

The Impact of Transformational Leadership on Employee Commitment in the Construction Industry

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The purpose of this paper is to propose a conceptual framework and to model the causal relationship of Transformational Leadership on Employee Commitment. A comprehensive review of the literature on Transformational Leadership and Employee Commitment was conducted to accomplish the objectives of this examination. This empirical study employed a descriptive research design. The target population of this study are employees involved in the construction industry in Jordan. The sample size consisted of 240 people, determined using Slovin's formula. All data was collected using a self-administered questionnaire. The respondents were selected using a simple random sampling technique to avoid bias in selection and to ensure there was an adequate representation of the population. The data was analysed using Structural Equation Modelling procedures using IBM-SPSS-Amos 24.0. The study found Transformational Leadership contributed a positive and significant impact on Employee Commitment. The assessment of a conceptual model relating the effects of Transformational Leadership on Employee Commitment would support managers and people who are pioneering industrial change to better understanding the contribution of Transformational Leadership on Employee Commitment. This study contributed a new model to the existing literature, namely, an Employee-Directed Transformational Leadership Model.

Key Words: *Transformational Leadership Style, Employee Commitment, Construction Industry, Employee-Directed Transformational Leadership Model, Jordan.*

Introduction

Global business is constantly fluctuating and developing in dynamic and uncertain ways . For this reason, all aspects of business must focus on advancement and innovation in order to maintain high standards and relevance (Emeagwal & Ogbonmwan, 2018). Annual reports and industry research consistently demonstrate that people are considered the most important resources. It can therefore be said that the key to a business' success and survival is the availability to hire the right staff (Tabouli, Habtoor, & S, 2016).

Leadership unequivocally influences the outlook of laborers towards their occupations. Pioneering innovation in management techniques has fundamentally developed the relationships and activities of the industry (Saleem, 2015). Moreover, leaders set a tone that impacts on how the laborers feel about their manager (Allen & Grisaffe, 2001). Thus, employees are increasingly dedicated when bolstered by suitable leadership styles (Benggio, 2012; Clark et al., 2009; Nyengane, 2007; Riaz et al., 2012).

Administrators therefore research new strategies to build their employees' commitment in order to reap positive results for the association. This includes lower staff turnover, improved job performance, and making a firm progressively more focused (Fesharaki & Sehhat, 2017). Likewise, employee commitment is extremely important for managers to keep their workers encouraged and fulfilled (Riaz et al., 2017). Directors ought to advance employee commitment for better organizational achievement and relieve the obstructions of inventory networking the execution of management (Alfalla-Luque, Marin-Garcia, & Medina-Lopez, 2015). Similarly, directors impact the level of employees' commitment (Benggio, 2012). In this manner, workers are progressively committed when maintained by appropriate styles of administration (Benggio, 2012; Clark et al., 2009; Mitchell, 2002; Nyengane, 2007; Riaz et al., 2012).

Additionally, the authority has transformed into a basic activity of the board to improve the capability of workers. Organizations are further focusing on matching the authority of leaders, managers and laborers to overhaul their performance (Ammad, Aqil, & Muhammad Nasir, 2018). Previous studies have likewise demonstrated that impacts of transformational leadership on a workers' commitment during hierarchical change (Yu, Leithwood, & Jantzi, 2002). Transformational pioneering behaviours increase supporters' and commitment in organizations through the implementing empowering procedures (Kim & Shin, 2017; Mayan & Nor, 2017; Mishra, 2018; Miyaji, 2018; Mofokeng & Mashingaidze, 2018; Mohajan, 2016; Mohamed et al. 2018).

Furthermore, laborers who are managed by those who report that they use transformational leadership styles will undoubtedly observe an increase in commitment (Kossek et al., 2018).

Similarly, transformational leadership advances followers creative energy by updating a workers knowledge base , forging connections with a leader (Qu, Janssen, & Shi, 2015). Researchers determined that transformational leadership adds to profitability (Choi, Kim, & Kang, 2017; Spano-Szekely, Griffin, Clavelle, & Fitzpatrick, 2016).

The construction sector is viewed among the largest industries (Department of Commerce, 2017). For this reason, construction companies were selected as they are one of the vital economic sectors. Its sub-sectors are identified by their diverse and complex approach to economic and other social changes. Moreover, this industry influences the real estate market deeply and effectively, being a key driver in its processes (Jordan Chamber of Industry, 2017). In addition, the construction industry in Jordan plays a great role in the country's economic activities. During the present development stage, it is considered to be one of the sectors that are very sensitive to the economy because a great part of the funds spent on such developments are in this industry (Jordan Chamber of Industry, 2017).

