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Organizational commitment of senior secondary school teachers: Influence of transformational leadership style

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Abstract: Transformational leadership plays a significant role in enhancing the organizational commitment of employees and also helpful in motivate and inspire their employees to become more indulge in fulfilling their tasks and attain the objectives of organization (Walumbwa & lawler, 2003). This study will explore the influence of transformational leadership styles on the organizational commitment of senior secondary school teachers. In total 200 senior secondary school students were randomly selected from 10 (5 government and 5 private) schools of Jalandhar district. Results revealed that there is a positive relationship between organizational commitment and transformational leadership style. Teachers teaching in private and government senior secondary school students differ on their organizational commitment and transformational leadership style.

Keywords: Organizational Commitment, Transformational Leadership, Senior Secondary school teachers

Introduction

Transformational leaders are those who bring a change in organization and have a possession to make things and tasks done from others. Employee's commitments towards their organization make the employee more dedicated and enthusiastic and eliminate the negativity around them. Organizational commitment of employees makes them to reduces their intensions to leave the organization and remain stay as a integral part of organization and do the their tasks with more effectively and loyalty. The main advantage of organizational commitment is to make the employees more creative in doing their tasks more effectively with the optimum and judicial usage of resources. According to Bass and Avolio, (1997) "stated that transformational leadership is the foundation of organizational commitment". Walumbwa and Lawler (2003) found that transformational leadership plays a role in enhancing the organizational commitment of employees in showing high level of commitment and also



helpful in motivate and inspire their employees to become more indulge in fulfilling their tasks and attain the objectives of organization.

Leadership is the process of motivate and influence the followers to attain the vision and mission of the organization. Although it seems like that the relationship between transformational leadership and organizational commitment can exist to bring a change in the employees and organization.

Transformational leadership

Transformational leadership define a leader who boost, inspires and rationally influence subordinates by behaving in a fascinating style and employees follow the leader perception in order to achieve organizational goals. Yukl (1989) introduce “transformational leadership impacts the employees’ beliefs and thoughts and motivate them to accomplished institutional aims and objectives”. For the attainment of expected outcome, these leaders clearly assigned the tasks and objectives to their employees (Pruijn and Boucher, 1994). Transformational leaders motivate the employees towards the organization’s vision and goals. It also gives guidance and suggests some possible ways to subordinates to perform better and effective to achieve organizational mission, and vision. Transformational leader is always encouraging the employees to be a problem solver.

Transformational leaders also encourage the employees to use their abilities at fullest to perform tasks effectively. Transformational leaders are brilliant in resolving the conflict between subordinates and build healthy relationships. A transformational leader has the potential to reflect a fascinating personality, extraordinary self-belief and create a high level of trust.

Bass and Avolio (1994) “introduced the transformational leadership theory, which of contain five dimensions. These are as follows:

1. Idealized influence
 - a) Idealized influence (attributes)
 - b) Idealized influence (behavior)
2. Inspirational motivation
3. Intellectual stimulation
4. Individualized consideration”

Organizational commitment

The emotional connection and contribution of any individual towards an organization in which the individual is working, this commitment of an individual to the organization is referred to as organizational commitment. Organizational commitment can be divided into three categories:

“Affective commitment (Demirtas & Akdogan, 2015)”

“Normative commitment (Mathieu & Zajac, 1990)”

“Continuance commitment (Chan & Mak, 2014)”

Affective commitment: Affective commitment is concerned with the employees’ expressive attachment, affection and recognition within the institution.

Normative commitment: For the growth of organization, an individual’s aspiration should connect or to stay connected with his/her place of service. Employees logic that if they going away from the organization it would create supplementary anxiety on their social image.

Continuance commitment: It is linked with employee’s noticeable charge of unification with other organizations. This type of connection or behavior showed by the employees makes the organization more beneficial in terms of ethics and righteous. Many studies have investigate that the factors of transformational leadership and their impact on organizational commitment.

Approaches to conceptualizing and exploring organizational commitment

Suliman and Isles (2000) introduces that “there are four approaches to form a concept and inquire organizational commitment, named as attitudinal, behavioral, normative and multidimensional approaches”.

Attitudinal approach

This approach is mainly deals with the set of behavioural intention of employees towards their organization. Mowday et al., 1979 state three characteristics:

- A strong faith towards the organizational goals and mission
- Apply extensive efforts on the behalf of organization
- Be connected or stay with the organization

Behavior approach

This approach is the main focus of research area. This approach stated the opinion that the employee should connect or stay with the organization because he/she made speculation in the organization concern with both monetary and non-monetary such as time spent, good relationship, pension benefits etc. The employees of any organization are like a “sunk cost” because they are like too costly to lose.

Normative approach

This approach views that organizational commitment should be act or concern with the normative way to attain the visions and intended goals of the organization.

