

Transformational Leadership Application on Employee Commitment

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Abstract: The study examined transformational leadership on employee commitment within the production department of a manufacturing Group of company in Jos City, Nigeria. Specifically, it assessed the extent of transformational leadership practices, levels of employee commitment, the correlation between transformational leadership behaviors and employee commitment, and the challenges faced in implementing transformational leadership. A descriptive-correlational research design was employed, involving 73 employees as respondents. The study was anchored on transformational leadership theory. Findings indicated that transformational leadership is frequently practiced by leaders in the manufacturing company, resulting in high levels of employee commitment to their work and the organization. The study revealed that effective implementation of transformational leadership practices significantly enhances employee commitment. However, despite these positive outcomes, employees reported working under pressure and within limited time frames, which undermines the successful implementation of transformational leadership. Based on these findings, conclusions were drawn, and recommendations were proposed to address the challenges of transformational leadership and improve employee commitment, targeting relevant stakeholders within the organization.

I. BACKGROUND OF THE STUDY

Existing evidence highlights the significance of leadership in understanding employee commitment and retention (Susomrith & Amankwaa, 2020), emphasizing its prominence across various domains, from business to governance and education to service organizations (Ali et al. 2022). Leadership is fundamentally about demonstrating qualities that encourage and inspire employees and followers towards achieving shared organizational goals and objectives, aligned with the leader's vision and mission (Ribeiro et al., 2022). In today's business environment, leadership is pivotal in guiding organizations in both the private and public sectors towards sustainable success (Sriphon & Chen, 2021). Leaders manage diverse workforces and develop policies to understand employee behaviors, satisfaction, and commitment, addressing these along psychological trends (Kaul et al. 2020). Understanding the factors influencing employee commitment is crucial for enhancing organizational productivity and efficiency (Fernandez & Shaw, 2020). Productivity and efficiency depend not only on the competencies of leaders but also on the satisfaction, loyalty, commitment, and retention of employees, which are essential for a healthy organization (Iqbal et al., 2020).

Scholars and researchers worldwide have recommended various leadership styles for different situations, each with its benefits and drawbacks (Hoang et al., 2021; Khalid & Purwana, 2020). Among these, transformational leadership is the most recommended and researched in management literature (Wilson, 2020; Gui et al., 2020). Transformational leadership involves leaders setting an example and focusing on the growth and development of their followers by fostering a strong sense of shared vision, trust, and understanding (Mukhtar et al., 2020). This leadership style is particularly effective during times of change or uncertainty, providing direction and purpose (Passakonjara & Hartijasti, 2020). Transformational leaders motivate employees to adopt behaviors that enhance productivity and align with the leader's vision for the organization (Farahnak et al., 2020). Consequently, organizations benefit from satisfied, loyal, creative, and efficient employees committed to long-term success (Afsar & Umrani, 2019).

Transformation leaders are generally acknowledged by leadership and management researchers such as Watts et al., (2020) as individuals with enormous amount of influence on their employees and they rely on this influence, to motivate their employees to achieve results beyond the leaders' expectations. These types of leaders according to Kariuki et al. (2022) instill self-confidence in their employees to increase their commitment, satisfaction and increased

intention to stay with the organization in the long-term. It is based on this premise scholars such as Saira et al., (2021) made the point that employees leave their organizations due poor leadership and not because of the organization itself.

Although a significant number of literatures focused on the benefits of transformational leadership style, however, some researchers argued that this type of leadership style puts a lot of pressure on employees to achieve the leaders' desired vision which leads to employees developing symptoms of stress and burnout (Dwivedi et al., 2020) consequently being perceived as deceitful and immoral (Lee & Chon, 2021). This makes it paramount to consider the ethical aspect of transformational leadership as the desired choice of leadership in organizations. Regardless, transformational leadership is part of a delivery process that provides an overview connected to the organization's vision, with the key to success being a leader's position and competence in motivating members to carry out all organizational accomplishment objectives. The finest success of transformational leaders is to create opportunities for employees to build expertise in order to increase internal motivation and commitment to work for employees as a result of a leader who inspires his employees' support system.

Employee commitment signifies an employee's support for an organization and its goals, reflecting their desire to remain part of the organization (Chanda & Goyal, 2019). This commitment indicates alignment with the organization's direction and objectives, showcasing a genuine interest in being an integral part of it (Jung et al. 2020). It embodies a strong desire to stay with the organization, a readiness to work diligently to fulfill its needs, a set of shared beliefs, and an acceptance of its values and goals. Essentially, employee commitment is an attitude that demonstrates loyalty to the organization and a deep investment in its success and growth (Ramos-Maçães & Román-Portas, 2022). The relationship between transformational leadership and employee commitment is that leadership influences commitment, and committed employees are more likely to stay for the long term with the organization (Okoli et al., 2021). However, a significant number of managers believed that simply because they are in a position of leadership, their employees will simply follow and emulate their leadership behaviors (Owan et al., 2020). This is a wrong notion because it is not always the case, and organizations should invest enough time and resources to hire the right leaders, develop them through training, and have leaders who are capable of influencing their employees in many aspects of their operations, such as commitment, if they are to achieve organizational goals and objectives (Panda & Sahoo, 2021).

