

Impact of Transformational Leadership on Organizational Commitment : Case Study at Jordan Ahli Bank

Atif B. Al-Quraan
WISE University, Amman , Jordan

Abstract

The present study has aimed at identifying the impact of transformational leadership (idealized influence , inspirational motivation , intellectual stimulation and individualized consideration) on organizational commitment (affective , normative and continuance) at Jordan Ahli Bank from branches' employees view . The target population was branches' employees of Jordan Ahli Bank, their numbers were 500 employees, 280 questionnaires were distributed, Only 273 were returned valid to statistically analysis, with a ratio of 97.5% . The present study has shown that transformational leadership dimensions (idealized influence , inspirational motivation , intellectual stimulation and individualized consideration) have significant impact on organizational commitment (affective , normative and continuance) at Jordan Ahli Bank.

Keywords: Transformational leadership, Organizational commitment, Jordan Ahli Bank

1. Introduction

Organizations find it increasingly challenging to maintain sustainability in a world characterized by global competitiveness, organizational restructuring and fluctuating economies. Such challenges prompt the need to maintain high levels of employee commitment (Bass, 2000) . Organizational commitment is an indicator of employees' turnover and performance (Morris and Sherman , 1981) . Also, it is an important precondition for organizational effectiveness, especially when considering that the costs associated with higher turnover and absenteeism are avoided (Bartlett, 2001). Success of an organization is dependent on many factors ranging from external to internal, workforce is considered to be one of the most important determinants of organizational competitiveness, employees' commitment with the organization reduces their intentions to leave the organization and remain part of organization to work with more effectiveness and loyalty (Pascal et al . 2011) .

Employees' organizational commitment and their involvement in working in the organization are highly important. And the main origin of competitive advantage for organizations is sacrifice, quality of commitment and ability of workforce (Rezaeian & Koshtehgar, 2008). Human resource is essential for any organization's future performance . This suggests that individual s' positive contribution is paramount for organizations' survival and is increasingly considered a source of sustainable competitive advantage (Wright , Dunford, & snell , 2001). Thus, management better utilization and leveraging of this valuable resource would be reflected positively on the firm's ability to create more value and achieve a competitive performance (Pfeffer & Veiga , 1999). Transformational leaders move and change (fix) things in a big way, not by offering inducements but by inspiring others. Transformational leadership motivates followers to transcend their self – interests for a collective purpose. Transformational leaders use their personal values, vision, commitment to a mission, and passion to energize and move others (Burns, 1978). This form of leadership produces an admiration of and trust in the leader that results in followers' going above and beyond expectation and accomplishing the extraordinary. Employers try to achieve the objectives in accordance with their mission and vision. In the globalized and dominated by increasing competition and new technologies new era, organizations need employees committed to the leader and organization .

1.1. Problem statement

Banking sector play a vital role in Jordanian economy and are considered to be the backbone of financial development in the country, and Jordan Ahli Bank consider one of these banks. In banking sector, as well as many other organizations, the human factor is the most important element of the organization and it functions have a huge effect on the success and efficiency of the organization. Organizational commitment of employees in such organizations like any other organizations is important and effective in their performance. In addition to this special nature of the tasks and missions of employees in banking sector makes the importance of organizational commitment be much more decisive in the quality of their performance. On the other hand, the turnover or voluntary mobility of employees can also cause abundant and sometimes irreparable damages to these organizations. Hence, improving organizational commitment of employees in such organizations is one of the fundamental challenges and principal tasks of managers. Meanwhile, because one of the most important factors in an organizational commitment is human force in the organization, the behavior of employees in organizational life and their relationship with their jobs are affected by a lot of variables. One of the most important of these variables is transformational leadership of managers. Although there have been studies examining the impact of transformational leadership on organizational commitment, it is seen that the number of studies conducted in

banking sector have been limited. A similar situation is also seen in Jordan. Therefore, it is considered important to determine the impact of transformational leadership behavior of the branches' managers of Jordan Ahli Bank on the organizational commitment of their employees.

1.2. Study Purpose

The purpose of this study is to investigate the issue that how and to what extents transformational leadership can impact organizational commitment among employees. To this end, the impact of transformational leadership dimensions on organizational commitment will be discussed initially and then the relationship between the four main transformational leadership dimensions (idealized influence, inspirational motivation, intellectual stimulation and individualized consideration) and three types of organizational commitment of employees (affective, normative and continuance) will be checked and there will be recommendations to improve organizational commitment of employees at Jordan Ahli Bank through the development of transformational leadership dimensions of their managers by recognizing those dimensions improving organizational commitment.