Jordan also suffers from serious issues. The weakness of business has had very strong effects on the labor market. This in turn causes issues in migration. There is duplication in the labor market as job seekers with similar skills and skills get different advantages. Many skilled and educated Jordanians migrate outside Jordan, leaving mostly unskilled individuals in the country (World Bank Report, 2016). In addition, the construction sector is one of the sectors that is still suffering (Report, 2018), which has led to the suspension and closing of many works due to lack of qualified workforce (World Bank Report, 2016).

The analysis of the impact of transformational leadership on employee commitment in construction industry in Jordan has not been explored in previous academic literature. As a result, testing this inductive model approach is important for future studies to close the gap and provide a comprehensive view on the impact of transformational leadership on employee commitment. Therefore, our study aims to analyse the impact of Transformational Leadership on Employee Commitment in construction companies in Jordan.

Theoretical Background and Hypothesis Development

Transformational Leadership Style

Studies on leadership in the last three decades have uncovered a plenty of positive outcomes of transformational leadership (Ariyabuddhiphongs & Kahn, 2017; Banks, McCauley, Gardner, & Guler, 2016; Gyensare, Anku-Tsede, Sanda, & Okpoti, 2016; Jauhari, Singh, & Kumar, 2017; Mullen, Kelloway, & Teed, 2017; Schmitt, Den Hartog, & Belschak, 2016; Tepper et al., 2014; Thu, Mia, Winata, & Chong, 2016; Van Knippenberg & Sitkin, 2013) . It is revealed through this literature that transformational leadership is vital for an the



performance, efficiency, and survival of a company (Banks et al., 2016; Katou, 2015; Orazi, Turrini, & Valotti, 2013; Wright & Pandey, 2009).

Four parts of transformational leadership style have been identified by previous research (Bass et al., 1987; Judge & Piccolo, 2004; Ghasabeh et al., 2015). They are (1) idealized influence, (2) inspirational motivation, (3) intellectual stimulation, and (4) individualized consideration. Idealized influence is described as the depiction of how much an individual participates in practices and identifies with management. This identification allows an employee to emulate this behaviour (Judge & Piccolo, 2004). Inspirational motivation is characterized by a focus on motivating human resources. Therefore, motivating a larger amount of desires for employees (Ghasabeh et al., 2015). Thirdly, intellectual stimulation is characterized as the process of participating in an education of the organization to create progressively more inventive thoughts and outcomes (Ghasabeh et al., 2015). Finally, individualized consideration is characterized as the ability of a leader to incorporate new learning opportunities for employees (Bass, Avolio, Jung, & Berson, 2003).

Employee Commitment

Applied technology development has brought about new occupations and positions due to expanding and developing needs. It is therefore challenging to discover individuals with the correct knowledge and commitment for these emerging positions. These elements have prompted a need for employee commitment to being incorporated into essential hierarchical goals and raising the dimension of fulfilment required to retain workers (Krajcsák, 2016).

Employee commitment is essential as abnormal amounts of commitment lead to a few significant hierarchical results. It mirrors the degree to which workers relate to the organization and their commitment to its objectives (Beloor, Nanjundeswaraswamy, & Swamy, 2017). Additionally, the effect of a financial crisis on employee commitment has demonstrated that an employee's commitment may rely upon complex mixes of ecological variables (e.g., HRM practices; monetary conditions) and individual contrasts (e.g., independence and cooperation) (Meyer, Morin, & Wasti, 2017). Likewise, employee commitment is an element of quality administration that is imperative to the satisfaction of the consumer (Conway & Briner, 2014).

Three components of employee commitment have been identified in previous research (Meyer and Allen, 1991). They are (1) affective commitment, (2) continuance commitment, and (3) normative commitment. Affective commitment is fundamentally connected to the association, administration, and the individuals from the workplace (Krajcsák, 2016). Continuance commitment is characterized as a longing to remain an individual in the association (Mayer & Schoorman, 1992). Finally, Normative commitment is characterized as

a worker's sentiments of obligation to stay with the association which mirrors a sentiment of obligation to proceed with work (Meyer & Allen, 1991). The types of employee commitment are characterized as basic building blocks in understanding the frames of mind and practices of workers in an organization (Mueller, Wallace, & Price, 1992). Very little research has examined the association between transformational leadership and employee commitment (Geijsel, Slegers, Leithwood, & Jantzi, 2003; Nyengane, 2007; Tyssen, Wald, & Heidenreich, 2014). In this paper, the relationship between transformational leadership and employee commitment is discussed in section 2.3.

The relationship between Transformational Leadership and Employee Commitment

Limited studies were undertaken by researchers to investigate the impact of transformational leadership style and employee commitment (Clark et al., 2009; Garg & Ramjee, 2013; Geijsel et al., 2003; Howard, 2005; Nyengane, 2007; Silva & Mendis, 2017; Swid, 2014; Teshome, 2013; Tyssen et al., 2014).