Highly committed employees are beneficial to their organizations because they bring added value through their proactive support and determination to go beyond their required mandates to achieve the goals of their organizations in line with the leader's vision and mission (Owuor et al. 2020) and this positively influences their behavioral intention to stay with the organization for the long-term (Ngwa et al., 2019). Consequently, these employees are less likely to leave the organization (Otieno & Kipkorir, 2019). Transformational leadership is based on the idea that a leader's behaviors can positively influence the behaviors of employees in the same direction and even raise the expectations of the leader (Parveen & Adeinat, 2019). By recognizing and acknowledging the unique values and norms of each employee, transformational leadership enhances the employee's commitment levels to achieve success that is in line with the leadership vision and mission. Certainly, the positive correlation between transformational leadership behaviors in terms of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration on employee commitment in terms of affective, continuance, and normative commitment is well documented in extant literature (Saira et al. 2021; and Brooks et al. 2021) and a handful of empirical studies have started to assess and evaluate the process by which the aforementioned variables of transformational leadership behaviors are evidenced as influencing organizational efficiency and effectiveness (Cranmer et al., 2019).

In Nigeria, although a developing country, the government of the country has in recent times introduced laws favorable to the manufacturing sector and has continued to invest significant part of its financial resources to spur up sector's potentials. Nigeria's manufacturing sector is a major contributor to the country's GDP which is currently estimated to be at 15% (Sasu, 2022) employing about 12% of the country's total labor force (NBS, n.d.). In a country where unemployment is rife due to limited job opportunities suggests that the manufacturing sector if appropriately supported and managed, can be used as relevant indices in understanding the economic performance in the country (Ancarani et al., 2022), thus, the importance of the manufacturing sector to an economy cannot be underestimated. Moreover, countries such as China, the United States, Japan and Germany for example, their manufacturing sectors are a major employer of labor and contributor to the economy GDP. This directly connected to the growth and development rate in these countries.

However, the situation of manufacturing companies in Nigeria has not been the same as they confront myriads of challenges and issues ranging from erratic power supply, high cost of diesel to power production machineries, smuggling, government corruption to dumping (Oladipo et al., 2022). In addition, another issue bedeviling the sector is related to poor leadership and employee commitment which is yet to be received adequate attention by researchers in leadership and management studies. For example, in spite of the high number of unemployment figures in the country, evidence shows that manufacturing sector continues to witness mass resignation of employees which were attributed to

poor reward system, poor working environment, poor leadership attitude and behaviors to work resulting to poor work commitment and loyalty to the organization (Olufemi et al., 2022) which are all associated with the quality attributes of leaders in these organizations. Also, there is the issue of the complex and multifaceted responsibilities of employees in the manufacturing sector; the more difficult it is for them to accomplish their tasks successfully without proper clarity of roles (Allozi et al., 2022). It is for this reason Hayajneh et al., (2021) clarified that if an organization has detailed rules and regulations that specify how work should be done and employees understand them, or if employees are highly qualified experts with the skills to complete their jobs without much guidance from superiors, less clarification is required.

For employees their refusal to continue working in these manufacturing companies stems from the fact that after several attempts of raising their concerns with their leadership, nothing or not much has been done to address these problems further causing them to under-perform due to them reporting late to work, absent from work, showing poor attitude to work, and performing their functions below expectations and their potential (Nwankwo et al. 2019). Employees are the key to the manufacturing company's growth, survival, and success in reaching its goals. If they cannot reach these goals, it may be the end of the organization. Without committed employees, an organization is likely to lose its most skilled workforce to other competitors.

The premise that can be deduced from this is that no matter how the manufacturing companies reviews their employee compensation, training, job security and promotion among others, in most instance employees remain uncommitted. This begs to ask the question whether transformational leadership style can be used to influence employees to increase their productivity and remain committed. The outputs of highly committed employees is generally considered to be associated with assisting organizations achieve their short and long-term goals (Ling-Hui, 2022). Undoubtedly, transformational leaders' are acknowledged to use their leadership qualities to influence employee commitment which eventually affects their work efficiency and effectiveness and overall organizational productivity (Udin, 2020). This position is supported by Mahfouz et al., (2020) who are dealing with less commitment to work due poor leadership behaviors in their organizations. In this report, the author reported that the way employees get along with their leaders has a direct effect on their level of commitment, how well they do at work and how much they grow. Leaders who get along well with their employees may learn more about their strengths and weaknesses, which makes it easier for them to use their skills and competencies for the good of the organization (Harunavamwe et al. 2020).

The pursuit of employee commitment is shown by the number of organizations that spend a lot of money on leadership surveys to find out, among other things, how they can get their employees to remain committed to their jobs. If this factor is not present at work, it can make employees unhappy. In this way, the level of effectiveness of transformational leadership behaviors depends on how well the employee thinks they do their job and meet the goals they think are important for them to stay committed to their work and the organization. If this is true, organizational leaders need to find out why or how employees sometimes are not happy with their jobs. The above discussion has also shown that transformational leadership is an important factor in how committed employees are to their jobs and can be used as a measure in future surveys. This is a gap to the best of the researcher's knowledge because similar surveys have not looked at how transformational leadership style affects employee's commitment in manufacturing companies because those kinds of questions were not asked.

