

A Statistical Examination of the Effect of Transformational Leadership on Organizational Commitment

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Abstract: The study aims to identify the role of transformational leadership in organizational commitment mediated by organizational happiness in private hospitals in the northern region of Jordan an empirical study using statistical applications. The study population included employees from three private hospitals from (Irbid, Mafraq, and Jerash) the overall number of employees is (766) from which a random sample of (300) male and female employees received the study questionnaire, (270) valid questionnaires are retrieved. SmartPLS4 software and critical path tests analyzed the data. the results showed statistically significant impact of transformational leadership and its dimensions of (idealized influence, and inspirational motivation) on organizational commitment and its dimensions of (normative commitment, and emotional commitment) among hospital employees in Jordanian private hospitals in the northern region. The researcher encourages the leaders to motivate their employees to work exert efforts in order to support the hospital reach its goals.

Keywords: Transformational leadership, organizational commitment, organizational happiness, Statistical application, private hospitals, Jordan.

1. Introduction

Organizations in today's management styles strive to elevate their position in business constantly. Employee motivation to develop their skills is continuous to win their commitment. Transformational leadership and its dimensions of idealized influence and inspirational motivation empower individuals to develop skills and promote self-trust. Transformational leadership works to increase employees' production, support creative employees capable of bringing good changes, enhances cooperation and responsibility that leads to organizational commitment.

Many studies confirmed that transformational leadership means the leaders' effort to elevate employee's capabilities of achievement and self-development as the most influential factors in achieving organizational commitment [24;28]. The importance of the transformational leader manifests in his influence on the behaviors and actions of individuals [27]. Transformational leadership is one of the most eminent leadership theories that transform organizations in general and rapid change organization in specific, it implements radical changes in these organizations by making them aware of future demands, accepting it, and teamwork to achieve the vision and goals of the organization [15].

Recently, administrative researchers' interest increased in "organizational happiness". Many organizations started to focus on creating a supportive work environment that encourages employees to be creative and motivated, which in turn boosts productivity and employees job satisfaction. Happy employees tend to be more innovative, open to change, and pursue improvement [32]. When the organization's workplace is happy it fosters teamwork, collaboration, and responsibility feelings, all of which develop strong commitment to the organization [34]. In essence, organizations that foster and prioritize happiness become better equipped to find real solutions and unlock full potential [9].

1.1 Study Problem

The concept of ideal influence and inspirational motivation is a style of transformational leadership that expands the interests of employees and deepens the level of their awareness and acceptance of the organization's vision and goals [18]. The organizational happiness concept expresses the positive feelings employees show towards their job, tasks, and communication with colleagues [1]. The two variables (inspirational motivation and organizational happiness) linked with the dimensions of organizational commitment (normative commitment and emotional commitment) are as far as the researchers believe is an important topic in management, because the commitment concept is related to most of the management functions, it represents the individual's internal desire to exhaust his efforts to achieve the goals of the organization. Therefore, the researcher reviewed many studies related to the subject of the current study and attempted to identify the problem of the study [21]. stressed the importance of organizational normative and emotional commitment in increasing the effectiveness of performance by increasing employees' discipline and commitment that influence organizational goals and the general work climate. Accordingly, the

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problem of the study may be defined in relation to the dimensions of normative and emotional commitment, because of their importance for creating a stable and balanced environment, within the framework of organizational and rational methods that contribute to the success of administrative and executive functions.

[3] said that the Coronavirus pandemic influence on employees' normative and emotional commitment was negative. This result is attributed to hospitals' lack of interest in preparing its employees in advance for such circumstances. In life epidemics, diseases and natural disasters may happen, this entails increasing attention in hospitals toward normative and emotional commitment to benefit in improving employee's performance and achieve prospected goals.

