



The impact of transformational leadership style on organisational commitment in the hospitality industry

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Abstract

The hospitality industry relies heavily on human capital as a competitive advantage. Thus, for the industry's vision to become a reality, its leadership relies on employees to execute strategic objectives to fulfil the industry's goals. The employees' knowledge, experience, skills, expertise, and the ability to collectively innovate, are key to the industry's survival. However, it is currently losing competent employees to other industries for the same salaries and benefits due to a range of unknown reasons, which the study will explore. When competent employees resign from their jobs, there are interruptions in normal operations, loss of efficiency, increased replacement and recruitment cost, project delays and increased customer dissatisfaction. Thus, the ability of the tourism industry in the City of Tshwane to retain competent employees is critical for its survival. The purpose of the study was to investigate the relationship and effect leadership styles have on employee commitment in a hotel in the City of Tshwane. Furthermore, this study was brought about by the fact that an organisation's ability to implement business strategies successfully, gain a competitive advantage and optimise human capital largely depends on the leadership styles that encourage employee commitment. Thus, the ability of the tourism industry in the City of Tshwane to retain competent employees is critical for its survival. A quantitative research method was utilised for this study. The results of the study highlighted that transformational leadership was positively and largely related to affective commitment, but moderately related to continuance and normative commitment.

Keywords: Leadership styles, employee commitment, hospitality, City of Tshwane.

Introduction

Leadership is a core component of an organisation's success in terms of addressing its vision and objectives. Bass (1997), states that excellent leadership acts as a mirror and detector of the organisation's culture, success and failures. Through leadership, organisations are able to ensure that they remain highly competitive with rival organisations (Hansen, Sandvik and Seines, 2003). According to Bennet (2009), one key element of success in a tourism organisation is to encourage employees to reach their maximum potential, to be engaged, to partake in decision making to enrich the team and the organisation and embrace transformation. Furthermore, employees' knowledge, experience, skills, expertise and the ability to revolutionise play a key role in productivity (Hersey and Blanchard, 1977). Conversely, the sector is currently losing competent employees to other industries for the same wages and reimbursements because of poor leadership and employee wellbeing (NDT Bojanala, 2012).

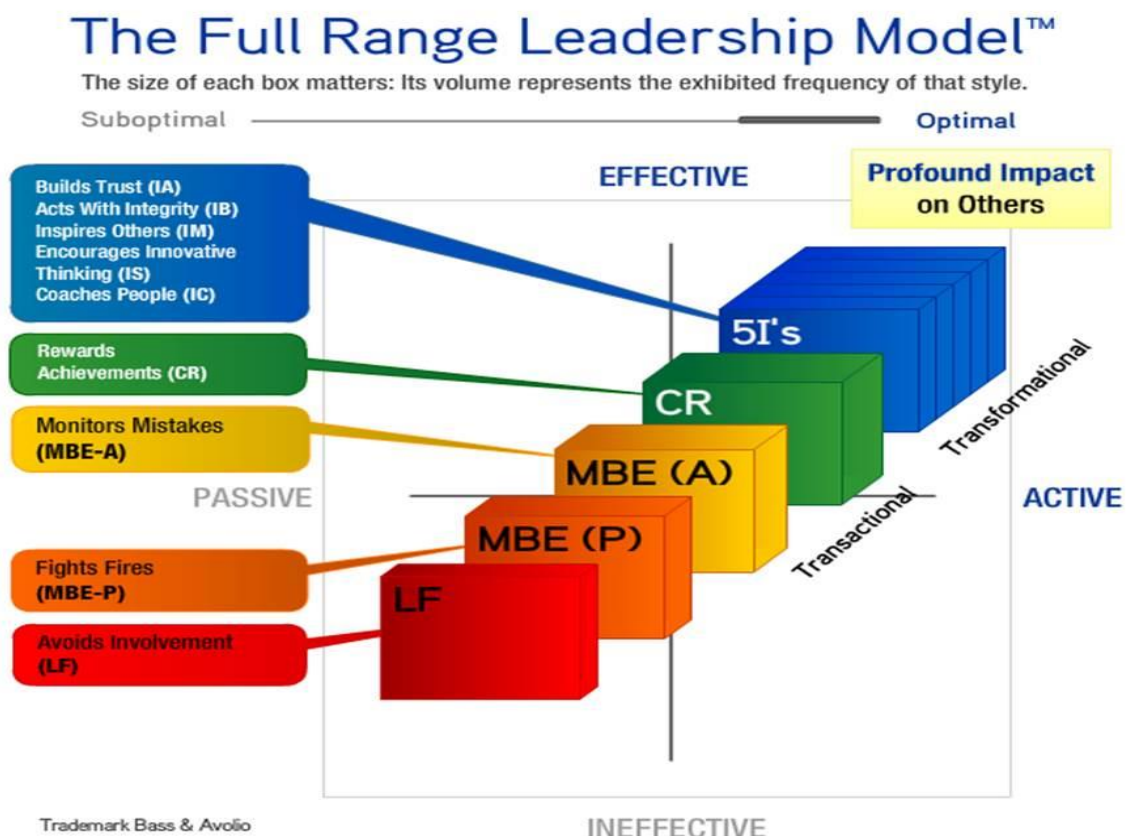
Employees are more committed when supported by appropriate leadership styles and support (Chew and Chan, 2008). Chen and Francesco (2000) state that an uninvolved workforce

hampers an organisation’s ability to have a competitive advantage. With regard to organisational efficiency Bennett and Durkin (2000) emphasise that to execute production strategies, to gain cutthroat tendencies and optimise human capital, chiefly depends on the leadership style that facilitates worker obligation. Consequently, the capacity at which the tourism industry in the City of Tshwane can preserve proficient workforce is crucial for its continued existence.