Depending on the style of leadership, the results can include employees who are motivated and inspired to do their best work and help the organization reach its strategic goals. On the other hand, bad and ineffective leadership styles can make employees unhappy, which can cause them to skip work, be late, do a bad job, make the workplace unpleasant, and not reach the strategic goals that were set. If this goes on for a long time, it can cause an organization to fall apart and shut down. If success is due to employees who are influenced by their leaders, then leaders play a big part in getting employees to be committed. So, the goal of this study was to find out how transformational leadership style determines employees' level of commitment.

Transformational Leadership Theory

The current study was anchored in the transformational leadership theory proposed by Bass (1985) to explore its influence on employee commitment within the manufacturing sector. According to Bass, transformational leadership involves inspiring and motivating employees to transcend their own self-interests for the collective good of the organization. This leadership style comprises four key components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. By leveraging these elements, transformational leaders create an environment of trust, innovation, and high morale, which can significantly enhance employee commitment. The study specifically examined how these transformational leadership behaviors impact employee commitment levels in the manufacturing context, which is vital for improving productivity and achieving sustainable organizational success (Jiatong et al. 2022). Understanding this relationship is crucial as committed employees are more likely to be productive, loyal, and aligned with the organization's goals. The focus on transformational leadership provides insights into how

leaders can cultivate a motivated and dedicated workforce, thereby driving organizational effectiveness and promoting a positive work environment (Park et al. 2022). Empirical evidence supports the positive impact of transformational leadership on organizational outcomes, making it a relevant and effective framework for examining the dynamics of leadership and commitment in this context (Kusi et al. 2021). Thus, this theoretical framework offered a comprehensive lens through which the dynamics of leadership and employee commitment can be understood and enhanced in the manufacturing sector.

Statement of the Problem

The study determined the relationship between transformational leadership behaviors and employee commitment, and the leadership challenges encountered in the implementation of transformational leadership. Specifically, the study provided answers to the following research questions:

1. What is the level of transformational leadership in Manufacturing Company X along:
 - a. idealized influence
 - b. inspirational motivation
 - c. intellectual stimulation; and
 - d. individualized consideration?
2. What is the level of employee commitment in Manufacturing Company X along:
 - a. affective commitment;
 - b. continuance commitment; and
 - c. normative commitment?
3. What is the relationship between transformational leadership behaviours and employee commitment?
4. What are the leadership challenges encountered in the implementation of transformational leadership?

II. DESIGN AND METHODOLOGY

This section of the research described the method and sources of data used in the research work. It included the research design and methodology, population and locale of the study, data gathering tools, data gathering procedures as well as the treatment of data. A detailed explanation of each of these processes is further discussed in this chapter.

Research Design and Methodology

The study employed a descriptive and correlational research design to investigate the relationship between transformational leadership and employee commitment at Company X. Descriptive research was chosen to gather comprehensive data about various aspects relevant to the study, facilitated through surveys. This approach was deemed appropriate as it allows for a thorough assessment of widespread characteristics within a large population, ensuring a representative sample that can yield reliable insights and inform significant decisions (Pooja et al., 2023). Specifically, the descriptive design enabled the study to describe the levels of transformational leadership behaviors, employee commitment, and the challenges faced in implementing transformational leadership practices. Additionally, a correlational research design was employed to examine the relationships between transformational leadership practices and employee commitment. This design is ideal for studying the association between variables in a research context (Van-Schalkwyk, 2023), thus providing a structured approach to analyze how different aspects of leadership influence employee commitment and organizational outcomes.

Population and Locale of the Study

The study focused on production employees of Company X located in Jos City, Nigeria. Jos City was chosen as the locale due to its significance as the operational base of Company X, ensuring proximity and access to the study population. The population comprised 90 production employees, from which a sample size of 73 respondents was determined using Krejcie & Morgan's (1970) population sampling table. Purposive sampling was employed to select participants exclusively from Company X's production department, ensuring the study's focus on employees directly impacted by transformational leadership practices.

Data Gathering Tools and Procedures

Data collection involved two primary instruments: a structured questionnaire and an interview guide. The questionnaire, validated through a pilot test with 20 respondents from similar manufacturing firms, demonstrated high internal consistency (Cronbach's alpha = 0.9371). Quantitative data gathered through the questionnaire were analyzed using weighted mean and Pearson correlation to examine the extent of transformational leadership practices and their correlation with employee commitment. Furthermore, qualitative data were collected using an interview guide comprising six specific questions, administered personally by the researcher via Google Meet to supplement quantitative findings and provide deeper insights into unexplored aspects of transformational leadership within Company X. Thematic coding was employed to analyze qualitative data, ensuring systematic interpretation and validation of findings through rigorous qualitative analysis techniques.

III. PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

Table 1
Level of Transformational Leadership Practices

	Dimensions	Weighted Mean	Interpretation
1	Intellectual stimulation	3.41	Very high level of transformational leadership practices.
2	Idealized influence	3.40	Very high level of transformational leadership practices.
3	Inspirational motivation	3.35	Very high level of transformational leadership practices.
4	Individualized attention	3.30	Very high level of transformational leadership practices.
Overall Weighted Mean		3.37	Very high level of transformational leadership practices.