Based on the reviewed literature, the current study questions may be formulated as:

1. What is the level of idealized influence in Jordanian private hospitals in the northern region?
2. What is the level of inspirational motivation in Jordanian private hospitals in the northern region?
3. What is the level of the normative commitment in Jordanian private hospitals in the northern region?
4. What is the level of emotional commitment in Jordanian private hospitals in the northern region?
5. What is the level of organizational happiness in Jordanian private hospitals in the northern region?
6. What is the role of transformational leadership in organizational commitment, the mediating role of organizational happiness in Jordanian private hospitals in the northern region?

1.2 Goals of Study

The study aims at recognizing the role of transformational leadership and its variables (idealized influence and inspirational motivation) in organizational commitment and its variables (normative and emotional commitment) at Jordanian private hospitals in the northern region mediated by organizational happiness. It aims at analyzing the actual implementation of idealized influence and inspirational motivation in Jordanian private hospitals in the northern region, analyzing the actual implementation of normative and emotional commitment in Jordanian private hospitals in the northern region, and analyzing the state of organizational happiness in Jordanian private hospitals in the northern region.

The study attempted to find:

1. The role of transformational leadership and its variables (ideal influence and inspirational motivation) in organizational commitment and its variables (normative commitment and emotional commitment) in Jordanian private hospitals in the northern region, the mediating role of organizational happiness.
2. The state of applying (ideal influence and inspirational motivation) in Jordanian private hospitals in the northern region.
3. The state of applying (normative commitment and emotional commitment) in Jordanian private hospitals in the northern region.
4. The state of organizational happiness in Jordanian private hospitals in the northern region.

1.3 Importance of the Study

The importance of the study stems from its population importance; it concerns the health sector, the most important sector for all individuals. The study differs from other studies in its variables influence and significance for public hospitals in general and private hospitals in particular. The study aims to identify the impact of the variables on each other according to their arrangement, in addition to the importance that lies in the future by opening new horizons for research in this field.

1.4 Hypotheses of the Study

The research sets the following hypotheses based on the problem and questions:

H1: There is an impact of transformational leadership and its dimensions (idealized influence and inspirational motivation) on organizational commitment and its dimensions (normative and emotional commitment) in Jordanian private hospitals in the northern region.

From H1 there are two sub-hypotheses:

H1.1: There is an impact of idealized influence on organizational commitment and its dimensions (normative and emotional commitment) in Jordanian private hospitals in the northern region.

H1.2: There is an impact of inspirational motivation on organizational commitment and its dimensions (normative and emotional commitment), in Jordanian private hospitals in the northern region.

H2: There is an impact of organizational commitment and its dimensions (normative and emotional commitment), on organizational happiness in Jordanian private hospitals in the northern region.

H3: There is an impact of organizational happiness on organizational commitment and its dimensions (normative and emotional commitment), in Jordanian private hospitals in the northern region.

H4: There is an impact of transformational leadership and its dimensions (idealized influence and inspirational motivation) on organizational commitment and its dimensions (normative and emotional commitment), mediated by organizational happiness in Jordanian private hospitals in the northern region.

2. literature review

2.1 Transformational Leadership

[13] said that transformational leadership is one of the relational leadership styles built on the trust and respect of followers for the leader who motivates them to perform tasks beyond their job duties to achieve the organizational goals. [14] said that transformational leadership plays a vital role in managing the change necessary to achieve administrative effectiveness, in this style leaders employ their capabilities to develop a future vision for the organization and empower employees to take the initiative and hold responsibility for achieving this vision.

2.2 Idealized Influence

[5] said that idealized influence expresses the leader's behavior through which he enhances the confidence of employees, makes them proud of working together in achieving the organization's goals. [10] said that the transformational leader uses his authority and ability to influence staff to achieve the organization's goals. The idealized influence expresses the ability of the transformational leader to be trustworthy among the employees, to be able to influence them to achieve the organization's goals and objectives [23]. He is also an ideal model of leadership that staff follow, they express their declared approval of achieving the organization's goals and vision with the leader [25]. Leaders demonstrate high levels of ethical behavior, which raises the morale and values of staff [29].