Multidimensional approach

This type of approach is totally a new approach. This approach suggests that organizational commitment is multidimensional approach and can obtain by the interaction of all three components i.e. affective commitment, normative commitment and continuance commitment. According to O'Reilly and Chatman (1986), organizational commitment is having three components, which includes compliance, identification and internalization. Moral involvement of an individual towards organization enhances the identification and internalization of employees.

Transformational leadership can persuade organizational commitment through impacting employees' perceptions of job characteristics (Gillet & Vandenberghe, 2014). Transformational leadership reveals the significant and positive relationship with employees organizational commitment (Gulluce, Kaygin, Kafadar & Atay 2016; Riaz, Akram and Ijaz & Batool 2013; Ayranci 2017; Anderson 2015 & Ekeland 2005). Transformational leadership has a positive impact on procedural justice and organizational affective commitment. It also advocates that the procedural justice mediates effect on transformational leadership on organizational affective commitment (Kim & Kim 2015).

Dimensions of both organizational commitment and transformational leadership can breed commitment and motivation in followers Keskes, Sallan, Simo & Fernandez 2018; Njoroge , Gachung & Kihoro 2015; Dullah, Nazarudin & Omar-Fauzee). Normative commitment is positively related to transformational leadership (Ramachandran & Krishnan 2009 & Dlamini, Garg & Muchie 2017). Transformational leadership has moderate impact on affective commitment and status of the organizational employees (Ramachandran & Krishnan 2009 &

Kim and Kim 2013). Transformational leadership had positive significant impact on organizational commitment, job satisfaction and employee's performance (Thamrin 2012). Transactional had a negative impact on cognitive trust and cognitive trust plays the mediator between transformational leadership and continuance commitment (Chiang & Wang 2012). Transformational leadership positive impacts organizational commitment and job satisfaction of workers (Bushra, Usman & Naveed 2011). Transformational leadership and strategy of integration impact on affective commitment and status of the organizational employees. It also investigates that the dimensions of integration strategy influence the affective commitment of employees (Kim & Kim 2013).

Purpose of the study

The primary objective of the study is to probe into the relationship between transformational leadership and organizational commitment among school teachers.

Sample

Descriptive survey method was employed in the current study. Data was collected from 200 teachers teaching in 10 (5 government and 5 private) senior secondary schools of Jalandhar districts by employing simple random sampling. Out of 200 teachers selected, 145 are females and 55 are males.

Analysis and results

Data was analyzed and interpretation of the results was done variable wise as per the objectives of the study

- **Results related to the relationship of organizational commitment of senior secondary school teachers with transformational leadership styles of their heads**

TABLE 1: Correlation matrix of organizational commitment with transformational leadership style

Variable s	Organizational Commitment	Transformational Leadership
Organizational Commitment	1	
Transformational Leadership	.734**	1

* Significant at the 0.05 Level
0.01 Level

**Significant at the

Table 1 depicts that the correlation value of organizational commitment and transformational leadership style is .734. This value is significant at 0.01 level of significance. It depicts that organizational commitment and transformational leadership style are positively related with each other. Furthermore, it is lucid that if the leader has characteristics of transformational leaders, the commitment of the employs are increased and they have better organizational commitment.

- **Results relating difference between teachers teaching in government and private senior secondary schools in organizational commitment and transformational leadership style**

TABLE 2: Comparison of teachers teaching in government and private senior secondary schools in organizational commitment and transformational leadership style

S. No.	Variable	Type of Institution	Mean	SD	t- value
1	Organizational Commitment	Private School	20.29	6.43	2.00*
		Government School	19.11	6.51	
2	Transformational leadership style	Private School	13.64	5.49	2.38*
		Government School	12.42	5.70	

(Critical Value of t at 0.01 is 2.59)

Critical Value of t at 0.05 is 1.97)

** Significant at 0.01 level

* Significant at 0.05 level

Table 2 shows that the t-value of organizational commitment is 2.00 which is significant at 0.05 level. It reveals that teachers teaching in government and private senior secondary school differ in their mean scores of organizational commitments. It demonstrates that private school teachers are more committed towards their teaching and profession as compared to their counterparts. Furthermore, it is clear in the table 2 that the t value of transformational leadership styles is 2.38 which is also significant at 0.05 level. It reveals that in private institution leaders are having traits of transformational leaders as compared to their counterparts.

Conclusion

It is lucid from the above analysis that organizational commitment and transformational leadership are positively related with each other's. If the leaders will demonstrate the traits of transformational leaders than the organizational commitment of the teachers will be high. They will be motivated towards teaching also committed towards the organization. In additions, it is revealed that in private school leaders demonstrates the traits of transformational leaders as compared to leaders in government school. The teachers teaching in private schools are more committed towards their organization as compared to their

counterparts.

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