Transformational Leadership and Organizational Commitment: A Review of Literature

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ABSTRACT
The purpose of this study is to discuss the relationship between transformational leadership and organizational commitment in literature review. This study uses an analysis of the literature to interpret and explain the findings. The results of this study show that, based on the principle of reciprocity, transformational leaders, through motivation, high expectations and inspiration for employees of their dream for the institution and the guidance they create social assistance, self-realization, collaboration and objective accomplishment, they have improved employee commitment rates. In turn, transformational leaders through enthusiasm, inspiring encouragement, individualized attention and intellectual stimulation develop an environment in which employees establish a sense of institutional identity and have more of a constructive working partnership between leader and employees.

Key words: Transformational leadership–Organizational commitment–Literature review

1 INTRODUCTION
Over the past 50 years comprehensive global leadership work has been undertaken. It is not shocking that scholars have concentrated so heavily, as leadership issues are critical to organizational effectiveness [1]. Despite strategic and effective leadership, representatives of companies have difficulties in maintaining competitiveness, productivity and a competitive advantage [2, 3].

During the last 2 periods, transformational leadership has been called the most prominent philosophy of leadership [4, 5]. Transformational leadership was described as a collection of behaviors that empower followers to reach success above fundamental standards through changing attitudes, beliefs and values of followers [6]. The roots of transformational leadership contribute to followers with a strong emotional connection with the leader, a common grand vision and the ability to perform together for the good of the team [7] [8], that in effect, allow followers to change themselves positively [8].

Transformation leadership plays an important role in the performance of an organization widely known in the literature on leadership [9, 10]. A rapidly increasing research body on transformational leadership continues to support the proposition that transformational leadership seems valuable, so employees with transformative leaders show more beneficial results [11, 12]. The fundamental purpose of this study is therefore to discuss the relationship between transformational leadership and organizational commitment in the literature review.

2 LITERATURE REVIEW
2.1 Transformational Leadership
According to Judge and Piccolo [13], following critiques of transformational leadership theory, transformational leadership further demonstrates the highest total value between transactional and laissez-faire styles of leadership. Transformational leadership, on the other hand, become the greater-scientifically studied framework and is seen as an influential leadership form at the institutional, sectoral and state levels [14, 15].

According to [16, 17], transformational leadership is really about the change and improvement mechanisms. In transformational leadership, the relationship between leader and follower extends over and above satisfying personal interests and builds a sense of shared identity based on the societal objective. Transformational leaders inspire followers to transcend their own needs on behalf of organization or organization’s goals. It comes about because of the trust, love, integrity and admiration that followers experience for either the leader. Transformational leaders have greater link
rates and increased levels of commitment, productivity and morality [18].

Four key factors or aspects of transformational leadership have been conceptualized [16, 17, 19, 20], "the four Is" of behavior [21]: (1) Idealized influence or charisma: represents a leader who offers direction and idea of purpose, promotes confidence, gains followers respect and trust; (2) Inspirational motivation: the leader sets great expectations, employs gestures to endorse followers’ actions, clearly demonstrates vital goals and serves as a standard of behavior; (3) Intellectual stimulation: the leader inspires employees to be creative and innovative, fosters knowledge of their challenges in the following, facilitates intellect, logic and diligent problem solving; and (4) Individualized consideration: leaders provide individual attention, offer input and assign duties to employees handle each employee personally, mentor and counsel employees.

Though commonly utilized, the conceptual framework of transformational leadership in different dimensions is questionable in the literature on leadership. The four-dimensional form was not always observed according to Den Hartog, Van Muijen [22]. Neither of the specific measurements is strictly defined [23, 24]. The distinction between idealized influence / charisma and inspiring encouragement is less evident from a theoretical perspective, since transformational leaders do strive to inspire people by their dream [23, 25, 26]. It may also be difficult to distinguish between individualized consideration and intellectual stimulation, because both address employee advancement [23].

2.2 Organizational Commitment
Organizational commitment is regarded as an attitude or mindset of the individual concerning his / her specific organization. Over the last three decades, the idea of organizational commitment has gained growing interest [27]. Organizational commitment is a "basic concept for understanding the human actions" [28] and this reflects "the relative power of the identity and participation of a person in a specific organization" [29].