Leadership styles in organisation

Leadership plays a core role in any organisation’s success in terms of addressing its vision and objectives. Bass (1997) also state that leadership is a perilous dynamic that contributes to the success or failure of an organisation. The above-mentioned authors further state that excellent leadership acts as a mirror and detector of the organisation’s culture, success and failures. Luisser and Achua (2007) support the above statement by pointing out that, “well publicized corporate failure has brought home the critical role that leadership plays in the success or failure of an organization”. Leadership is one of the most ancient topics that researchers have been investigating for centuries. Bass, Avolio and Goodheim (1987) state that much is known about leaders, but it is understood that not much is known about leadership. With that being said, the hospitality industry is under severe pressure to improve performance levels, maintain flexibility and stay innovative. Therefore, it is important to have effective leadership to make sure that flexibility leads to increased efficiency and profitability (Bennis and Goldsmith, 1994). Not much research has been conducted on leadership within the hospitality industry yet it is labour intensive and has increasingly harsh environmental demands imposed upon it. Leadership skills may help organisations to utilise the available human resources more effectively and to deal with environmental pressures successfully.

Figure 1. Full Range Leadership Model, Source: Bass and Avolio,
 Source: 1997<https://chernenkoalenamsu.files.wordpress.com/2014/04/hvjfhh.jpg>



Therefore, leadership styles are essential in achieving organisational goals (Dubinsky et al., 1995). Developed by Bass and Avolio (1994; 1997), this theory encompasses three styles, namely laissez faire, transactional and transformational leadership. These leadership styles have been widely publicised, applied in leadership training and scholars' evaluation research (Ramjee, 2012). The following diagram demonstrates variables that compose full range leadership model.

Transformational Leadership

Transformational leadership occurs when the leader motivates, inspires and intellectually stimulates subordinates by behaving in a charismatic manner and employees follow suite in achieving organisational goals. Yukl (1989) views transformational leadership as influencing employees' attitudes and assumptions. Hence, it allows subordinates to commit to accomplishing organisations goals and objectives. These leaders clearly outline tasks, work standards and expected outcomes to subordinates (Pruijn and Boucher, 1994). Transformational leaders have the ability to map out the organisation's mission, vision and goals to employees. This allows subordinates to perform and work towards these organisational goals (Bennis and Nanus, 1985). Subordinates that work under a transformational leader are encouraged to be problem solvers (Buhler, 1995).

Transformational leaders also motivate subordinates to reach their full potential and such leaders are exceptional in conflict management between subordinates. Transformational leaders are perceived as being good at taking risks, as they allow their subordinates to reach their full potential and have faith in their ability to execute tasks (Shamir, Zakay, Breinin and Popper, 1998). A transformational leader has the ability to show a charismatic character, exceptional confidence and maintains a high level of trust. Bass and Avolio (1994) developed the transformational leadership theory, which consists of the following five dimensions:

Idealised influence (attributes)

When subordinates admire, highly respect and truly trust the leader. This dimension involves ethical and moral conduct, as well as sharing risks and considering subordinates' needs over personal needs.

Idealised influence (behaviour)

When leadership behaviour results in subordinates relating to their leaders and has the desire to act like them. This dimension instils pride and respect in subordinates (Bass, 1990; Bass and Avolio, 1990). It leads to employees having a high level of trust and confidence for their leaders.

Inspirational motivation

When leaders motivate and inspire employees by providing meaningful, challenging tasks (Avolio, Waldman and Yammarino, 1991). This type of leader also clearly maps out their expectations of employees. When this occurs, a leader's level of inspirational motivation is greatly strengthened and this is especially when all team members share the same vision. Such leaders also set an example by working hard, staying positive during a crisis and introducing creative methods to reduce their subordinates' workloads. This dimension may be reflected by behaviours that provide meaning and challenge to followers' work.

Intellectual stimulation

When a leader encourages employees to be creative with problem solving and finding innovative ways to tackle challenges. This allows the leader to present new ways of accomplishing organisational goals. Avolio (1991) states that one of the most essential benefits of this dimension is that it gives employees a platform to focus on self-development while showing continued commitment to their duties and the organisation.

Individualised consideration

When a leader takes the time to listen and pay special attention to employees' achievements and self-development needs. These leaders attend to every employee's individual needs and capabilities and help build subordinates' confidence levels (Bass, 1985). Bass and Avolio (1991) noted that transformational leaders encourage trust, loyalty, and respect from employees through:

- Focusing on awareness and acceptance of organisational goals, vision and mission.
- Encouraging employees to pursue their wishes and desires, while aligning them to organisational goals.
- Focusing on employees' prioritised needs.

Limitations of transformational leadership

The first limitation of transformational leadership is that it can be misused, since it deals with restructuring an individual's value systems and focus is shifted to a new vision. If leaders misuse this leadership style, they have the potential of becoming arrogant, self-centred and manipulative (Bass and Steidlmeir, 2003). Yammarino and Bass (1990) state that some transformational leaders can come as "wolves in sheep skin" just to pursue their own agendas in the name of transformational leadership. However, Bass and Steidlmeier (2003) discovered that transformational leaders are either pseudo-transformational leaders, who are self-centred with no morals, or authentic transformational leaders, who are guided by high morals.

The second limitation is transformational leaders is they can suffer from "heroic leadership" bias if it they are not careful (Yammarino, Spangler and Bass, 1993). Bass and Avolio (1993) state that this type of leadership is not democratic, as it focuses on a leader who supposedly makes subordinates excel. Employees also have the potential to motivate their leaders. Notably, a number of researchers have failed to focus on what type of employees could motivate leaders. With that being said, the next section will define and unpack the various levels of employee commitment.