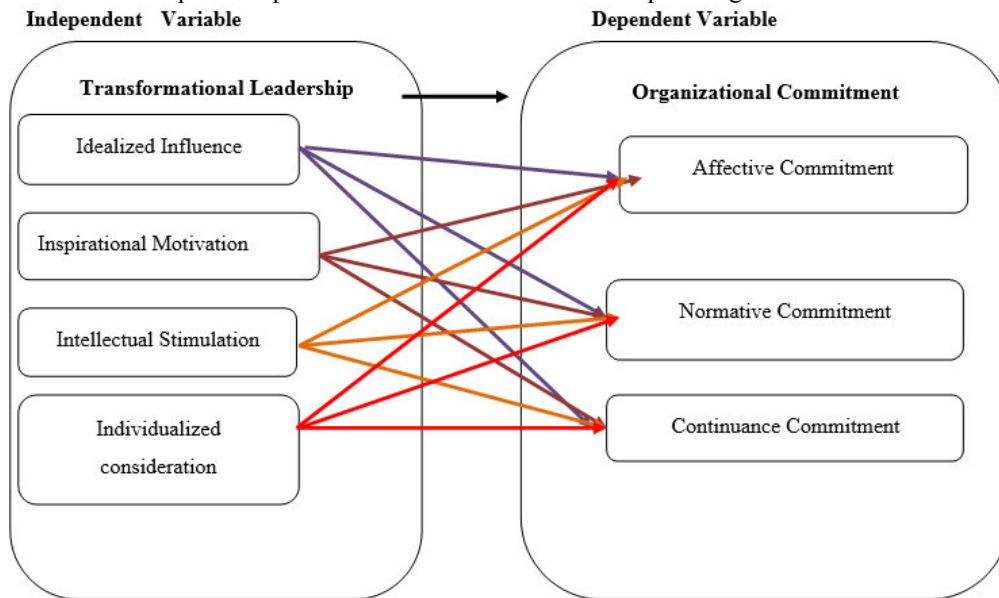
1.3. Study Objectives

To accomplish the primary purpose of this study, the major research objectives are briefly stated as follows:

- To describe the transformational leadership behavior of branches' managers of Jordan Ahli Bank according to their employees' opinions.
- To describe the level of organizational commitment among the branches' employees of Jordan Ahli bank.
- To determine the impact of the four dimensions of transformational leadership on organizational commitment according to the opinions of branches' employees of Jordan Ahli bank.

Figure 1

The Relationship and Impact of Transformational leadership on Organizational Commitment



1.4. Study Hypothesis

Based on the study problem, objectives, and its conceptual framework, this study will mainly assume the following hypothesis:

- H_0 : The Transformational Leadership doesn't significantly and positively affect the Organizational Commitment at $\alpha \leq 0.05$.
- H_{01} : The Idealized influence doesn't significantly and positively affect the organizational Commitment dimensions (affective, normative and Continuance) at $\alpha \leq 0.05$.
- H_{02} : The Inspirational motivation doesn't significantly and positively affect the organizational Commitment dimensions (affective, normative and Continuance) at $\alpha \leq 0.05$.
- H_{03} : The Intellectual stimulation doesn't significantly and positively affect the organizational Commitment dimensions (affective, normative and Continuance) at $\alpha \leq 0.05$.
- H_{04} : The Individualized consideration doesn't significantly and positively affect the organizational Commitment dimensions (affective, normative and Continuance) at $\alpha \leq 0.05$.

2. Literature Review

2.1. Transformational leadership:

As an idea, transformational leadership was first mentioned in 1973, in the sociological study conducted by the author Downton, J. V., "Rebel Leadership: Commitment and Charisma in the revolutionary process, (Ivana Simic, 1998). After that, James McGregeor Burns used the term transformational leadership in his book "Leadership" (Burns, 1978). According to Burns, transformational leadership is a process in which leaders and followers always try to promote their own psychological ability and motivational capability to higher levels. In this process, the mutual and growing relationship between leaders and their followers is current (Krishnan, 2004). Also, Burns, made a distinction between transactional leaders and transformational leaders. Transactional Leadership describes the transaction that occurs between leaders and followers in getting the job done and achieving goals. In many ways it is another term for management. The leader makes clear what needs to be done and offers rewards in exchange for individual and group effort directed towards goal attainment. Transformational leadership describes a process by which leaders bring about significant positive changes in individuals, groups, teams, and organizations by using inspiration, vision, and the ability to motivate followers to transcend their self-interest for a collective purpose (Avolio, Waldman, & Yammarino, 1991). In 1985, Bernard M. Bass presented a formal transformational leadership theory which, in addition to other things also includes the models and factors of behavior (Bass, 1985). He described specific behaviors that characterized transformational leaders such as being a model of integrity and fairness, setting clear goals, having high expectations, encouraging people and providing support and recognition, stirring the emotions and passions of people, and getting people to look beyond their own self-interest and reach for higher goals. According to Bass and Avolio (1994), transformational leaders must exhibit the four factors commonly known as the "four Is" to bring major changes:

- The idealized influence: It is the style by which the subordinates trust and stimulate their leaders behaviors, and they embrace their values and commit to achieve their vision which maximize self-confidence and the pride of participate with the leader. The transformational leaders minimize using their authorities for personal benefits, but they employ most of their capacity and experience to motivate the group towards vision related to their purposes, and usually the leader seeks to persuade the subordinates and attract them for the group interest, and talking optimistically about the future and form an interesting pictures about the organizational change.
- The inspirational motivation: It confirms the behavior style and communication that direct the subordinates and makes them feel the work's value and challenges. The transformational leaders show a lot of enthusiasm and optimism that have a direct positive impact on the subordinates live and in force the feeling of the group spirit and inspire the others with what they say and do, their vision does not mislead the others, but enables them.
- The intellectual stimulation: It confirms the dimension of encouraging the subordinates to rethink ideas never presented. It is the rationale side of the leadership which includes testing the old assumptions which is used as entrances to solve many problems, but from new corners. The transformational leader focuses on (What) in the problem instead of (who).
- The individualized consideration: The humanitarian considerations look to more than developing the subordinates, it focuses on dealing with each subordinate as a distinguished person, which prevents the frustration among the subordinates. Usually, the transformational leaders express especial interest of their subordinates needs to achievement and growth. They represent the teacher, trainer and consultant. The open dialogue trains the subordinates on the listening skills, it is based on the rule of what the subordinate hears and not on what is said to him or taught to him. The transformational leaders enable their subordinates to take decisions, and they never stop supporting and directing them and assessing their progress.

2.2. Organizational commitment

Organizational commitment is the degree to which a person identifies with and feels a part of the organization (Schermerhorn, 1992). According to (Steers, 1977) organizational commitment is the relative strength of an individual's identification with and involvement in a particular organization. And represents a high level of affection, loyalty and concentration on a job role in an organization (Dee, Henkin, and Singleton, 2006). (Mowday, Porter, and Steers, 1982) identified that highly committed employees perform better than less committed ones. (Buchanan, 1974) indicated that at least five factors consist of organizational commitment, that is, a strong intention to maintain membership within the organization, an acceptance of the organizational major goals and values, a positive evaluation within the organization, an intention to work toward organizational goals, and a willingness to exert considerable effort on behalf of the organization.

(Porter, Lyman, Steers, Mowday and Boulian, 1974) considered that organizational commitment includes three elements as the following:

- The belief of organizational goal and value acceptance.
- The willingness to pursue the organizational benefit, and
- The intensive desire of organizational position maintenance.

(Meyer and Allen, 1991) further pinpointed that organizational commitment can be classified into three

components as the following:

- Affective commitment : refers to the employee's emotional attachment to , identification with , and involvement in , the organization based on positive feelings , or emotions , toward the organization . The antecedents for affective commitment include perceived job characteristics where is task autonomy , task significance , task identity , skill variety and supervisory feedback , organizational dependability that mean extent to which employees feel the organization can be counted on to look after their interests , and perceived participatory management that mean extent to which employees feel they can influence decisions on the work environment and other issues of concern to them .
- Continuance commitment : refers to commitment based on the costs that the employee associates with leaving the organization (due to the high cost of leaving) . Potential antecedents of continuance commitment include age , tenure , career satisfaction and intent to leave . Age and tenure can function as predictors of continuance commitment , primarily because of their roles as surrogate measures of investment in the organization . Tenure can be indicative of non-transferable investments that mean close working relationship with coworkers , retirement investments , career investments and skills unique to the particular organization . Age can also be negatively related to the number of available alternative job opportunities . Career satisfaction provides a more direct measure of career related investments , which could be at risk if the individual leaves the organization. In general , whatever employees perceive as sunk cost , resulting from leaving the organization , are the antecedents of continuance commitment .
- Normative commitment refers to an employee's feeling of obligation to remain with the organization where it based on the employee having internalized the values and goals of the organization . The potential antecedents for normative commitment include co-worker commitment where it including affective and normative dimensions , as well as commitment behaviors , organizational dependability and participatory management .