2.3 Inspirational Motivation

Inspirational motivation manifests through the leader's spread of enthusiasm among his employees to enhance their strength to achieve the organization's goals and objectives [33]. Inspirational motivation represents the leader's ability to convince employees to believe in the organization's vision and urge them towards achieving it, and to help them exert their efforts and focus on work [2]. Leaders relying on inspirational motivation can inspire employees to reach higher levels of performance and can communicate the organization's future-vision to the staff and convince them to adhere to it [26]. The transformational leader ignites the desire within the employees, so that achieving the goals becomes a common requirement that they all seek [12]. The inspirational motivation leader attracts his employees and excites them with new responsibilities and tasks, talks to them about a clear future vision in his mind with optimism, instills confidence in them to work and achieve, and makes them confident that the set goals will be achieved, which makes them feel confident and proud [11].

2.4 Organizational Commitment

[17] defined organizational commitment as the employee decision to stay with the organization. [7] defined it as the organizational commitment refers to an employee who identifies with an organization and wishes to maintain membership in that organization to facilitate its goals. In a similar respect [20] viewed it as a strong and positive commitment to the organization's goals and values [23] believes that organizational commitment reflects employees' embracement of the organization's goals and values, to work hard to achieve it, and maintain the desire to stay with the organization. [18] believes that organizational commitment is a positive, engaging attitude that comes from an employee's belief in the organization's values and culture, as it provides financial stability and moral support. Therefore, the employee gives his best to further the organization's vision, boost productivity, and choose to remain with the organization rather than seek employment elsewhere [31].

2.5 Normative Commitment

Normative commitment is the sense of obligation an employee must stay with an organization because of external pressures [30]. Strong normative committed employees care about what others might think if they leave the organization as a sense of moral duty, even if it is at their own expense [35]. Providing employees with support in the organization and allowing them to participate and interact in setting goals, planning, and shaping overall policies strengthens the feelings of commitment [22].

2.6 Emotional Commitment

Emotional commitment means the individual's commitment toward the organization he works in, his feeling that the problems facing the organization are part of his own problems, the proud and honored feelings to belong to the organization,

and consistency of his personal values with the values of the organization [6].

2.7 Organizational Happiness

Organizational happiness is defined as the positive psychological feeling among the employees, attributed to their knowledge about the styles and procedures of the work and their ability to influence the management and the work to be able to achieve best performance and satisfaction [4].

3. Methodology

The researcher used a descriptive analytical approach to achieve the goals of this study. This approach is commonly used in human-related phenomena. A questionnaire specifically designed for this purpose is used to gather data. The SmartPLS4 software is used to analyze the results. The study population consisted of all private hospitals in the northern region of Jordan, it included nine hospitals across the three governorates of Irbid, Jerash, and Mafraq, with an overall employee's number of 766.

3.1 Study Population and Sample

The sample selection method was random, it consisted of (300) employees. The researcher administered the questionnaire on the sample and retrieved (270) questionnaires, all of which are considered appropriate for statistical analysis, this number is 90% of the random sample selected. Table (1) illustrates the demographic characteristics of the sample.

Table 1: Sample characteristics

	Male	Percentage	Female	Percentage				
Gender	85	31.5%	185	68.5%				
experience	< 5	Percentage	5-10	Percentage	10-15	Percentage	>15	
	85	31.5%	71	26.3%	68	25.2%	46	17%
Academic level	Intermediate diploma <	Percentage	Bachelor	Percentage	Postgraduate studies	Percentage		
	113	41.9%	144	53.3%	13	4.8%		
Age	< 30 years	Percentage	31-40 years	Percentage	41-50 years	Percentage	> 51	
	46	17.0	82	30.4	53	19.6	89	33.0
Job title	Medical staff	Percentage	Nursing staff	Percentage	Administrative staff	Percentage	Support staff	
	56	20.7	117	43.3	62	23.0	35	13.0

As seen in Table (1), most of the employment in the private hospitals in the northern region of Jordan are females. Experienced employees' percentage is low; this result indicates that these hospitals do not retain employees for long periods. Hospital occupations require bachelor's degree holders and less. Older people constitute the highest percentage in these hospitals, older age is more appropriate for administrative jobs, and most of them are civilian and military retirees. The main job at these hospitals is nursing.