Employee commitment

Organisational commitment has usually been treated as a variable of interest in its own right and a variety of definitions and measures have been proposed (Mowday, Porter and Steers (1982); Meyer, Stanley, Hescovitch and Topolnytsky (2002) and Meyer, Allen and Smith (1993). Sullivan and Arthur (2006) state that many researchers and scholars have scrutinised this variable due to the enormous changes around the globe with regard to adjustments in employment regulations.

Due to these changes, there are increased alternatives for skilled employees in a global economy. This allows skilled workers to join any organisation of their choice in an effort to



develop their careers without feeling obligation to stay in the same organisation. However, this has proven to be a challenge for organisations to obtain suitably qualified candidates to replace employees that left the organisation (Miller, 1978). According to Popper, Mayselless and Castelnovo organisations that promote positive work attitudes, such as job satisfaction and employee commitment, are more likely to retain employees who produce exceptional work.

Approaches to conceptualising and exploring organisational commitment

Suliman and Isles (2000) state that there are four approaches to conceptualising and exploring organisational commitment, namely attitudinal, behavioural, normative and multidimensional approaches.

Multidimensional approach

O'Reilly and Chatman (1986), among various researchers, strongly believed that organisational commitment is indeed a multidimensional construct. This study views organisational commitment as an independent variable that is influenced by certain factors, such as leadership style. As such, organisational commitment is a three-component branch, which includes compliance, identification and internalisation (Kelman, 1958). Compliance takes place when subordinates' attitude and corresponding behaviour change to gain specific rewards. These behaviours can be identified when employees take it upon themselves to keep a consistent union. Internalisation takes place when subordinates decide to imitate certain attitudes that support their value system. Therefore Meyer and Allen (1984) concluded that commitment is psychological and is reflected in either normative, affective or continuance commitment.

The three-component conceptualisation of employee commitment

Meyer and Allen's (1981) three-component model of organisational commitment consists of affective, continuance and normative commitment. Each of these components describes an employee's attachment to a certain organisation. Organisational commitment has been under much scrutiny over the years. It has been reviewed in various ways, yet there is a lack of an appropriate definition. Hence, it is seen as a multidimensional construct (Meyer and Allen, 1981). Even though commitment has multiple dimensions, it all goes back to one commitment being characterised in a singular essence. In order to determine this singular essence, the existing concepts have to be explored. Figure 2 explores all the dimensions of the employee commitment concept.

A Three-Component Model of Organisational Commitment

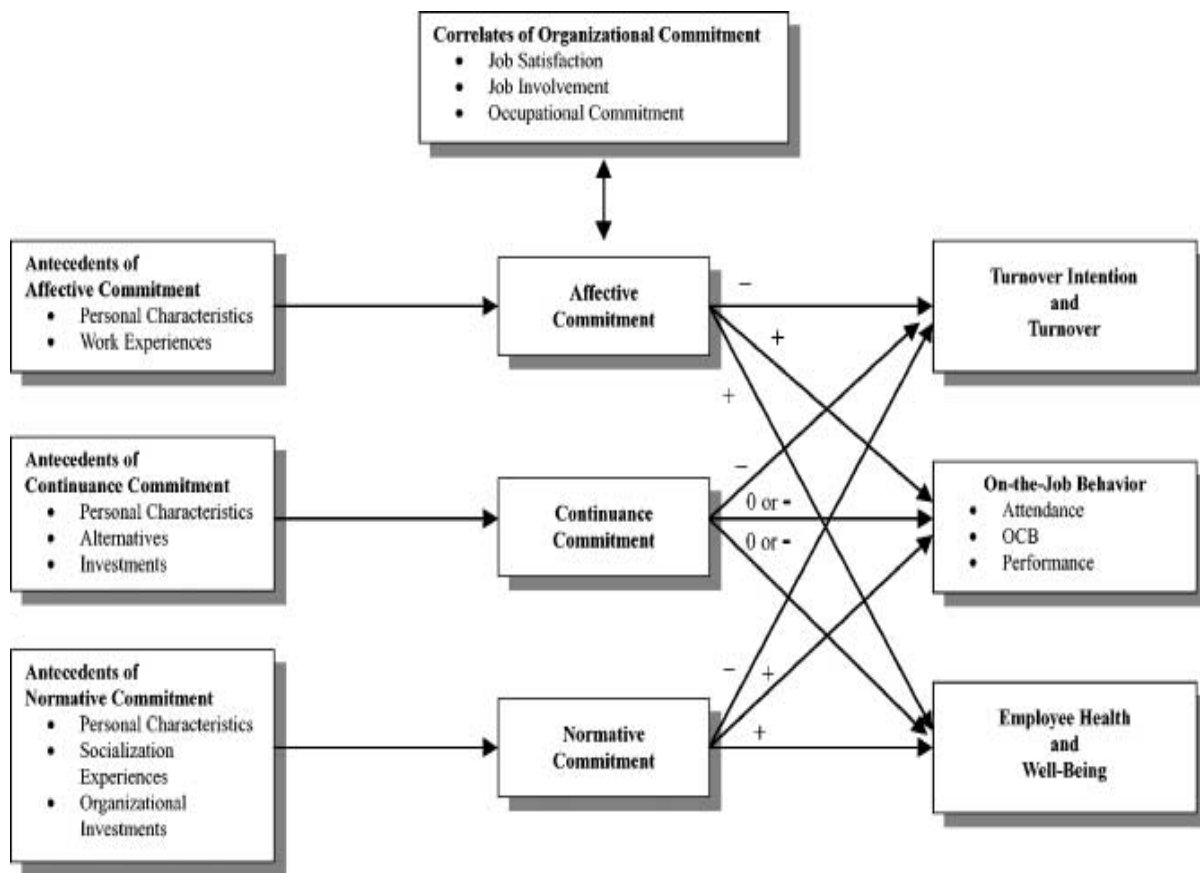


Figure 2: Organisational Commitment Model, Source: Meyer et al ., 2002

According to Meyer and Herscovitch (2001), the dimensions of commitment show several differences, which are displayed in figure 2.2 above. These differences are because of different strategies that were implemented while developing these organisational commitment dimensions. O'Reilly and Chatman (1986) ground commitment through a theoretical context, while Angle and Perry's (1981) results are based on empirical findings, Mayer and Schoorman (1992) used a combination of all of the above-mentioned strategies.