Presented in Table 1 are the findings for the level of transformational leadership where the overall weighted mean was established to be 3.37. The dimensions that measured the level of transformational leadership practices are presented as follows starting with the highest mean of: 3.41 for intellectual stimulation, 3.40 for idealized influence, 3.35 for inspirational motivation, and 3.30 for individualized attention. All the dimensions got a qualitative interpretation of “very high level of transformational leadership practices”. The findings indicate that intellectual stimulation is the most prominently practiced dimension of transformational leadership among leaders at Company X. This implies that leaders in the company frequently create opportunities for employees to exercise independence, innovation, and creativity in addressing a range of workplace challenges, from simple to complex. The prominence of intellectual stimulation aligns with Thuan's (2020) research, which also identified this dimension as the most prevalent aspect of transformational leadership. Expanding on this, Liu et al. (2021) emphasized that intellectual stimulation has garnered significant attention due to its ability to foster productive team dynamics and improve outcomes. By encouraging employees to employ their critical thinking skills, intellectual stimulation enables them to be intellectually challenged, thereby reaching their full potential and taking proactive control of their career development. This dimension of transformational leadership not only enhances individual performance but also contributes to the overall growth and innovation within the organization.

Following closely in the rankings was idealized influence, with findings suggesting that leaders at Company X serve as exemplary role models, thereby earning significant respect and trust from their employees. This dimension of transformational leadership is pivotal as it establishes a solid foundation of trust and admiration between leaders and their teams. When leaders exhibit high ethical standards, consistency in actions, and a clear set of values, employees are more likely to emulate these behaviors, promoting a cohesive and motivated workforce (Khan et al. 2021). The importance of idealized influence is supported by research from Abasilim et al. (2019), which revealed that trust in leadership correlates with increased employee engagement, loyalty, and overall job satisfaction. Leaders who embody idealized influence not only inspire their employees through their actions but also create a culture of integrity and accountability within the organization. This cultural shift is essential for long-term success, as it promotes a work

environment where employees feel valued and are motivated to contribute to the organization's goals. Moreover, the presence of strong role models helps to mitigate workplace conflicts and enhances collaborative efforts, leading to improved organizational performance and employee retention (Ahmed & Al-Amiri, 2022). Thus, idealized influence is a cornerstone of effective leadership at Company X, significantly impacting employee attitudes and behaviors.

The finding on inspirational motivation underscores the leaders' capacity to effectively articulate a compelling vision and inspire employees to strive toward its realization. This dimension of transformational leadership is critical because it involves communicating a clear and attractive vision of the future that resonates with employees, instilling a sense of purpose and direction. Leaders who excel in inspirational motivation use persuasive communication and enthusiasm to align employees with organizational goals, thereby fostering a strong sense of collective purpose (Almahasneh et al. 2022). Inspirational motivation significantly enhances overall organizational morale and commitment by creating an environment where employees feel their work is meaningful and directly contributes to the organization's success. When leaders are able to convey an inspiring vision, it not only motivates employees to put forth their best efforts but also cultivates a positive work culture characterized by high energy, optimism, and resilience. This positive atmosphere is essential for maintaining high levels of employee engagement and reducing turnover rates. Furthermore, inspirational motivation encourages employees to go beyond their job descriptions, fostering innovation and creative problem-solving. By setting high expectations and demonstrating confidence in employees' abilities, leaders can inspire their teams to achieve exceptional results. This approach not only boosts individual and team performance but also solidifies employees' emotional and psychological investment in the organization's long-term success (Gyansah et al. 2020).

Individualized attention emerged as the least practiced dimension among transformational leaders, as indicated by the findings, suggesting a need for enhanced support to develop leaders' abilities in establishing personalized connections with their employees. This shortfall in individualized consideration within Company X may stem from instances where leaders have addressed employee concerns collectively rather than on an individual basis. This approach potentially overlooks the unique needs and circumstances of each employee, impacting their sense of recognition and support within the organization. This was supported by the comments of the following respondents during the informal interview. One of the respondents mentioned that “managers in my company often work on a very tight schedule and in my view this situation does not provide them with enough time to address each employee’s concern. For example, mentorship is often provided to employees in groups rather than individual which is one of the reasons why some of us fail to execute our work effectively. Because some employees who are better than the others in some aspect of our are merged together without providing them with the necessary skills they need to catch up with the rest of the members of their teams” (Interviewee “B”, Appendix A). Another respondent went further to say that “sometimes, my supervisor does not delegate tasks to employees based on our individual capacity but do so as a group which is in some situations, you find employees unable to finish their work within schedule while others are. Although this does not happen frequently, I think the issue here is that my supervisor was not able to leverage his employee’s individual skills, talents and knowledge to achieve organizational objectives” (Interviewee “C”, Appendix A).