3.Related Studies

Several studies have been carried out in terms of transformational leadership and organizational commitment in different countries , while, few empirical studies conducted to examine the impact of transformational leadership on organizational commitment at banking sector in Jordan specially at Jordan Ahli Bank . The researcher concentrated on some of these studies as following:

(John P. Meyer et. al 2002), conducted meta-analyses to assess relations among affective , continuance , and normative commitment to the organization and relations between the three forms of commitment and variables identified as their antecedents , correlates , and consequences in Meyer and Allen's (1991) Three Component Model . They found that the three forms of commitment are related yet distinguishable from one another as well as from job satisfaction , job involvement , and occupational commitment . Affective and continuance commitment generally correlated as expected with their hypothesized antecedent variables , no unique antecedents of normative commitment were identified . Also , all three forms of commitment related negatively to withdrawal cognition and turnover , and affective commitment had the strongest and most favorable correlations with organization-relevant (attendance , performance , and organizational citizenship behavior) and employee-relevant (stress and work-family conflict) outcomes. Normative commitment was also associated with desirable outcomes , albeit not as strongly . Continuance commitment was unrelated , or related negatively , to these outcomes .

The study of (Samer Khasawneh et. al , 2012), aimed to determine the relationship between transformational leadership of vocational school principals in Jordan on vocational teachers' organizational commitment . The results indicated that a strong , positive and significant relationship exists between transformational leadership (overall) and the organizational commitment dimension . Furthermore , the relationship between each component of transformational leadership and organizational commitment was found to be moderate , positive and significant .

The study of (Shikha Pahwa Verma and Venkart R. Krishnan , 2013) , investigated the impact of the leader's gender (femininity and masculinity) on transformational leadership and the follower's organizational commitment (affective , continuance , and normative) using a sample of 84 managers of a manufacturing company in eastern India . Results show that masculinity enhances normative commitment and androgyny enhances continuance commitment . The findings also show that the positive effect of masculinity on normative commitment continues to exist even after controlling for the common variance between normative commitment and inspirational motivation . The findings also show that femininity reduces inspirational motivation dimension of transformational leadership . Further , the findings of this study show that transformational leadership enhances continuance commitment only when the leader is androgynous and that transformational leadership enhances affective commitment only for the masculine leader .

The study of (Noorlaila Hj . Yunus & Wan Nursafiah Wan Ibrahim , 2015) , this study was intended to identify the relationship between transformational leadership and organizational commitment and to identify whether leader-member exchange moderate the relationship between transformational leadership and

organizational commitment .This study was limited to the administrative employees who worked in SME companies at Shah Alam in Malaysia . The results indicated that only individual consideration has significant relationship with affective commitment , and there is a significant interaction effect of dimension of LMX which is affect on the relationship between two of the four dimensions in transformational leadership which is idealized influence and intellectual stimulation and normative commitment . Also, the interaction between intellectual stimulation and affect strengthens the relationship between intellectual stimulation and normative commitment , moreover , the results found that there is no interaction effect of affect dimension towards the relationship between transformational leadership and normative commitment . Also the result concluded that the affect moderates the relationship between idealized influence and normative commitment and affect moderates the relationship between intellectual stimulation and normative commitment.

The study of (Al-Qura'an Atif, 2015), has aimed at identifying the impact of transformational leadership on organizational change management at Jordan Ahli Bank from the opinion of branches managers , the results has shown that transformational leadership dimensions (idealized influence, inspirational motivation, intellectual stimulation , individualized considerations and empowerment) are affecting organizational change management at the structural , technological and people level .

The study of (Edith Gathungu et .al , 2015) , has aimed at gathering empirical evidence on the relationship between transformational leadership and organizational outcomes : organizational citizenship behavior , performance , organizational culture , and organizational vision . The review also explores commitment as a personal outcome of the follower . The results revealed that transformational leadership has a positive impact on the organizations' outcome , performance and personal outcome .

The study of (Priyanaka Jain and Taranjeet Duggal , 2015) , has aimed to analyze the role of transformational leadership in eliciting employee's organizational commitment , depending upon the secondary data like research journal , articles and different websites . The findings of paper shows that there is a positive relationship between emotional intelligence and organizational commitment . Transformational leaders care about their followers wellbeing and they even appreciate their contribution , such behavior of transformational leaders elicits affective commitment by fulfilling socio-emotional needs as need for esteem , approval and affiliation.

The study of (Adil Zia , 2015) , aimed at analyzing the effect of a transformational leadership style of bank managers in Kingdome of Saudi Arabia in Jeddah city on employees job satisfaction and their organizational commitment. The results concluded that transformational leadership style was appreciably and positively related to overall job satisfaction and organizational commitment, the study also determined that transformational leadership had not been exercised by the bank managers of Saudi Arabia .