Meyer and Herscovitch (2001) then developed a simpler interpretation of these dimensions. Since the study focuses on organisational commitment, with specific reference to the relationship between leaders and employees, it was decided that Allen and Meyer's (1990) definition of commitment is suitable for the study. This definition covers a three-dimensional concept, which encompasses affective, normative and continuance commitment levels. Various factors in an organisation convince the subordinate's commitment levels within the organisation.

Affective Commitment

Affective commitment occurs when employees become emotionally attached to, identifies with and are involved within the organisation (Allen and Meyer, 1990). Affective commitment consists of three aspects: (1) emotional attachment to an organisation, (2) identification with

(3) and willingness to maintain organisational membership. According to Allen and Meyer (1990), subordinates develop an emotional attachment to an organisation when they relate with organisational goals, together with the willingness to achieve these goals.

Subordinates identify with the organisation when their personal values go hand-in-hand with organisational values. Mowday, Steers and Porter (1979) view affective commitment as subordinates' relationship with the organisation they work for. These committed employees are willing to go the extra mile to offer something that is of value to them to assist the organisation in achieving its goals. Affective commitment is evident in employees who are proud of working within their organisation. These employees are part of the organisation because they desire to be. Jaros, Jermier, Koehler and Sincich (1993) state that affective commitment is the most popular and most discussed type of attachment to an organisation. This is because it leads to increased productivity, personnel stability, a lower absenteeism rate, job satisfaction and organisational citizenship (Mowday, Porter and Steers, 1982). Meyer and Herscovitch (2001) also agree with Mowday, Porter and Steers (1982) that affective commitment correlates with turnover, absenteeism, job performance and organisational citizenship behaviour.

Antecedent variables associated with affective commitment:

According to Meyer and Allen (1991; 1997), the variables associated with affective commitment can be divided into three categories: personal characteristics, organisational characteristics and work experience. These variables are discussed in greater detail below:

- **Personal characteristics:** According to Thornhill, Lewis and Saunders (1996), employees in higher -quality organisations display personal characteristics, such as age, tenure, gender, family status and educational level, need for achievement, competence and professionalism. These personal characteristics are discussed below:
- **Employee age:** Employee age has always proved to be a good factor concerning commitment levels, because, as workers get older, it is believed that employment opportunities tend to decrease, resulting in them staying within the organisation (O'reilly and Chatman, 1986). A reason why older subordinates stay within their respective organisations could be that they treasure their legacy in the organisation more than younger subordinates.
- **Gender:** Gender has so far proved to be a concerned inconsistent (Nyengane, 2007). Mathieu and Zajac (1990) conducted a meta-analytic study of 14 studies with 7 420 subjects focusing on gender and organisational commitment. It produced a mean correlation of 0.089 for organisational commitment and gender. Thus, perceptions of subordinates on their organisation and behaviours are diluted.
- **Organisational tenure:** Lengthy organisational tenure may result in retrospective attachment to the organisation. Such employees link their long service to emotional attachment to justify why they were retained. Meyer and Allen (1997) states that a positive relationship between tenure and affective commitment only shows that employees, who choose to remain within an organisation, do so because they have high commitment levels



- **Organisational characteristics:** Affective commitment only sprouts when subordinates feel relaxed and comfortable in an organisation. These desires can be classified as support from the organisation, as employees who get support from their organisation feel the need to stay within their workplace (Meyer and Allen, 1991). This produces high affective commitment levels (Meyer and Allen, 1991).
- **Work experience:** Affective commitment to the organisation exists in employees who have leaders who allow them to participate in decision-making (Rhodes and Steers, 1981) and display consideration (DeCottis and Summer, 1987). The level that employees display their attitude towards an organisation differs according to performance levels and jobs. The most evident association between affective commitment and behaviour could be directed towards a strong focus on the supervisor-subordinate relationship.

Continuance commitment

An employee's decision to continue working in an organisation merely because it is expensive to resign, can be seen as continuance commitment (Allen and Meyer, 1990). Becker (1960) and Kanter (1968) define continuance commitment as the realisation of costs incurred when leaving the organisation. This type of commitment comes into being due to actions that make it difficult to leave the organisation and the employee realises these costs (Meyer and Allen, 1991). Committed employees remain in the organisation solely because they feel compelled to do so. This could also result from limited alternatives of other employment opportunities. Employees, who manage to secure other employment opportunities but then decide not to accept them, may have weighed their current rewards to their potential position's rewards. This then makes it cumbersome for them to resign from their current organisation. Hence, their decision is based on the side-bet theory (Becker, 1960).

Antecedent variables associated with continuance commitment:

Allen and Meyer (1990) state that employees decide to remain within an organisation for extended periods so that their investments can accumulate. This makes it difficult to switch organisations and search for effective alternatives. These investments can be identified as non-transferable job skills, work relations, time, effort put on performing the job, and seniority privileges and. These effective alternatives are available by scanning the external environment, local employment rates and the general economic climate.

- **Investments:** Investments can be seen as any kind of actions that would result in considerable potential loss, should the individual decide to leave the organisation (Allen and Meyer, 1990). Continuance commitment is developed when these employees stay at their workplace. Investments also take the form of time devoted to a particular career track, work groups or friendship networks (Romzek, 1990). Leaving the organisation could pose a threat of losing money, as well as wasting time and effort. It is easy for organisations to make employees see that resignation could lead to a loss of substantial investments (Romzek, 1990).
- **Effective alternatives:** The availability of alternative employment does not influence continuance commitment singlehandedly (Iverson and Buttigieg, 1998). It may often work in conjunction with the extent to which family factors permit or enable an employee's ability to relocate or take up a new job.