Organizational commitment relates to an individual’s psychological connection against an organization [30]. The literature suggests that of the three dimensions of organizational commitment (affective, continuence, and normative) [31].

Affective commitment requires a relational connection to a collective group throughout individuality. The attachment of the employee to the organization is a significant reason for participating in actions that will also help the organization [32, 33]. In alignment with that opinion, Belschak and Den Hartog [34] reported that affective commitment accounted for a particular proportion of variation in positive actions above and beyond the impact of general work.

Normative commitment corresponds to the individual’s social-force relationship with the organization or to reciprocity for a profit that ties a person to the organization [31]. Continuance commitment, which contributes to a cost-based type of connection embedded in the absence of alternative options or the expense of personal sacrifices linked with the suspension of membership within the organization [31, 35].

2.3 Transformational Leadership and Organizational Commitment
Transformational leaders encourage employees to achieve beyond the minimum standard of organizational requirements based on a set of attitudes and behaviors of leadership: inspire and respond to the emotions of subordinates, lift interest from subordinates, meet the particular developmental needs of subordinates and promote the willingness of subordinates to develop and grow [36]. Based on the theory of social exchange and the reciprocity principle [37], these reciprocal consequences can be explained between transformational leaders and their followers. The basic aspects of the exchange partnership between these leaders and followers are economic advantages, confidence and long-term accomplishment of missions. The transformational leaders force followers to rely on long-term interest rather than self-interest [2]. In doing so, they can motivate followers to a higher performance standard [38–40].

Previous researchers discovered the positive effect of transformational leadership on attitudes and behaviors of employees such as job satisfaction, OCB, trust sharing of knowledge, commitment and task performance [41–50]. A transformational leadership may possess a creative and innovative leadership style that encourages followers to make sensible choices and grow in their work [51]. Transformational leadership has also been related directly to organizational commitment over a multitude of organizational settings [52–54].

3 RESEARCH METHODS
Multiple treatment approaches have been implemented to classify both reported and unpublished research. First, this study conducted a computer search through science direct.com, emeraldinsight.com and dissertation abstracts worldwide databases. This study looked for all published articles and unpublished doctoral dissertations including in their title or abstract the terms’ transformational leadership and organizational commitment’. Second, this study conducted a computer search for all papers on scopus.com and mjl.clarivate.com that cited either of two major source studies on ‘transformational leadership and organizational commitment’.

4 RESULTS AND DISCUSSION
The theory of social exchange explores the correlation between transformational leadership and organizational commitment [37, 55]. When leaders pursue their followers’ organizational commitment, they first have to participate in activities that go far beyond economic transaction. Transformational leaders highlight their followers’ specific needs
and professional development, inspire subordinates to do anything more than scheduled, emphasize the importance of recognizing and respecting subordinates [56].

Transformational leaders have idealized power by behaving as a father figure and gives their followers a higher level of confidence. Transformational leaders also have such a charm and are able to incorporate the beliefs and attitudes of their followers, allowing them eager to embrace and dedicate themselves to the objectives and goals of the organization. High on idealized strength, transformational leaders convey the fundamental values and a common sense of identity by role model, which encourages their followers to perceive their leader as high on honesty, integrity, professionalism, dignity and benevolence. As a result, followers then feel gratitude, trust, kindness and compassion for transformational leaders [39, 40, 50]. In other terms, through growing enthusiasm and dedication, these leaders turn employees and inspire them to accomplish organizational goals).

5 CONCLUSION

This study concludes that based on the principle of reciprocity, transformational leaders, through motivation and high expectations for employees of their dream for the institution and the guidance they provide to promote social support, collaboration, self-realization and objective achievement, they have improved employee commitment rates. Employees who build high-quality interactions with their transformational leaders therefore reciprocate by showing positive attitudes and behaviors. Transformational leadership extends far beyond direct relationship of communication between leaders and followers. Transformational leaders through optimism, inspiring encouragement, intellectual stimulation and radical egalitarianism create an atmosphere in which employees establish a sense of institutional identity and have a more productive working interaction between leader and employees.

REFERENCES


[40] Yuks G; 2010.