The study of(Nabila Abid and Yasir Aftab Farooqi, 2015), which aimed to explore the relationship between organizational commitment , transformational leadership and its role in enhancing employee in role performance and organizational citizenship behavior in banking sector of Pakistan (bank of Punjab and National bank of Pakistan).The study concluded that there is a positive attachment of variables transformational leadership and organizational commitment with employee in role performance and organizational citizenship behavior .

The study of(Hossein Damghanian and Mahboobeh Hajkazemi , 2015) , has been conducted with the aim of surveying relations between transformational leadership , organizational commitment and work alienation from the point of view of employees and managers of Alborz Insurance Company in central headquarters and branches of Tehran . Based on the achieved results , transformational leadership has positive and significant effect on organizational commitment and a negative and significant effect on work alienation . Research findings also showed that transformational leadership accompanied by mediation of organizational commitment has a negative and significant effect on work alienation . Another result achieved from this research is the negative and significant relation between organizational commitment and work alienation .

(Leila Dariush et . al , 2016) conducted a study in title of " Leadership styles facilitating organizational commitment" , the purpose of their study was to examine the effect of three styles of transformational , transactional and laissez-faire leadership on a variety of organizational commitment (affective , normative , and Continuance) from the opinion of managers and experts in a government agency in Tehran from whom 223 subjects have been selected . Results of this study suggest that leadership style of managers has a significant effect on organizational commitment , so that the transformational and transactional leadership style have positive effect on organizational commitment but this effect is negative when talking about laissez-faire leadership.

The study of (Orlando Manuel Martins Marques De Lima Rua and Joao Manuel Costa Araujo , 2016) , aimed at analyzing how organizational commitment has a mediating effect on the relation between transformational leadership and organizational trust from a sample of 58 employees at the Serralves Foundation (Porto , Portugal) . The results confirm that transformational leadership positively enhances organizational trust. However, transformational leadership and organizational trust are not significantly influenced by organizational commitment , thus not having a mediating effect on this relationship.

4. Methodology

4.1. Research design

The population for this study consists of branches' employees of Jordan Ahli bank, their number were 500 employees. A sample of 280 respondents was used .

4.2. Data Collection and Instrument

The study used a questionnaire for collection data of study. A survey instrument that had a 1-5 Likert scale was designed and developed in line with earlier studies to be fitted for Jordan Ahli bank environment , and it consisted of three main sections; Section 1 focused on respondents' demographic variables, while the Section 2, focuses on transformational leadership dimensions, and Section 3 emphasized on organizational commitment dimensions. 280 questionnaires were distributed to the branches' employees of Jordan Ahli Bank. Only 273 were returned valid to statistically analysis, with a ratio of 97.5% .

4.3. Instrument Validity and Reliability

The instrument (questionnaire) was sent to a professional as well as specialists in the business management and leadership to test the face validity of the instrument , they did a small corrections and split some items into two or three items to measure all the variables comprehensively. Other type was to test the internal consistency and stability of questionnaire, is conducting a pilot sample of 50 employees to assess the simplicity and clarity of all items , the results was as simple as clear to understand . Meanwhile , researcher used Cronbach' Alpha to test the reliability of the questionnaire , and it is considered adequate if it is exceed 0.60 according to (Churchill, 1979). However, as depicted in table 1 , the results of Alpha coefficients of the concerned variables were registered acceptable where the coefficients are above 0.60. Therefore, the instrument was suitable and consistence for implementing the study.

Table 1: Cronbach's Alpha

Variable	No. of Items	Cronbach' Alpha
Idealized influence	5	83.4
Inspirational motivation	5	84.9
Intellectual stimulation	5	87
Individualized considerations	5	83.7
Transformational Leadership	20	87.7
Affective Commitment	5	89.1
Normative Commitment	5	81.6
Continuance Commitment	5	81.2
Organizational Commitment	15	85.6

5. Study Results

5.1 Demographic Variables

According to results shown in table (2), we noticed that 63% of the sample of study was male and 37% were female. Clearly, results show that employees who were employed were young and they were situated mostly in (less than 30 years, 27%) and (30-40 years , 36%), this implies that Jordan Ahli bank has energetic employees who can continuously provide quality service by being speedy in serving customers, providing the service on time and being flexible , and vital to be more committed to their jobs . We noticed that most of respondents are well educated through earning their first degree and second degree (59%) and (31%) respectively. In regard to experience forms, most of the respondents have higher experience which means that the longer tenure the easier it is for employees to adapt to the organizational environment as well as accept bank goals and values where service-oriented culture is emphasized and continue providing service quality.