3.2 Network of Relationships

The relationship map visually examines the relationships across multiple variables as illustrated in Figure (1) through the thickness of the connections and the size of the category indicator. This function may be found in the drop-down chart list to indicate the active data set.

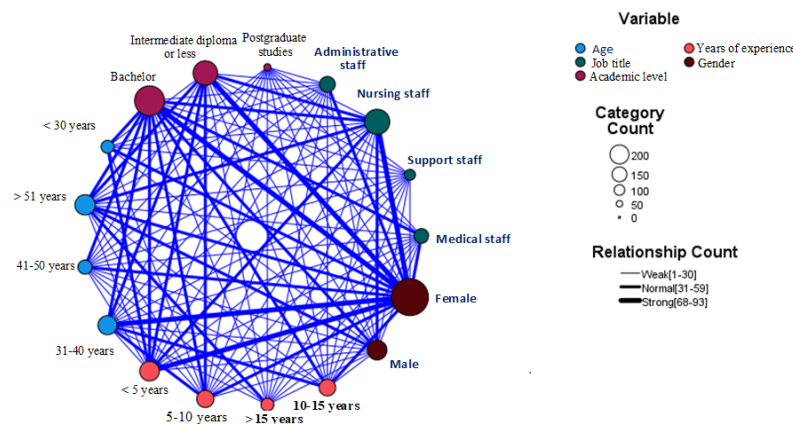


Fig. 1: Network of Relationships

3.3 Descriptive Analysis of Items

To analyze the questionnaire items, the means and standard deviations of the main variables items are calculated, the results are presented in table (2).

Table 2: Means and normative deviations of variables and dimensions

Items	M.	Level of Agreement
Idealized Influence	3.91	High
Inspirational motivation	3.60	Moderate
Normative commitment	3.83	High
Emotional commitment	3.75	High
Organizational happiness	3.88	High

3.4 Validity and Reliability

The current study utilized a questionnaire to gather data. To ensure the validity and reliability of the questionnaire used the researcher conducted several tests. Validity refers to accuracy of the questionnaire in measuring what it is supposed to measure, and reliability refers to the questionnaire's ability to give the same results if repeated under the same conditions.

3.5 Reliability and Stability

Reliability refers to the degree of stability and consistency in the answers to a certain test. Researchers usually compute the internal consistency using Cronbach's Alpha, in coefficient results are considered valid if the score is ($\alpha > 6$). In the current study all the variables proved to be valid as Table (3) illustrate. Therefore, the tests used in the study are reliable [16].

3.6 Convergent Validity

Convergent validity refers to correlation degree between different items or scales used to measure a particular concept with each other [16]. Previous literature showed that there are several ways to measure convergent validity such as:

1. **Item reliability.** It involves measuring item’s reliability correlated with a specific factor. In this method every item loading value is calculated to its factor, the result obtained benchmark should not be less than (0.40).
2. **Average Variance Extracted (AVE).** It involves calculating the average amount of variance captured by the items, with a value greater than 0.5 being the benchmark [16].

Both methods help ensure that the items effectively measure the intended variable.