These perspectives indicate that individualized consideration is inconsistently demonstrated by managers and supervisors at Company X, primarily due to their demanding schedules and pressure to meet deadlines as a production-oriented company. Managers often find themselves in a constant struggle to fulfill their obligations as mandated by top management. Consequently, they may resort to addressing employee concerns and challenges collectively to ensure they meet productivity targets. This approach can sometimes lead to interpersonal conflicts among employees with different personalities and work styles, further complicating team dynamics and employee satisfaction. These challenges likely contribute to why individualized consideration was rated the lowest among the four dimensions of transformational leadership. Despite these difficulties, the study's findings confirm that transformational leadership behaviors are practiced within Company X, aligning with previous research by Ali et al. (2022) and Bouranta (2021) in the manufacturing sector. This supports Bass's (1985) transformational theory, which guided the study and posits that leadership effectiveness can be examined through dimensions such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Leaders who embody these qualities can inspire greater employee engagement and commitment to organizational goals, thereby enhancing overall retention and performance.

Table 2
Level of Employee Commitment

	Dimensions	Weighted Mean	Interpretation
1	Continuance commitment	3.44	Very high level of employee commitment
2	Normative commitment	3.39	Very high level of employee commitment

3	Affective commitment	3.29	Very high level of employee commitment
Overall Weighted Mean		3.37	Very high level of employee commitment

Table 2 presents the findings on employee commitment levels at Company X, with an overall weighted mean of 3.37, indicating very high levels of commitment among employees. The dimensions of employee commitment are detailed as follows: continuance commitment scored the highest mean at 3.44, followed by normative commitment at 3.39, and affective commitment at 3.29. All dimensions were interpreted as "very high level of employee commitment". The results revealed that continuance commitment was prominently demonstrated, reflecting employees' strong personal investment in their current roles over potential benefits from alternative job opportunities. This commitment is bolstered by limited job prospects in the region and Company X's implementation of supportive organizational policies, including competitive compensation, benefits packages, and internal recognition initiatives. These factors likely contribute significantly to why employees choose to dedicate their time and efforts toward achieving the company's long-term objectives. The finding aligns with findings by Somers et al. (2020), affirming continuance commitment as a strong predictor of overall employee dedication in organizational contexts. Aktar & Hassan (2021) argue that offering perks promotes a supportive work environment and enhances employee commitment, echoing Elisabeth et al. (2021) who emphasize that continuance commitment contributes positively to organizational productivity and success by aligning personal interests with organizational goals. Consequently, acknowledging and nurturing continuance organizational commitment emerges as critical for organizational leaders aiming to foster sustained employee engagement and retention.

Additionally, the finding that normative commitment among employees at Company X is rated at a very high level reiterates the strong ethical and moral attachment employees feel towards the organization. It also suggests that employees exhibit a deep-seated commitment driven by their alignment with the ethical standards and values upheld by Company X. This high level of normative commitment suggests that employees perceive the organization positively and are motivated to remain loyal and contribute to its success over the long term. Research by Hadi and Tentama (2020) has demonstrated that normative commitment reflects a moral obligation to continue employment, often influenced by factors such as organizational culture, ethical leadership, and shared values among employees. The presence of such commitment among employees not only fosters a cohesive organizational culture but also enhances employee retention and overall organizational effectiveness. Past studies have consistently supported the notion that normative commitment plays a crucial role in fostering organizational stability and employee engagement. For instance, Inam et al. (2023) found that organizations with high levels of normative commitment experience lower turnover rates and higher levels of organizational citizenship behavior, where employees voluntarily contribute to the organization beyond their job requirements. Therefore, by acknowledging and nurturing normative commitment, organizational leaders can capitalize on employees' intrinsic motivations to uphold organizational values and contribute positively to the company's objectives.

However, despite affective commitment being the lowest-rated dimension of employee commitment, it received a qualitative interpretation of "very high level of employee commitment." This indicates that while some employees may not feel deeply emotionally attached or a strong sense of belonging to the organization, the overall commitment level among employees remains remarkably high. When probed on this, one respondent in the interview mentioned that "I think the organization can do more to improve my commitment by including educational opportunities as part of its career development" (Interviewee "A", Appendix A). Buttressing this point, one respondent mentioned that "in my opinion access to career development opportunities are limited and the criteria for accessing these programs are complex and difficult to accomplish by lower level employees. This is the kind of situation diminishes employee morale and emotional support they may have to the company" (Interviewee "C", Appendix A). Finally, another respondent with a similar view mentioned said that "I think the failure to provide enough opportunities that support employee professional growth and competence, risk team members stagnating in their improvement, getting behind on new technology, best practices and decreasing efficiency and effectiveness. Although this rarely happens are however some of the issue that affect employees negatively in this company" (Interviewee "D", Appendix D).

Khaola and Rambe (2021) also supported the notion that employees deeply invested in a company on an emotional level are more inclined to remain with the organization and may actively endorse it to others. However, when employees demonstrate high continuance commitment due to limited alternatives but lack affective commitment, their public criticism of the organization can be detrimental. Therefore, effective organizational management hinges on policies and strategies that carefully assess employees' strengths and weaknesses, creating environments conducive to positive experiences. The implications of these findings signify the importance of fostering very high levels of employee

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commitment across all dimensions. Such commitment not only enhances employees' motivation, inspiration, and confidence in fulfilling their duties optimally but also strengthens their dedication to the organization over the long term (Steil et al., 2020). By cultivating a workplace culture that nurtures both affective and continuance commitment, organizations can bolster employee engagement and loyalty, thereby promoting a cohesive and productive workforce committed to achieving organizational goals.