Table 2 . Demographic Variables Characteristics

variable	level	frequency	Percent (%)
Gender	Male	171	63
	Female	102	37
	total	273	100
Age	Less than 30 years	74	27
	30 – 40 years	97	36
	41 – 50 years	69	25
	More than 51	33	12
	Total	273	100
Educational level	Diploma	20	7
	Baccalaureate	162	59
	Master	84	31
	PhD	7	3
	Total	273	100
Experience	Less than 5 years	87	32
	6 – 10 years	68	25
	11 – 15 years	75	27
	More than 16 years	43	16
	Total	273	100

5.2 .Study Variables Description

Table 3. Descriptive Study of Transformational Leadership Dimensions

Items No.	Dimension	Means	St.Dev.	Order of importance	Level of Importance
1-5	Idealized influence	2.97	1.08	4	Medium
6-10	Inspirational motivation	3.42	0.98	3	Medium
11-15	Intellectual stimulation	3.67	0.87	1	High
16-20	Individualized consideration	3.59	0.91	2	Medium
1-20	Transformational Leadership	3.41	0.96		Medium

As shown in table 3, transformational Leadership has got a mean of (3.41), which indicates a medium importance. According to respondents' answers, Intellectual Stimulation dimension has come first with a mean of (3.67) which indicate of high importance, then followed by Individualized Consideration, Inspirational Motivation and Idealized Influence dimensions with a mean of (3.59), (3.42) and (2.97) respectively, as they all indicate of medium importance. These results show that the respondents (Jordan Ahli Bank employees) see that the level of transformational leadership behavior of their managers was medium in terms of individualized consideration, inspirational motivation and idealized influence dimensions, while, the dimension of intellectual stimulation was high.

Table 4. Descriptive Study of Organizational Commitment Components

Items No.	Dimension	Means	St.dev.	Order of importance	Level of Importance
1-5	Affective Commitment	3.62	0.95	1	medium
6-10	Normative Commitment	3.46	1.07	3	medium
11-15	Continuance Commitment	3.59	1.02	2	medium
1-15	Organizational Commitment	3.56	1.01		medium

As shown in table 4 , organizational commitment has got a mean of (3.56) , which indicates a medium importance. According to respondents' answers, Affective Commitment dimension has come first with a mean of (3.62), then followed by Continuous Commitment and Normative Commitment with a mean of (3.59) and (3.46) respectively, as they all indicate of medium importance.

5.3 Regression Analysis

In order to exploring the effect of independent variable(s) on dependent variable(s), a regression analysis was used, at statistical significant level ($\alpha \leq 0.05$), as the following:

Table 5. Regression Results of Idealized influence and Organizational Commitment (the first hypothesis test)

item	R	R Square	Calculated F	Table F	β Regression coefficient	Sig
Idealized influence at affective commitment	0.445	0.198	44.756	3.84	0.367	0.000
Idealized influence at normative commitment	0.657	0.432	137.549	3.84	0.637	0.000
Idealized influence at Continuance commitment	0.598	0.358	100.736	3.84	0.549	0.000

***The effect is statistically significant at the level ($\alpha \leq 0.05$)**

Table 5 explores the regression analysis of first hypothesis, results revealed that there is a significant impact for the idealized influence on organizational commitment (affective, normative and continuance), and the coefficient of correlation (R) is equal to (0.445), (0.657) and (0.598) respectively at the level ($\alpha \leq 0.05$), while, the coefficient of determination (R- Square) is equal to (0.198), (0.432) and (0.358) respectively, which means that the independent variable (idealized influence) was able to explain (0.198, 0.432, 0.358) of change in the dependent variables/organizational commitment (affective, normative and continuance), and the rest is due to other factors not listed in this study. While, the degree of impact Beta coefficient is equal to (0.367, 0.637, 0.549) respectively, which means that an increase by one unit in the degree of idealized influence will lead to an increase in the affective, normative and continuance commitment at the same degree. Finally, the F-value support the statistical significant of this impact, where, the impact of idealized influence on affective commitment was (44.756), (137.549) on normative commitment and (100.736) on continuance commitment respectively, which are significant at the level ($\alpha \leq 0.05$), in compare with tabulated value which equal to (3.84), hence, from these results, it can be concluded that the Idealized influence has a positive and significant effect on the organizational commitment dimensions (affective, normative and continuance) at $\alpha \leq 0.05$, which are not supported our null hypothesis, hence we reject it and accept the alternative hypothesis of affirming the relationship and effects.