Geijsel & et al. (2003) demonstrate that transformational leadership measurements influence a school instructors' commitment. In general, this research demonstrate the significance of dissecting the components of transformational leadership for their different impacts on employee commitment and additional exertion. Howard (2005) mentions that transformational leadership styles conveyed an understanding of employees' commitment. Workers with a participatory or transformational leader noticed an abnormal state of commitment. Both participatory and transformational leaders endeavour to encourage workers and incorporate them in exchange and basic leadership at whatever point conceivable.

Furthermore, Tyssen, Wald, & Heidenreich (2014) found the transformational leadership behaviors positively influence the followers' commitment. Additionally, managers who are seen to predominantly display a transformational leadership style tend to influence employee commitment positively (Swid, 2014). Additionally, Nyengane (2007) demonstrates that there is a positive connection between transformational leadership behaviors and employee commitment (affective commitment, continuance commitment, and normative commitment). This finding is in agreement with Silva and Mendis (2017) that there is a strong positive connection between transformational leadership and employee commitment. While Garg and Ramjee (2013) found a weak positive, yet significant, connection between transformational leadership and employee commitment.

Clark & et al. (2009) researched the effect of leadership style on employee commitment to benefit quality at lodgings. The central ramifications of this research indicated that managers who are committed to benefit quality and utilize an engaging leadership style can make a

transformational leadership climate that passes on their commitment to quality benefits and support of their forefront workers.

Riaz & et al. (2012) reveals a significant connection between transformational leadership and employees' affective commitment. They found that leaders need to adjust transformational leadership to expand the dimension of affective commitment by employees. This view is supported by Ashikali and Groeneveld (2015) who demonstrated that there is a noteworthy connection between transformational leadership and employees' affective commitment. The research also mentioned that the effect is impacted through the appearance of transformational leadership perceived by observers who can be considered as the implementers of an assorted variety of administration positions.

Furthermore, Bučiūnienė & Škudienė (2008) uncover positive connections between a transformational leadership style and affective and normative employee commitments. In addition, by utilizing a longitudinal study by Hill, Seo, Kang, & Taylor (2012), the outcome demonstrates that transformational leadership decidedly impacted employees' affective commitment to change and an employees' normative commitment to change. Teshome (2013) demonstrates that transformational leadership has a positive impact on affective and continuance employee commitments.

While Garg and Ramjee (2013) found a weak positive, yet significant, connection between transformational leadership and employee commitment. Yucel, McMillan, and Richard (2014) found that the connection between transformational leadership and affective commitment is not significant. Taking into consideration the findings of the previous literature, it is hypothesized that:

Transformational Leadership has a significant and direct impact on Employee Commitment.

Research Methodology

The current paper is a descriptive research design that investigates the causal relationship of Transformational Leadership on Employee Commitment. The gathered data are collected via questionnaires and are quantitative in form. The statistical population comprise of 600 workers from construction companies in Jordan. From these companies, some 240 labourers were selected using the Slovin's formula based on a simple random sampling technique, out of which 217 were returned, indicating a response rate of 90.416%.

Choosing constructions companies was appropriate for our research and the survey was implemented after the permission was taken from the site manager to select the respondents among the workers at the construction site. The workers were requested to respond as honest

as possible and were assured that their responses will be used only for research purpose and be treated as confidential.

The data was analysed using Structural Equation Modelling procedure in IBM SPSS AMOS 24.0. This article will further explain the modelling and testing procedure for the effects of Transformational Leadership Style on Employee Commitment.

Validation of measures

Prior to testing the conceptual model, several reliability and validity issues should be addressed. To begin with, the internal reliability of measuring instruments was assessed by Cronbach's alpha. All values of Cronbach's alpha ranged between 0.852 and 0.88. In General, Cronbach of 0.7 or above was viewed as the criteria for internal consistency of the setup scales (Hair, Black, Babin, & Anderson, 2014; Zikmund & Babib, 2010). Second, confirmatory factor analysis was utilized to evaluate the convergent, construct and discriminate validity of latent constructs prior to executing structural equation modelling. The measurement model fit the data satisfactorily (RMSEA = 0.078, CFI = 0.921, TLI = 0.933, ChiSq/df = 2.925), so the construct validity was achieved (Awang et al., 2015, 2018; Afthanorhan et al., 2017, 2017a, 2018, 2019; Mohamad et al., 2016, 2019). All items loaded significantly on their latent factor with all factor loadings are greater than 0.60. Through the Confirmatory Factor Analysis (CFA) procedure, the study validated the constructs for Convergent Validity by computing Average Variance Extracted (AVE), Construct Validity (through fitness indexes), and Discriminant Validity (Discriminant Validity Index Summary) of the latent constructs. Discriminant validity was dictated by finding out whether a given construct correlated very highly with another construct, from which it should differ (Campbell, 1960). Through CFA procedure, discriminant validity can be evaluated by looking at the AVE (Average Variance Extracted) to the squared correlation between the constructs (Fornell & Larcker, 1981). Since all the amount of the main diagonal of the correlation matrix are more prominent than the incentive under them or on their left side, at that point the discriminate validity of the constructs is checked (see Table 1).