Table 3

Relationship between Transformational Leadership Practices and Employee Commitment

		Employee Commitment	Affective Commitment	Continuance Commitment	Normative Commitment
Transformational Leadership	Pearson	.833			
	Correlation Sign. (2- tailed)	.000			
Idealized Influence	Pearson		.833	.800	.811
	Correlation Sign. (2- tailed)		.000	.000	.000
Inspirational Motivation	Pearson		.811	.822	.811
	Correlation Sign. (2- tailed)		.000	.000	.012
Intellectual Stimulation	Pearson		.842	.877	.890
	Correlation Sign. (2- tailed)		.000	.000	.022
Individualized Consideration	Pearson		.801	.803	.602
	Correlation Sign. (2- tailed)		.001	.001	.001

Correlation is significant at the 0.05 level (2-tailed)

Table 3 presents the findings on the relationship between transformational leadership practices and employee commitment. According to the correlation analysis, there is a strong positive relationship between transformational leadership behaviors and employee commitment, with a Pearson correlation coefficient of 0.833 and a highly significant p-value of 0.000 ($p < 0.005$). Specifically, all dimensions of transformational leadership behaviors show a positive and significant correlation with employee commitment. Inspirational motivation correlates highly with affective commitment (0.811), continuance commitment (0.822), and normative commitment (0.811). Intellectual stimulation demonstrates the strongest correlation with affective commitment (0.842), continuance commitment (0.877), and normative commitment (0.890), indicating its profound impact on all three dimensions of employee commitment. Conversely, individualized consideration shows the lowest correlation with affective commitment (0.801), continuance commitment (0.803), and normative commitment (0.602).

Overall, the results revealed that there is a significant relationship between transformational leadership behaviors and employee commitment at a 95% confidence level ($p < 0.005$). This suggests that effective transformational leadership practices enhance employee commitment levels. The finding aligns with Queen & Nwaeke's (2020) argument that leadership fostering critical thinking and initiative among employees enhances commitment. Similarly, Nasivili & Ndegwa (2022) and Chebon et al., (2019) assert that organizational environments encouraging innovation and creativity contribute to higher employee commitment and productivity. Besides intellectual stimulation, idealized influence and inspirational motivation were identified as having the second and third strongest relationships with employee commitment. This finding aligns with the perspectives of Almahasneh et al. (2022), who argue that idealized influence and inspirational motivation are pivotal for fostering higher levels of employee commitment within organizations. Supporting this notion, Barinua & Tamunonengiyeofori (2022) assert that these components of transformational

leadership are crucial for articulating a compelling vision and mission to employees, thereby enhancing their efforts towards achieving organizational goals.

In contrast, the correlation analysis revealed that the dimension of individualized consideration in transformational leadership exhibited the lowest relationship with employee commitment. This could be attributed to perceptions among some employees that individualized attention might lead to favoritism, a concern echoed by respondents in this study. Moreover, factors beyond the scope of this research may also contribute to the weak correlation between individualized consideration and employee commitment. For instance, while coaching and mentoring initiatives on an individual basis are beneficial, they may not suffice unless complemented by factors such as competitive compensation, recognition, and opportunities for career development, as suggested by Ding & Lin (2020). Nevertheless, the analysis indicates a positive and significant relationship between individualized consideration and employee commitment. This finding supports the argument put forth by Chebon et al. (2019) that recognizing individual contributions and addressing personal needs can enhance employee commitment and productivity. It also resonates with the recommendations of Hosna et al. (2021) that fostering mutual trust and loyalty through personalized leadership practices can lead to greater employee commitment and job satisfaction.

Based on the regression analysis, the study determined an r^2 of 69.39%, indicating that 69.39% of employee commitment can be predicted by transformational leadership practices, while approximately 30.61% of the variance is attributable to factors not included in the model. This underscores the significant impact that effective transformational leadership styles can have in promoting employee commitment to their job responsibilities. This finding is supported by Rindu et al. (2020), who found that higher levels of transformational leadership behaviors correlate with increased employee commitment and the achievement of organizational objectives. These insights align with the argument of Kayembe et al. (2021) that employees are more likely to be deeply engaged in their roles and committed to organizational goals when leaders provide robust support that directly influences their job performance and retention behaviors. Moreover, the study reinforces Okoli et al.'s (2021) assertion that transformational leadership positively influences commitment, contributing to greater employee retention over the long term. Overall, the implications of these findings for organizational management are clear: enhancing transformational leadership practices can effectively motivate employees to deliver high-quality service, exceed organizational expectations, and cultivate strong trust and loyalty. This, in turn, empowers employees to go above and beyond in supporting the organization's long-term objectives and achieving sustainable success.