Normative commitment

Employees who have normative commitment feel obliged to stay within the organisation because it is the right thing to do (Wiener and Vardi, 1980; Wiener, 1982; Allen and Meyer, 1990). Therefore, normative commitment can be viewed as the internalised normative pressures that push employees to act in such a way that they accomplish the organisations vision and goals (Wiener, 1982). Hence, subordinates feel it is the right thing to do.

Antecedent variables associated with normative commitments

Organisational commitment's value is increased when relations with desired outcomes are identified, as well as when antecedent variables are identified. This is how organisations enhance certain variable in employees to increase commitment levels. Researchers found three variables associated with normative commitment. These variables are discussed below:

- **Psychological contract:** Allen and Meyer (1990) are of the opinion that normative commitment develops based on the psychological contract between an employee and the organisation. A psychological contract can be defined as beliefs that exist between parties undergoing an exchange relationship regarding their reciprocal obligations. Psychological contracts unfold in either transactional or relational contracts.
- **Early socialisation:** Early socialisation experiences influence employees by reflecting on how employees should act in terms of portraying appropriate attitudes and behaviours at their respective workplaces (Meyer and Allen, 1997). The organisation portrays the idea that employees owe it to the organisation not to resign and should continue assisting the organisation to achieve its goals.
- **Investments that are difficult to reciprocate:** Normative commitment also manifests in another form as investments that are difficult to reciprocate (Meyer and Allen, 1997). These investments could be when an organisation took responsibility in settling employees' tuition fees. Thus, the employee feels the need to continue working in the organisation until the debt is settled. Therefore, employees feel indebted to stay within the organisation to justify their feelings of guilt.

Research methodology and design

The aim of the research is centred on unpacking the various dimensions of leadership that affect employee commitment from a general point of view and have the ability to distinguish the relationship between the two. The literature suggests that:

1. Transformational leadership has a positive relationship with all levels of employee commitment.

Therefore, the aim of the study is to investigate how the transformational leadership style impacts employee's commitment in hotel group in the hotel in the City of Tshwane. Therefore, the hypotheses for this research are as follows:

- **Ho1:** There is no impact between transformational leadership and affective commitment at the hotel group based in the City of Tshwane.
- **Ha1:** There is an impact between transformational leadership and affective commitment at the hotel group based in the City of Tshwane.



- **Ho2:** There is no impact between transformational leadership and continuance commitment at the hotel group based in the City of Tshwane.
- **Ha2:** There is impact between transformational leadership and continuance commitment at the hotel group based in the City of Tshwane.
- **Ho3:** There is no impact between transformational leadership and normative commitment at the hotel group based in the City of Tshwane.
- **Ha3:** There is an impact between transformational leadership and normative commitment at the hotel group based in the City of Tshwane.

Research design

The hypotheses clearly reveals that the research quantitative in nature. Therefore, the study followed the following steps:

Firstly, the research method was determined based on the literature review and on previous similar studies conducted in various industries to compare the results. Secondly, the population of the study was the entire staff at the hotel in City of Tshwane. The population size was 300 subordinates, a response from 267 subordinates at a 2% margin error rate was sufficient for the study. Thirdly, two research instruments were used to measure leadership style and employee commitment levels; the Multifactor Leadership Questionnaire (MLQ) and the Organisational Commitment (OCQ), respectively, were deemed appropriate for the study. Fourthly, the researcher distributed the questionnaires and collected the data on site. Fifthly, the questionnaires were captured using Microsoft EXCEL, and finally statistical data analysis was done using SPSS.

Population and sampling

The target population for this study was hotel employees consisting of subordinates. For the purpose of the this study, out of the population of 300 staff members, a sample of 267 was conveniently drawn to achieve a 95% confidence level, with an error margin of 2%. To ensure that the study objectives are met, only subordinates with no one reporting to them were allowed to fill in the MLQ, as they are the only ones who can relay their perceptions of their manager's leadership style. The OCQ was used to measure how committed they are to the organisation.

Research variables

Responses to research statements were scaled and converted to qualitative data using a code manual developed by Bass and Avolio (1991) for the MLQ and Allen and Meyer (1990) for the OCQ. This was used to segment data responses into various variables based on leadership behaviours and associated performance variable. (Table 3.5 lists the variables that form part of the study.) These sub-variables were the affective, continuance and normative commitment scales of the OCQ. The sub-variables for these variables are Idealised Influence (Attributed), Idealised Influence (Behaviour), Inspirational Motivation, Intellectual Stimulation, Individualised Consideration, Contingent Reward, Management-by-exception (Active), Management –by-exception (Passive) and *Laissez-faire*.

Data collection



Questionnaires were administered personally to the respondents who were available at the hotel during various working shifts. The researcher and the general manager (GM) then drafted a letter that was sent via e-mail to all employees in the organisation informing them and their supervisors about the purpose and confidentiality of the research. The researcher held meetings with the GM, where the reasons and method of the study were discussed and emphasised. For the purposes of this research, the questionnaires were used to gather the necessary information. In an attempt not to disrupt business operations and to ensure that the respondents would receive the documents in the shortest possible time, questionnaires were distributed during tea breaks, lunch hour and just before employees knock off from their shifts. A further covering letter explaining the purpose of the study accompanied each questionnaire. General instructions on completing the questionnaire and the importance of completing all questions were included. The covering letter also explained why it is important that the potential respondent personally complete the questionnaire. The researcher informed respondents on both measuring instruments that they were allowed to leave a question/answer blank if the question appeared unclear or ambiguous. After the respondent had completed the questionnaire, the researcher collected the document.