Table 1: The Discriminant Validity Index Summary

	Transformational Leadership	Employee Commitment
Transformational Leadership	0.788	
Employee Commitment	0.44	0.792

Note: Values on the diagonal are the square root for AVE. Off-diagonal elements are the squared pairwise correlations between factors.

Additionally, the normality assessment for the present examination was conducted by examining the value skewness and kurtosis for every item. Considering the estimation, the

skewness was inside the range between -0.407 to -0.984 and kurtosis was inside the range between -0.245 and 1.225. This demonstrated the skewness prerequisite degree of -1.0 and 1.0 as suggested by Awang et al. (2018) was accomplished. That demonstrated that the data were normally distributed.

Data Analysis

To test the hypotheses, structural equation modelling procedure was performed utilizing IBM SPSS AMOS 24.0. Structural equation modelling (SEM) has three accompanying points of interest. To start with, it can appraise connections among latent constructs demonstrated by indicator variables. Second, it can take into account correlations among measurement errors. Third, it can measure recursive connections between constructs.

Findings

The next stage was to test the hypothesis using the 217 respondents from the sample. Table 2 shows a strong impact for the final model in predicting the effects ($P=0.001$). It implies that the model is robust, and the relationships are well constructed. Thus, the model is a good representation of the reality. So the Transformational Leadership had a direct positive impact on Employee Commitment.

Table 2: The Path Coefficient of Transformational Leadership on Employee Commitment

Construct	Path	Construct	Beta Estimate	Standard Error	Critical Region	P-Value	Result
Employee Commitment	<---	Transformational Leadership	0.645	0.107	6.049	0.001	Significant

Discussion

The results of this study supported the hypothesis that transformational leadership has significant and direct impact on employee commitment. More specifically, Jordanian construction companies' labourers who perceived positive and favourable transformational leadership behaviour tended to exhibit higher commitment. Investigating the literatures shows that these findings are in accordance with a significant amount of the established research on the subject (Ashikali & Groeneveld, 2015; Geijsel et al., 2003; Nyengane, 2007; Riaz et al., 2012).

Geijsel and et al. (2003) found that Transformational Leadership affect both Teachers' Commitment and extra effort in a sample of 772 Dutch teachers and 403 Canadian teachers.

Furthermore, Nyengane (2007) demonstrated that Transformational Leadership has a positive impact on Employees' Commitment in a sample of 35 managers and 162 subordinates at an electric utility of South Africa. Similarly, Riaz and et al. (2012) confirmed that there is significant and positive relationship between Transformational Leadership and Employees' affective Commitment in a sample of 4 banks and 293 employees of the banks in Islamabad, Pakistan. Ashikali and Groeneveld (2015) mentioned that Transformational Leadership has a positive direct effect on employees' affective commitment from a study of 10,976 employees from the Dutch public sector. Silva and Mendis (2017) found a positive connection between transformational leadership and employee commitment in a sample of 197 participants (163 subordinates and 34 managers) at the Parastatal companies in South Africa. Furthermore, Teshome (2013) demonstrates that transformational leadership has a positive impact on the affect and continuance of employee commitments in a sample of 115 participants (20 leaders and 95 academic staff) in Private Higher Education Institutions (PHEIs) at Addis Ababa City.

From the numerous studies conducted on Transformational Leadership (refer section 2.3), limited studies have examined Transformational Leadership and Employee Commitment. The present study examined the relationship between Transformational Leadership on the Employees Commitment (affective commitment, continuous commitment and normative commitment) . This study examined this inductive model approach to fill the gap identified in previous research. The research has provided a new model of examining the relationship between Transformational Leadership and Employee Commitment, namely, as Employee-directed Transformational Leadership Model.

Conclusions

This research was conducted in order to introduce a newly developed model between Transformational Leadership Style and Employee Commitment, specifically, as Employee-Directed Transformational Leadership Model. The current paper is currently the main empirical research in this field which has studied a target population in Jordan. Along these lines, this research provides a valuable contribution to the existing literature and could be viewed as a reason for future research into this topic.

Conflict of Interest

The authors confirm that there is no conflict of interest to declare for this publication.

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