Table 6. Regression Results of Inspirational motivation and Organizational Commitment (the second hypothesis test)

item	R	R Square	Calculated F	Table F	Beta Regression coefficient	Sig
Inspirational motivation at affective commitment	0.668	0.447	146.183	3.84	0.687	0.000
Inspirational motivation at normative commitment	0.698	0.488	172.190	3.84	0.843	0.000
Inspirational motivation at Continuance commitment	0.788	0.621	296.935	3.84	0.902	0.000

***The effect is statistically significant at the level ($\alpha \leq 0.05$)**

Table 6 explores the regression analysis of the second hypothesis, results revealed that there is a significant impact for the Inspirational motivation on organizational commitment (affective, normative and continuance), and the coefficient of correlation (R) is equal to (0.668), (0.698) and (0.788) respectively at the level ($\alpha \leq 0.05$), while, the coefficient of determination (R- Square) is equal to (0.447), (0.488) and (0.621) respectively, which means that the independent variable (Inspirational motivation) was able to explain (0.447, 0.488, 0.621) of change in the dependent variables/organizational commitment (affective, normative and continuance), and the rest is due to other factors not listed in this study. While, the degree of impact Beta coefficient is equal to (0.687, 0.843, 0.902) respectively, which means that an increase by one unit in the degree of Inspirational motivation will lead to an increase in the affective, normative and continuance commitment at the same degree. Finally, the F-value support the statistical significant of this impact, where, the impact of Inspirational motivation on affective commitment was (146.183), (172.190) on normative commitment and (296.935) on continuance commitment respectively, which are significant at the level ($\alpha \leq 0.05$), in compare with tabulated value which equal to (3.84), hence, from these results, it can be concluded that the Inspirational motivation has a positive and significant effect on the organizational Commitment dimensions (affective, normative and continuance) at $\alpha \leq 0.05$, which are not supported our null hypothesis, hence we reject it and accept the alternative hypothesis of affirming the relationship and effects.

Table 7. Regression Results of Intellectual stimulation and Organizational Commitment (the third hypothesis test)

item	R	R Square	Calculated F	Table F	Beta Regression coefficient	Sig
Intellectual stimulation at affective commitment	0.658	0.433	138.375	3.84	0.733	0.000
Intellectual stimulation at normative commitment	0.676	0.457	152.204	3.84	0.886	0.000
Intellectual stimulation at continuance commitment	0.703	0.495	177.241	3.84	0.873	0.000

***The effect is statistically significant at the level ($\alpha \leq 0.05$)**

Table 7 explores the regression analysis of the third hypothesis , results revealed that there is a significant impact for the Intellectual stimulation on organizational commitment (affective , normative and continuance) , and the coefficient of correlation (R) is equal to (0.658), (0.676) and (0.703) respectively at the level ($\alpha \leq 0.05$), while, the coefficient of determination (R- Square) is equal to (0.433) , (0.457) and (0.495) respectively, which means that the independent variable (Intellectual stimulation) was able to explain (0.433, 0.457 ,0.495) of change in the dependent variables/organizational commitment (affective, normative and continuance), and the rest is due to other factors not listed in this study. While, the degree of impact Beta coefficient is equal to (0.733, 0.886, 0.873) respectively, which means that an increase by one unit in the degree of Intellectual stimulation will lead to an increase in the affective , normative and continuance commitment at the same degree. Finally, the F-value support the statistical significant of this impact, where, the impact of Intellectual stimulation on an affective commitment was (138.375), (152.204) on normative commitment and (177.241) on continuance commitment respectively, which are significant at the level ($\alpha \leq 0.05$), in compare with tabulated value which equal to (3.84), hence, from these results, it can be concluded that the Inspirational motivation has a positive and significant effect on the organizational commitment dimensions (affective, normative and continuance) at $\alpha \leq 0.05$, which are not supported our null hypothesis, hence we reject it and accept the alternative hypothesis of affirming the relationship and effects.