Data capturing

Once the questionnaires had been completed, the researcher then coded the responses in each questionnaire. These scores were captured in a Microsoft EXCEL spreadsheet for statistical analysis with respect to rater, organisational commitment and demographic variables. In this research, subordinates were numbered L01-E01, L01-E02 and so on. In this way, the subordinates could be linked to the managers and anonymity was sustained. The scores captured onto a Microsoft EXCEL spreadsheet were then imported into SPSS data analysis software) for analysis.

Data analysis

Once data was collected, it was necessary to employ statistical techniques to analyse the information, as this study is quantitative in nature. Using the SPSS computer program, two-tailed Pearson correlation analysis was conducted to test the hypothesis. The correlation analysis helped determine both the form and degree of the relationship between the leadership style and employee commitment. Thus, both the strength of the relationship between variables and the level of statistical significance were assessed.

Findings of research

Reliability analysis

A reliability test (Cronbach's alpha coefficient) was done on the statements (items) made for measuring the organisational commitment characteristics and leadership characteristics. The Cronbach's alpha coefficients reported in chart 1 for the cultural survey, which are more than the acceptable value of 0.70, prove the questionnaire to be reliable and consistent.

Chart 1. Cronbach's alpha reliability coefficient scores for the MLQ

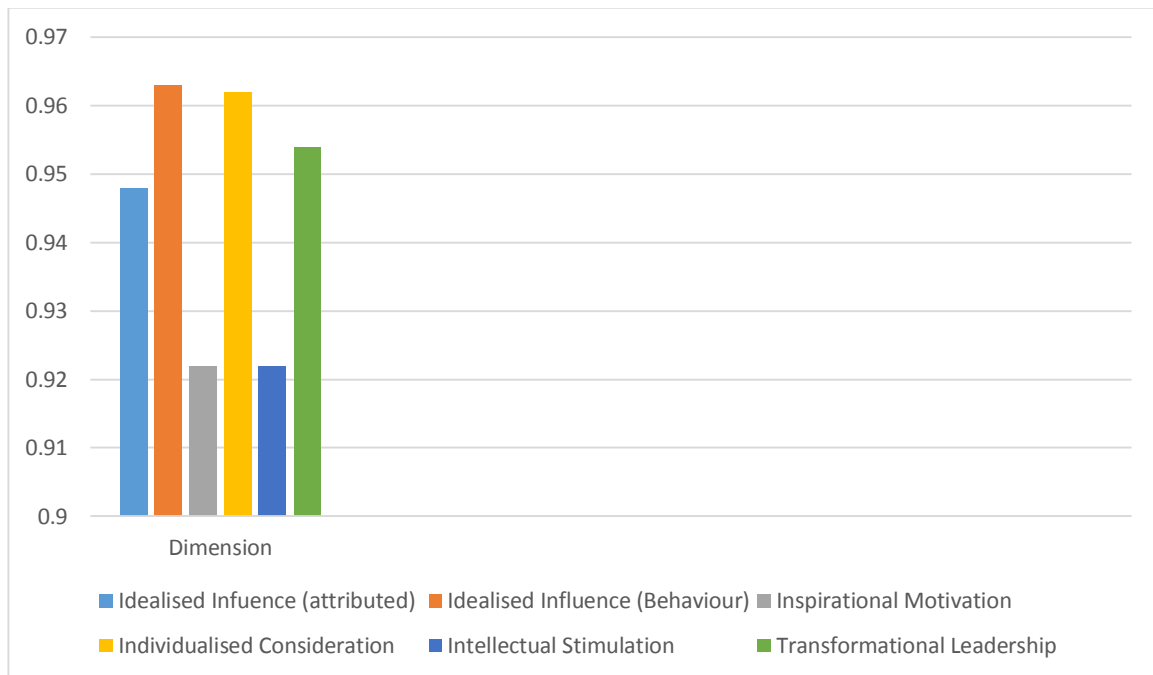


Chart 1 presents the internal consistency or reliability of the scales measured by means of Cronbach's alpha in order to estimate the reliability of the MLQ instrument presented above. These scores were calculated to ensure reliability of the MLQ instrument. Sekaran (2000) mentions that a score of 0.9- 0.8 is good, therefore, transformational leadership displayed a good reliability of 0.954. These reliabilities proved to be satisfactory.