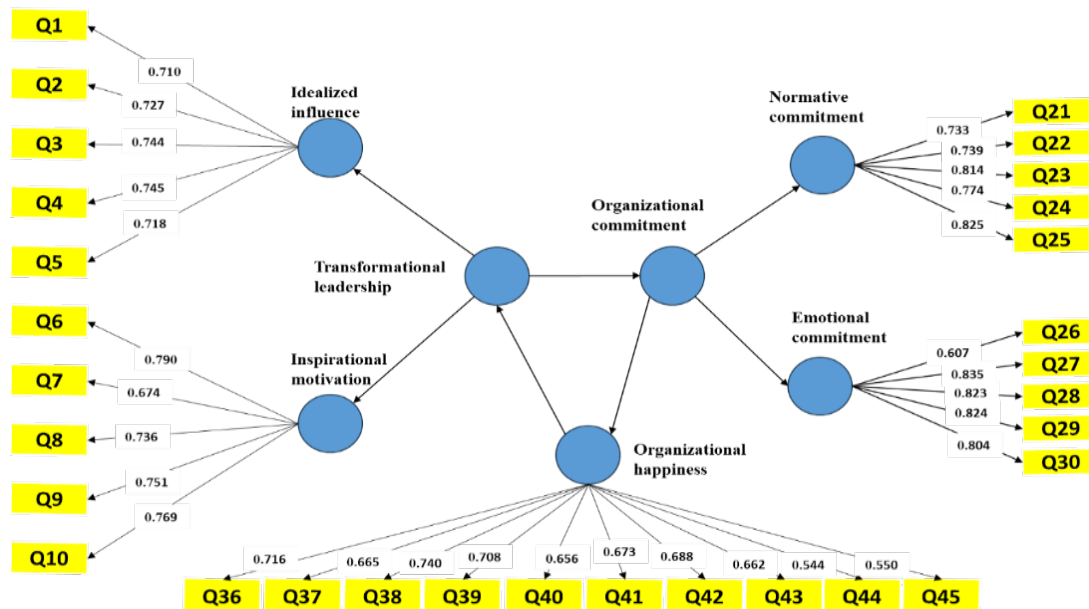


Fig. 2: Items loading of each question of the study variables

As seen in Figure (2), all the questions have loading weights higher than (0.4). Table (3) also indicates that all variables have an AVE value greater than (0.5). This confirms that the questionnaire has strong convergent validity.

Table 3: Cronbach's Alpha and CR of the dimensions

Variable	Cronbach's Alpha	CR
Organizational commitment	0.918	0.929
Emotional commitment	0.838	0.887
Normative commitment	0.837	0.884
Idealized Influence	0.781	0.850
Inspirational motivation	0.822	0.876
Organizational happiness	0.862	0.886
Transformational leadership	0.924	0.933

3.7 Differential Validity

Differential validity measures the degree of differentiation or variation between the different scales used in the same research instrument. Differential validity is achieved when there is genuine differentiation or variation between the scales that are supposed to be different. To confirm the discriminant validity of this research instrument, the researcher used the Fornell-Larker cross-weighting method to ensure that each question's weight on its assigned scale is greater than its weight on the other scales. Table (4) shows that all questions have a greater weight on their assigned scale compared to the other scales, thus confirming the discriminant validity of the research instrument.

Table 4: Cross weights for all dimensions

	1	2	3	4	5	6	7	8	9	10
Intellectual Stimulation	0.785									
Individual Consideration	0.633	0.791								
Continuance Commitment	0.685	0.45	0.883							
Organizational Commitment	0.717	0.602	0.793	0.926						
Affective Commitment	0.658	0.498	0.783	0.686	0.783					
Normative Commitment	0.531	0.642	0.519	0.811	0.631	0.778				
Idealized Influence	0.506	0.467	0.547	0.653	0.549	0.622	0.729			
Inspirational Motivation	0.768	0.573	0.654	0.741	0.653	0.638	0.657	0.766		
Organizational Happiness	0.525	0.556	0.578	0.726	0.622	0.709	0.604	0.57	0.668	
Transformational Leadership	0.881	0.801	0.701	0.81	0.706	0.722	0.762	0.901	0.663	0.644

4. Testing the Study Hypotheses

In this section the hypotheses involved in path analysis, including direct, indirect, and overall effects relationships are tested to confirm the hypotheses, reach conclusions, and explain relationships [16].

The researcher tested H1 "There is an impact of transformational leadership and its dimensions (idealized influence and inspirational motivation) on organizational commitment and its dimensions (normative and emotional commitment) in Jordanian private hospitals in the northern region" by utilizing the critical path analysis to find the impact of transformational leadership and its dimensions (idealized influence, and inspirational motivation) on organizational commitment and its dimensions (normative commitment, and emotional commitment). The results, as seen in Table (5), show that 66.3% of the variation in organizational commitment can be explained by transformational leadership (based on the R^2 value). Analysis illustrates a strong, significant positive relationship between transformational leadership and organizational commitment. This is evident through β coefficient score of (0.814) and the significance level (0.00). Figure (3) further shows the effect size value (f^2) score is (1.96), this result is considered substantial according to [19]. Based on these findings, H1 is accepted and there is an impact of transformational leadership on organizational commitment.