Table 4
Leadership Challenges Encountered in the Implementation of Transformational Leadership

No.	Indicators	F	%
1	Pressure on employees to meet targets within a limited period of time	68	93.15
2	Too many changes taking place at one time	40	54.79
3	Leaders focusing on broader rather than short-term goals	32	43.83
4	Leaders sometimes misuse their power and authority	12	16.44
5	Leaders sometimes lack patience	7	9.59
6	Leaders sometimes show favoritism	3	4.11

Table 4 presents the findings on leadership challenges encountered by employees in Company X during the implementation of transformational leadership. The data revealed that the most significant challenge reported by employees was the pressure to meet targets within a limited timeframe, acknowledged by 93.15% of respondents. This was followed by concerns about too many simultaneous changes (54.79%), leaders focusing on long-term goals rather than short-term objectives (43.83%), misuse of power and authority (16.44%), lack of patience (9.59%), and occasional favoritism by leaders (4.11%).

The finding underscores that the predominant challenge faced by employees is the pressure exerted by leaders to achieve challenging tasks within constrained timelines. This approach often disregards the human limitations of employees, potentially leading to inefficiency and increased stress levels. In an informal interview, one respondent articulated, "leaders sometimes pressurize use to work overtime in order to meet specific targets. The problem in this kind of situation; is that the time is too short and because of this employees develop symptoms of work stress that negatively interfere with their outputs" (Interviewee "B", Appendix A). These observations align with Antonopoulou et al. (2021), who suggest that a common pitfall of transformational leadership is its tendency to impose excessive pressure on employees to meet ambitious goals, often resulting in burnout and diminished well-being (Usman, 2020). This perspective is further supported by Owie (2019), who notes that while transformational leadership aims to inspire and

motivate employees toward organizational success, the reality of implementation can introduce significant challenges when not balanced with realistic expectations and support mechanisms.

Furthermore, the implementation of transformational leadership at Company X has revealed that another significant challenge faced by employees is the introduction of too many changes simultaneously. This practice by organizational leaders entails frequent updates to workplace policies and rules, urging employees to adopt new ways of thinking about their work. However, this approach often leads to disruptions and confusion among the workforce. According to one respondent, “really there are too many changes taking place in the company all at once which negatively influences employees to forget the company’s standard protocols and best practices” (Interviewee “A” Appendix A). Another employee expressed a concern, noting that “the problem the changes introduced by our company’s leaders is that they are too focused on motivating employees to change that they do not think critically about the appropriate time and place for each change” (Interviewee “E”, Appendix D).

These perspectives resonate with theoretical perspectives put forth by Duke et al. (2020) regarding the challenges associated with organizational change. They emphasize the disruptive nature of rapid and frequent changes and the potential risks associated with leaders’ unwavering pursuit of change for its own sake. Supporting this perspective, Trudel et al. (2022) argue that one of the potential pitfalls of adopting transformational leadership is leaders becoming overly preoccupied with change initiatives, sometimes at the expense of thoughtful consideration of their impact and timing within the organization. Al-Dhuhouri et al. (2020) further caution that failing to assess the suitability of specific changes for the organization at a given time can lead to unintended negative consequences.

Additionally, a notable challenge highlighted by respondents was leaders’ tendency to prioritize broader or long-term goals over short-term objectives. This issue was identified as the third most significant challenge in the implementation of transformational leadership at Company X. This finding suggests that leaders may sometimes overlook the importance of achieving immediate goals as stepping stones toward realizing long-term objectives. Erden & Yaşlıoğlu (2020) support this view, arguing that transformational leaders may become overly focused on distant organizational goals while neglecting crucial short-term milestones along the way. Similarly, Stanescu et al. (2021) contend that the failure to balance short-term objectives with long-term aspirations poses a substantial obstacle to effective transformational leadership within organizations.

On the contrary, favoritism emerged as the least significant challenge faced by employees in the department at Company X. Only three out of the seventy-three respondents surveyed cited favoritism as a concern in the implementation of transformational leadership within the company. While this indicates that favoritism has minimal impact on overall employee productivity, it remains a matter that leaders cannot afford to disregard entirely. This phenomenon stems from leaders assigning additional responsibilities or showing preferential treatment to certain employees involved in crucial projects, which can breed feelings of exclusion or neglect among others. Bratt (2023) supports this perspective, noting that favoritism exhibited by transformational leaders may lead to uneven employee development and internal discord, as some team members perceive their contributions are not duly recognized despite their commitment and loyalty.

Nevertheless, the finding suggests that by prioritizing the resolution of more pressing challenges such as meeting demanding targets, managing frequent organizational changes, and aligning efforts with broader goals, leaders may indirectly mitigate issues related to favoritism due to its limited prevalence among employees. Overall, the implications of these findings underscore that if left unaddressed, challenges like decreased employee commitment and productivity could result in heightened turnover rates and increased costs associated with recruiting and training new personnel at Company X. Therefore, proactive measures to address these challenges promptly are crucial to fostering a workplace environment where employees feel valued and motivated to remain committed to their roles.

