

Transformational Leadership Style and Organizational Commitment: An Empirical Assessment

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Abstract : This paper examines the effect of transformational leadership style on organizational commitment among Private University employees in Nigeria. A quantitative methodology was adopted for this study. A structured Multi-factor Leadership Questionnaire (MLQ) developed by Bass and Avolio (1997) and Organizational Commitment Questionnaire (OCQ) developed by Meyer and Allen (1997) were the major instruments used for data collection. Simple linear regression was used for testing the hypothesis. The results indicated that there was no significant positive effect of transformational leadership style on organizational commitment among employees of the Nigerian private university studied. Though the respondents rated their leaders high on transformational leadership style, their organizational commitment rating was average for majority, which implies that employees' level of commitment could be accounted for by transformational leadership style existing in the institution. This finding is antithetical to the common submission in literature that transformational leadership style has a significant effect on organizational commitment. It was therefore recommended that further studies may want to further explore the reasons for this variance.

Keywords : leadership style, Nigeria, organizational, commitment, transformational leadership

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