the value of idealized influence increases the value of Psychological Empowerment increases.

The R value (.87) shows that idealized influence and Psychological Empowerment are 87% dependence on the common factors and 13% dependence on uncommon factors result from analysis indicates that there is a significant relationship between Inspirational Motivation & Psychological Empowerment. The Pearson correlation is significant at 0.000 ($p < 0.05$). So we rejected the null hypothesis "H₀" and accepted the alternative hypothesis "H₁" i.e. there is a significant relationship between Inspirational Motivation & Psychological Empowerment. The positive sign Pearson Correlation (.917) shows that there is a positive relationship between Inspirational Motivation & Psychological Empowerment. Means if the value of Inspirational Motivation increases the value of Psychological Empowerment increases. The R value (.917) shows that Inspirational Motivation & Psychological Empowerment are 91.7% dependence on the common factors and 8.3% dependence on uncommon factors.

Overall findings from the study suggest that there is a significant relationship between transformational leadership style and organizational commitment. The mediating variables which one is suitable in the model, i.e. psychological empowerment and the model is good fit as the F value is significant

LIMITATIONS & RECOMMENDATIONS

The findings of this study should be viewed with certain limitations in mind. A possible limitation of this study was the low response rate. Respondents in textile sector were not keen on, answering questionnaires. They also seemed sensitive about revealing confidential company information, which added to the difficulty of doing this research.

Another limitation of the current study relates to the characteristics or demographics of the sample. The study was conducted in textile sector dominated by mostly male participants. Results might have been different if the percentages for race, age, marital status, gender, and time with the organization, time with an immediate supervisor, ethnicity and education were different.

Thus, these findings may not be generalizable to other sectors in the economy of a country or to other types of organizations. The generalizability of the present findings should therefore be examined in future research in other regions, with mixed gender, older and more heterogeneous samples.

As far as the samples are concerned, replication (and possible enlargement of the sample) of the study in other regions would be highly desirable. In this regard, similar studies at other sectors like banking, education, and engineering would seem appropriate. The study was limited to one particular type of organizational setting, Textile sector. Future research should be conducted in other types of organizational settings to see if the research results can be duplicated, which would provide support for the generalizability of the research results. In addition, the mediating variables were limited to psychological empowerment. Future research should be conducted to examine other mediating variables not included in this study that may impact the relationship between the leader's style and the follower's commitment.

In addition, future research should also focus on moderating variables that may impact this relationship, as well as other independent variables such as the leader's personality and self-efficacy. Except for the design of the questionnaire and the selection of sample, the future research should perfect the design of the questionnaire to test the reliability and effect, actively expand the selection of the sample, and make the research conclusion most representative and scientific. First, the research about the employee psychological empowerment should be studied more concretely.

Aiming at different employee psychological empowerments, their respective Moderating effects on the employee turnover should be studied, and the difference should be compared and analyzed. Aiming at the concrete characteristics of the employee psychological empowerment, the Moderating effect should be further studied.

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