Table 5: Path analysis of transformational leadership in organizational commitment

Variables	B	Mean	S. D	T	P
Transformational Leadership → Organizational Commitment	0.814	0.815	0.030	27.258	0.000
Transformational Leadership → Idealized Influence	0.760	0.760	0.042	18.089	0.000
Transformational Leadership → Inspirational Motivation	0.902	0.902	0.012	73.071	0.000

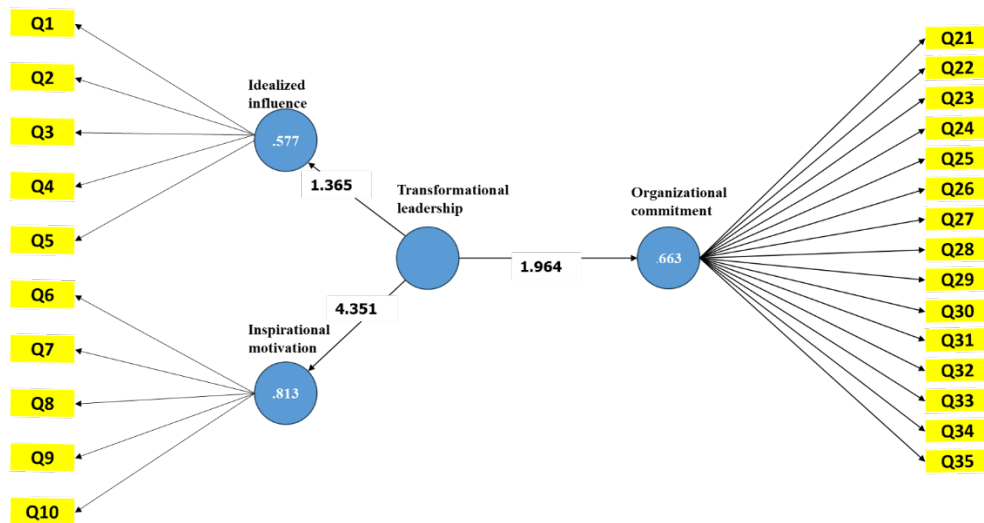


Fig. 3: (R^2) and (f^2) values of transformational leadership influence on organizational commitment

To examine the relationship between transformational leadership and organizational commitment, the researcher studied the sub-hypotheses of the first main hypothesis.

To test the H1.1 “There is an impact of idealized influence on organizational commitment and its dimensions (normative and emotional commitment) in Jordanian private hospitals in the northern region”, (R^2) and (f^2) values are computed as Table (6) illustrate. Figure (4) showed that (R^2) value score explains 43.9% of the variance in organizational commitment. Idealized influence impacts significantly organizational commitment, β score is (0.662) and a significance of (0.00). Figure (4) reflects the score of effect size value ($f^2 = 1.96$), this result is considered substantial according to [19]. Therefore, the first sub-hypothesis is accepted and there is an impact of idealized influence on organizational commitment.

Table 6: Effect size value (R^2) and (f^2) for the idealized influence on organizational commitment

Variable	B	M.	S.D.	T	P
Idealized influence → Organizational commitment	0.662	0.667	0.042	15.589	0.000