IV. Conclusions

In conclusion, the study findings highlight several key aspects of transformational leadership practices at Company X. Leaders at Company X consistently exemplify idealized influence, portraying behaviors that earn admiration and emulation from their employees. This fosters a culture where leadership is respected and trusted, contributing to a cohesive organizational environment. Similarly, leaders at Company X effectively employ inspirational motivation to encourage employees to surpass expectations and strive for higher performance levels. This motivational approach aligns employees’ efforts with the organization’s goals, fostering a sense of purpose and dedication. Moreover, leaders at Company X actively engage in intellectual stimulation by challenging employees to reconsider their beliefs and adopt innovative solutions. This encourages creativity and enhances employees’ confidence in their abilities to contribute meaningfully to the organization. At the same time, leaders at Company X prioritize individualized consideration by recognizing and addressing the unique needs of each employee. This personalized approach promotes a supportive workplace culture where employees feel valued and understood. The findings also highlighted that

employees at Company X are emotionally attached and loyal to the organization due to the alignment of their personal values with its mission and values. This emotional connection fosters a sense of belonging and commitment among employees, contributing to their overall satisfaction and retention. Additionally, employees demonstrate loyalty to Company X through significant personal, social, and economic investments in the organization, highlighting a strong moral connection and commitment to its long-term success. Overall, the study concludes that transformational leadership behaviors serve as significant predictors of employee commitment. While leaders' enthusiasm at Company X motivates high performance, it also places employees under pressure to meet challenging targets within tight deadlines. Addressing these dynamics through balanced leadership practices can enhance employee engagement and organizational effectiveness, ensuring sustainable growth and success.

V. Recommendations

Based on the conclusions drawn from the study on transformational leadership practices at Company X, several recommendations can be put forward to further enhance organizational effectiveness and employee commitment. First and foremost, it is crucial for leaders at Company X to continue promoting idealized influence by consistently demonstrating behaviors that align with the organization's values and inspire trust among employees. This can be achieved through transparent communication, ethical decision-making and setting personal examples that resonate with the workforce. Second, leveraging inspirational motivation should remain a priority. Leaders should regularly communicate a compelling vision that inspires employees to exceed expectations and strive for excellence. Providing meaningful recognition and rewards for achievements can further reinforce this motivational aspect and sustain high performance levels throughout the organization.

Moreover, the practice of intellectual stimulation should be encouraged to foster a culture of innovation and continuous learning at Company X. Leaders should empower employees by encouraging them to challenge assumptions, explore new ideas, and contribute innovative solutions to organizational challenges. Creating platforms for knowledge-sharing and professional development can also enhance employees' skills and capabilities, further strengthening their commitment and engagement. Additionally, individualized consideration should be consistently applied to address the unique needs and aspirations of each employee. Leaders should actively listen to feedback, provide personalized support, and create opportunities for growth and career development tailored to individual strengths and interests. This personalized approach not only enhances job satisfaction but also builds trust and loyalty among employees towards Company X.

Furthermore, to sustain and strengthen the emotional attachment and loyalty observed among employees, it is essential for Company X to continue aligning organizational values with employees' personal values. This can be achieved through regular communication of the company's mission, vision, and core values, ensuring that they resonate with employees at all levels of the organization. Lastly, while the enthusiasm and high expectations set by leaders contribute to organizational performance; it is important to mitigate the potential negative effects of pressure on employees. Leaders should balance ambitious goals with realistic expectations, ensuring that employees are adequately supported with resources, training, and reasonable timelines to achieve objectives. This approach will help prevent burnout, promote work-life balance, and sustain long-term commitment and productivity among employees. By implementing these recommendations, Company X can further strengthen its transformational leadership practices, enhance employee commitment, and foster a thriving organizational culture conducive to sustained growth and success.

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APPENDIX A
INTERVIEW TRANSCRIPTS

1. "I think the organization can do more to improve my commitment by including educational opportunities as part of its career development" (Interviewee "A").
2. "In my opinion access to career development opportunities are limited and the criteria for accessing these programs are complex and difficult to accomplish by lower level employees. This is the kind of situation diminishes employee morale and emotional support they may have to the company" (Interviewee "C").
3. "I think the failure to provide enough opportunities that support employee professional growth and competence, risk team members stagnating in their improvement, getting behind on new technology, best practices and decreasing efficiency and effectiveness. Although this rarely happens are however some of the issue that affect employees negatively in this company" (Interviewee "D").
4. "Leaders sometimes pressurize use to work overtime in order to meet specific targets. The problem in this kind of situation; is that the time is too short and because of this employees develop symptoms of work stress that negatively interfere with their outputs" (Interviewee "B").
5. "Managers in my company often work on a very tight schedule and in my view this situation does not provide them with enough time to address each employee's concern. For example, mentorship is often provided to employees in groups rather than individual which is one of the reasons why some us fail to execute our work effectively. Because some employees who are better than the others in some aspect of our are merged together without providing them with the necessary skills they need to catch up with the rest of the members of their teams" (Interviewee "B").
6. "Sometimes, my supervisor does not delegate tasks to employees based on our individual capacity but do so as a group which is in some situations, you find employees unable to finish their work within schedule while others are. Although this does not happen frequently, I think the issue here is that my supervisor was not able to leverage his employee's individual skills, talents and knowledge to achieve organizational objectives" (Interviewee "C").
7. "Really there are too many changes taking place in the company all at once which negatively influences employees to forget the company's standard protocols and best practices" (Interviewee "A").
8. "The problem the changes introduced by our company's leaders is that they are too focused on motivating employees to change that they do not think critically about the appropriate time and place for each change" (Interviewee "E").