

TITLE: Transformational Leader Behaviors: Its Impact on Follower Satisfaction, Trust, Commitment, and Organizational Citizenship Behaviors

RESEARCHER: Maria Josephine C. Francisco
Graduate School of Arts and Sciences
Ateneo de Manila University (Philippines)
Unpublished master's thesis: May 2000

OBJECTIVE: The purpose of this study was to examine the relationship between transformational leader behaviors and various employee outcome variables.

METHODOLOGY: The population consisted of leader-follower dyads from a company engaged in the running of amusement centers in Metro Manila and in the provinces. There were 41 leaders (93% response rate) and 103 subordinates (92% response rate) who participated. The typical leader was male (66%), 30 years old, college-educated (76%) and employed by the company for an average of six years, while the average subordinate was male (63%), college-educated (76%), 27 years old, with the company for five years, and with their supervisor for two years. Respondents completed the Leadership Practices Inventory, and measures of job satisfaction (Brayfield & Rothe, 1951), trust (Podsakoff, et al., 1990), organizational commitment (Mowday, Steers & Porter, 1979), organizational citizenship dimensions of obedience, organizational and social participation (Van Dyne et al., 1994), voice and helping (Van Dyne & Le Pine, 1998), and courtesy (Podsakoff & MacKenzie, 1989). The survey instruments were all translated into Filipino.

KEY FINDINGS: All five leadership practices were significantly correlated with the Trust in Leader and Organizational Commitment scales. Challenging and Encouraging were significantly correlated with Job Satisfaction. Only the Voice and Helping dimensions of Organizational Citizenship behaviors revealed any significant relationships with leadership behaviors. Helping was correlated with Inspiring, Enabling and Encouraging, while Voice was correlated with Enabling and Modeling. Obedience, Social Participation, Functional Participation, and Courtesy were not significantly related to any of the leadership behaviors. Multiple regression analyses revealed that Modeling was significantly related to Job Satisfaction, Inspiring for Trust in Leader, Encouraging for Organizational Commitment, and Enabling for Helping Behavior.

Canonical correlation analysis revealed a significant positive relationship between transformational leader behaviors (the five leadership practices) and employee attitudes ($R^2 = .26$). No significant relationships were found in the canonical analysis between leadership behaviors and organizational citizenship behaviors.

“The results showed that transformational leader behaviors had a significant positive relationships with employee attitudes. This finding suggests that when leaders challenge, inspire, enable, model, and encourage, they influence the attitude of followers and move them to reciprocate by showing more satisfaction with their job, exhibiting more trust in their leaders, and demonstrating greater commitment to the organization” (p. 163).