Table 8. Regression Results of Individualized considerations and Organizational Commitment (the fourth hypothesis test)

item	R	R Square	Calculated F	Table F	Beta Regression coefficient	Sig
Individualized considerations at affective commitment	0.780	0.609	281.406	3.84	0.874	0.000
Individualized considerations at normative commitment	0.639	0.409	125.222	3.84	0.843	0.000
Individualized considerations at continuance commitment	0.632	0.399	120.116	3.84	0.788	0.000

***The effect is statistically significant at the level ($\alpha \leq 0.05$)**

Table 8 explores the regression analysis of the fourth hypothesis, results revealed that there is a significant impact for the Individualized considerations on organizational commitment (affective , normative and continuance) , and the coefficient of correlation (R) is equal to (0.780) , (0.639) and (0.632) respectively at the level ($\alpha \leq 0.05$), while, the coefficient of determination (R- Square) is equal to (0.609) , (0.409) and (0.399) respectively, which means that the independent variable (Individualized consideration) was able to explain (0.609, 0.409, 0.399) of change in the dependent variables/organizational commitment (affective , normative and continuance), and the rest is due to other factors not listed in this study. While, the degree of impact Beta coefficient is equal to (0.874, 0.843, 0.788) respectively, which means that an increase by one unit in the degree of individualized considerations will lead to an increase in the affective, normative and continuance commitment at the same degree. Finally, the F-value support the statistical significant of this impact, where, the impact of individualized considerations on an affective commitment was (281.406), (125.22) on normative commitment and (120.116) on continuance commitment respectively, which are significant at the level ($\alpha \leq 0.05$), in compare with tabulated value which equal to (3.84) , hence, from these results, it can be concluded that the individualized considerations has a positive and significant effect on the organizational commitment dimensions (affective, normative and continuance) at $\alpha \leq 0.05$, which are not supported our null hypothesis, hence we reject it and accept the alternative hypothesis of affirming the relationship and effects.

6. Discussions and Conclusions

It is clear evident from the results shown in table 3, that Transformational Leadership and its dimensions (idealized influence, inspirational motivation and individualized consideration) has scored medium levels of importance except intellectual stimulation has scored high level of importance from the respondents' point of view . While , it

is clear evident from results shown in table 4, that organizational commitment and its dimensions (affective , normative and continuance) has scored medium levels of importance from the respondents' point of view. These results might be explained in terms of the medium emotional ties that be embraced by the branches' managers of Jordan Ahli bank with their followers.

Table 5,6,7 and 8 exhibit the results of regression analysis between each dimension of transformational leadership and organizational commitment (affective, normative and continuance). As noticed the results are not consistent with the null hypothesis, so the results revealed that each dimension of transformational leadership has a positive and significant effect on the affective organizational commitment. Affective commitment develops when the employees become more involved and recognize the value of their identity from association with the organization. Affective commitment relies on an emotional attachment to the organization and it is likely that the affectively attached employees will be motivated to make a greater contribution to shape the organization's vision.

The outcomes also indicated that each dimension of transformational leadership has a positive and significant effect on the employee moral obligations underlying in normative commitment to stay in the organization. This result suggests that transformational leadership in which the leader create, communicate and model a shared vision for the subordinates will positively affect the belief of employees to remain in the organization because that's the right and moral thing to do.

The results also indicated that each dimension of transformational leadership has a positive and significant effect on the employees' commitment to continue to work for the organization . This result suggests that transformational leadership improves continuance commitment through the ability of the leaders to assist their subordinate's career advancement or involve them in training programs. This create reluctancy for employees to leave the company because of the potential of career advancement .

Based on these results , it is suggested to managers to take the following measures in order to increase the organizational commitment in their employees and to reinforce the three dimensions of organizational commitment in them:

- Having inspirational motivation or trying to create this feature in one's self and other managers through being committed to aims, giving information and awareness to individuals regarding the perspectives and encouraging employees.
- Creating the idealized influence feature in one's self and other managers through changing the behavior in directions causing the managers to be respected and trusted by the employees and to become a role model for them .
- Intellectually stimulating individuals and encouraging them to review their methods of doing tasks and giving feedback to employees if required.
- Paying full attention to individuals through empowering them, paying attention to their needs and demands and playing the role of a coach if required .

All above mentioned statements generally point to this matter that a transformational leader must be full of energy and power , they must have a positive perspective about the future and must predict a good future for reaching the aims and must deal with employees as valuable individuals and respect them and they must know that realizing the organizational aims depends on the positive attitudes toward the future and making appropriate connections with organizational members.

7. Future Implications

The present study has been applied at one commercial bank in Jordan (Jordan Ahli Bank), and in future for results generalizations purpose , it is suggested to conduct a comparative study of commercial banks in Jordan. Then, it is suggested to check the demographic linkages and other work related attitudes relationship with transformational leadership .

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Bibliography

Atif Badri Al-Quraan is a PhD candidate at The World Islamic Science and Education University (WISE), Amman, Jordan. And he is a Manager of Irbid Business Center For Small and Medium Enterprises, at Jordan Ahli Bank, Irbid, Jordan.