Chart 2. Cronbach's alpha reliability coefficient scores for the OCQ

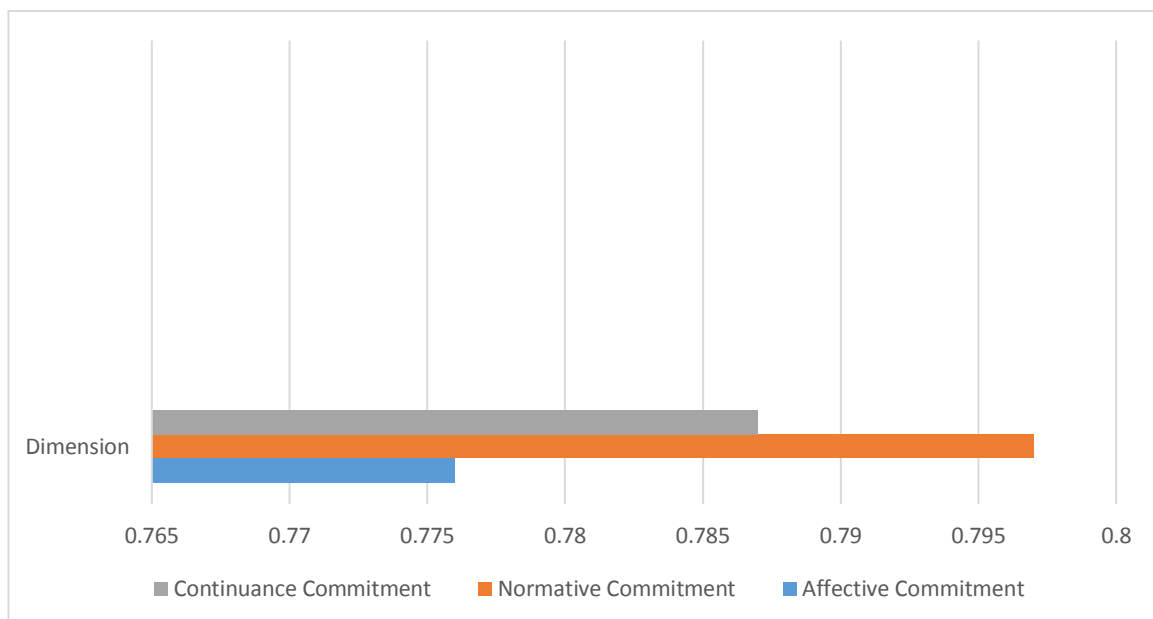


Chart 2 presents the internal consistency or reliability of the scales measured by means of Cronbach's alpha in order to estimate the reliability of the OCQ instrument presented above. The table indicates reasonably high alphas, which goes to show that OCQ factors are reliable. Sekaran (2000) mentions that a score of 0.8- 0.7 is acceptable, therefore, all commitment scores displayed an acceptable reliability at 0.776, 0.797 and 0.787, respectively

Descriptive statistics of leadership scores

Table 1 Sample sizes, mean scores and standard deviation for leadership style dimensions

Dimension	Code	Valid N	Mean	Median	Standard Deviation	Min	Max	Range	Skewness	Kurtosis
Idealised Influence (attributed)	IA	267	3.29	3.25	0.73	1.50	5.00	3.50	0.26	-0.38
Idealised Influence (behaviour)	IB	267	3.34	3.25	0.68	1.50	5.00	3.50	0.12	0.09
Inspirational Motivation	IM	267	3.31	3.25	0.74	1.50	5.00	3.50	-0.01	-0.53
Individualised Consideration	IC	267	3.30	3.25	0.76	1.25	7.75	6.50	0.75	
Intellectual Stimulation	IS	267	3.24	3.25	0.73	1.25	5.00	3.75	0.03	0.15
Transformational Leadership	TF	267	3.30	3.25	0.58	1.75	4.95	3.20	0.41	-0.12

Table 1 contains descriptive data for the five transformational leadership subscales, three transactional subscales and one *laissez-faire* subscale. All leadership variables hold a sample size of 267. The mean values for each of the transformational leadership subscales are all over 3.25. Those for transactional leadership are all 3.25, except for transactional leadership (which is good for most effective leadership).

Bass and Avolio (1997) suggest mean scores of greater or equal to 3.0, therefore, the mean value for *laissez-faire* is 3.08, which is a good sign. The scores match the average scores obtained by other South African studies, which simply means that managers are displaying good levels of all leadership variables. Standard deviation scores range from 0.57 to 0.87, indicating a fairly widespread response.

Table 2. Tests for normality for leadership style dimensions

Dimension	Statistic	D.f	Significance
Idealised Influence (attributed)	0.094	267	0.000
Idealised Influence (behaviour)	0.082	267	0.000
Inspirational Motivation	0.082	267	0.000
Individualised Consideration	0.102	267	0.000
Intellectual Stimulation	0.106	267	0.000
Transformational Leadership	0.087	267	0.000

The Komologorov-Smirnov value is an indication of whether the MLQ questionnaire data for leadership style is normally distributed. If p-value is < .05 (all your p-values are .00), then data is not normally distributed. However, the sample size for the study is large $n > 30$, so it can be assumed that the data is normally distributed.

Descriptive statistics of organisational commitment scores

Table 3. Sample sizes, mean scores and standard deviation for organisational commitment dimensions

Dimension	Code	Valid N	Mean	Median	Standard Deviation	Min	Max	Range	Skewness	Kurtosis
Affective Commitment	AC	267	3.39	3.50	0.90	1.00	5.00	4.00	-0.08	-0.48
Continuance Commitment	CC	267	3.28	3.25	0.95	1.00	5.00	4.00	-0.01	-0.44
Normative Commitment	NC	267	3.31	3.25	0.96	1.00	5.00	4.00	-0.41	-0.27

All commitment variables have a sample size of 267. The mean scores indicated in Table 4.4 for affective commitment is 3.39, which is slightly higher than normative commitment at 3.28. The table also indicates mean scores for continuance commitment, which are slightly lower than affective commitment and slightly higher than normative commitment, but significantly high. This highlights a pattern distinguished by Allen and Meyer (1996). This suggests that the

highest scores for affective commitment, followed by normative commitment and then continuance commitment are ideal.

Table 4. Tests for normality for organisational commitment dimensions

Dimension	Statistic	D.f	Significance
Affective Commitment	0.073	267	0.000
Continuance Commitment	0.088	267	0.000
Normative Commitment	0.11	267	0.000

The Komologorov-Smirnov value is an indication of whether the questionnaire data for organisational commitment is normally distributed. If p-value is < .05 (all your p-values are .00) then data is not normally distributed. However, the sample size for the study is large ($n > 30$), so it can be assumed that the data is normally distributed.

Correlation analysis results

The hypotheses of the study were established, so as to investigate whether a relationship between leadership style and employee commitment exists and which direction the relationship takes. The relationship between leadership style and organisational commitment was then investigated using a two-tailed Pearson analysis. This provided correlation coefficients, which indicated the strength and direction of linear relationship. The p-value indicated the probability of this relationship's significance. Cohen (1998) provided a guideline for assessing resultant correlation coefficients as follows:

- 1) If $r = 0.10 - 0.29$ = small correlation
- 2) If $r = 0.30 - 0.49$ = moderate correlation
- 3) If $r = 0.50 - 1.0$ = large correlation

Hypothesis One

Ho1: There is no relationship between transformational leadership and affective commitment at the hotel group based in the City of Tshwane.

Ha1: There is a positive relationship between transformational leadership and affective commitment at the hotel group based in the City of Tshwane.

Table 5: Summary of hypothesis one (correlation significant at $p < 0.00$, $N = 267$)

	Transformational Leadership
Affective Commitment	$r = 0.511 (p < 0.00)$

From Table 5, it is clear that there is a significant ($p = 0.00$) large positive correlation ($r = 0.511$, $n = 267$) between transformational leadership and affective commitment. The researcher

rejects the null hypothesis (Ho1) and concludes that there is significant evidence of a positive relationship between transformational leadership and affective commitment.

Hypothesis Two

Ho2: There is no relationship between transformational leadership and continuance commitment at the hotel group based in the City of Tshwane.

Ha2: There is a positive relationship between transformational leadership and continuance commitment at the hotel group based in the City of Tshwane.

Table 6. Summary of hypothesis two (correlation significant at $p < 0.00$, $N=267$)

	Transformational Leadership
Continuance Commitment	0.410 ($P < 0.00$)

From Table 6, it is clear that there is a significant ($p = 0.00$) moderate positive correlation ($r = 0.410$, $n = 267$) between transformational leadership and continuance commitment. The researcher rejects the null hypothesis (Ho2) and concludes that there is significant evidence of a positive relationship between transformational leadership and continuance commitment.

Hypothesis Three

Ho3: There is no relationship between transformational leadership and normative commitment at the hotel group based in the City of Tshwane.

Ha3: There is a positive relationship between transformational leadership and normative commitment at the hotel group based in the City of Tshwane.

Table 7: Summary of hypothesis three (correlation significant at $p < 0.00$, $N=267$)

	Transformational Leadership
Normative Commitment	0.420 ($P < 0.00$)

From Table 7, it is clear that there is a significant ($p = 0.00$) moderate positive correlation ($r = 0.420$, $n = 267$) between transformational leadership and normative commitment. The researcher rejects the null hypothesis (Ho3) and concludes that there is significant evidence of a positive relationship between transformational leadership and normative commitment.

Discussion and inferences

The results gathered from data collection suggest that there is a strong positive relationship between transformational leadership and affective commitment. This implies that leaders who foster trust, purpose, encourage achievement of goals and innovation, as well as develop self-actualisation in employee's leads to employees who are willing to go the extra mile to achieve organisational goals. Such employees stay within the organisation because they want to and feel accepted by the organisation and their leaders. Furthermore, transformational leadership

has a moderate relationship with normative and continuance commitment. This suggests that employees stay in an organisation due to perceived sacrifice associated to leaving, lack of employment alternatives, obligation to continue working for the organisation and loyalty to organisation are weakly related to transformational leadership behaviours. The above-mentioned results are acceptable, as affective commitment results in employees who perform better at executing organisational goals than those who stay within an organisation because of obligation. A focus on, and commitment to, problem solving has been shown to have a positive effect on employees commitment. It may even have a buffering effect with respect to poor working conditions, such as extensive overtime. Therefore, it may be argued that the use of a transformational leadership style will lead to lower levels of uninspired and unhappy employees.

Evidence from other studies has shown that being a proud follower of a transformational leader induces psychological attachment and perceived importance of work and organisational commitment. Transformational leadership showed strong positive correlations with all levels of commitment. This produces desirable work outcomes, such as attendance, in-role performance and organisational citizenship behaviour among three components of organisational commitment. Leaders who articulate the company's vision, promotes group goals and provides intellectual stimulation influence all these types of organisational commitment. This implies that leaders exhibiting transformational leadership styles are more effective in achieving significantly higher commitment levels than transactional leaders. The literature also suggested that transformational leadership generally elicits greater levels of employee buy-in, with leaders encouraging and inspiring employees to internalise the organisational vision. Thus, employees feel a sense of belonging within the organisation. These employees remain with the organisation because they want to, thus exhibiting affective commitment.

As transformational leadership has been found to have a significant positive relationship with employee commitment, the organisation should attempt to develop this leadership style, as committed employees are most desirable. Hotel owners can enhance their competitiveness by implementing training programmes that foster leaders to develop a transformational leadership style. A number of studies indicate that customers will be satisfied if employees are satisfied. Satisfied customers need to stay committed to the organisation by possessing high affective commitment levels. Employees are an important denominator to determine corporate service quality and business success, or failure. International tourist hotels' should provide groups of people with service-based professional work, as human resources are the most important resource in the industry. A high level of affective commitment, employees would devote their full efforts to accomplish their tasks. The most essential characteristic of transformation leadership is the ability to inspire their subordinates by articulating the vision and communicating the mission, by setting high performance expectations and showing determination. The behaviour of leaders should reinforce the inherent values of this vision and mission, which subsequently leads followers who cast aside their self-interests to the benefit of the greater whole of the organisation. Subsequently, followers might become committed to the organisational objectives and be willing to invest considerable energy and time for the sake of the collective.

Conclusions

The primary reason for conducting the study was to investigate the impact of transformational leadership style on all levels of employee commitment styles in a hotel in the City of Tshwane, the capital of South Africa. The results reveal that the transformational leadership behaviours were positively and mainly related to affective, but moderately related to continuance and normative commitment. This suggests that leadership behaviours that encompass instilling



enthusiasm, encouraging unity in a vision, fostering various ways of accomplishing the organisational vision, while focusing on leading and recognising subordinates' achievements, simply depicts their emotional attachment, as well as their desire and need to remain serving in an organisation.

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