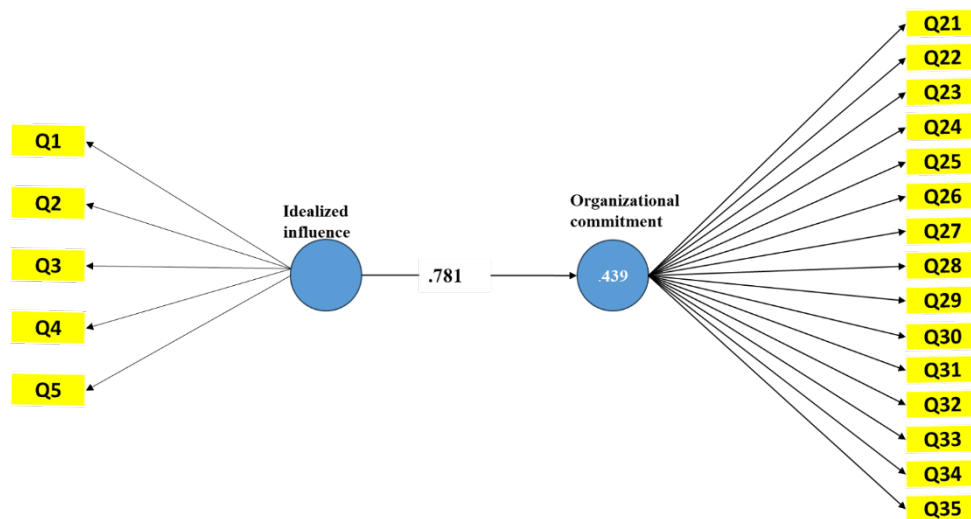


Fig. 4: The effect size value (f^2) of the idealized influence on organizational commitment.

To examine H1.2 “There is an impact of inspirational motivation on organizational commitment and its dimensions (normative and emotional commitment), in Jordanian private hospitals in the northern region”, (R^2) and (f^2) values are computed as Table (7) illustrate. Figure (5) shows the (R^2) value score explains 55.4% of the variance in organizational commitment. Idealized influence impacts significantly organizational commitment, β score is (0.754), significance (0.00). Figure (5) reflects the score of effect size value ($f^2 = 1.24$), this result is considered according to [19] substantial. Therefore, H1.2 is accepted and there is an impact of inspirational motivation on organizational commitment.

Table 7: Path analysis results of the impact of inspirational motivation on organizational commitment

Variable	B	M.	S.D.	T	P
Inspirational Motivation → Organizational Commitment	0.745	0.748	0.039	18.962	0.000

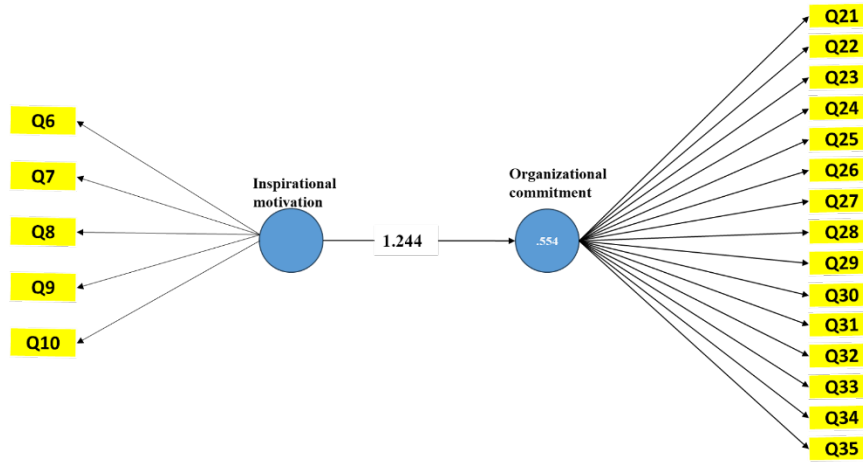


Fig. 5: (f^2) of inspirational motivation impact on organizational commitment

To test H2 “There is an impact of organizational commitment and its dimensions (normative and emotional commitment), on organizational happiness in Jordanian private hospitals in the northern region” the researcher conducted the critical path analysis to find the influence of transformational leadership and its dimensions (idealized influence, and inspirational motivation) on organizational happiness. The results, as presented in Table (8), show that 46.8% of the variation in organizational happiness can be explained by transformational leadership (based on the R^2 value). Analysis illustrates a strong, significant positive relationship between transformational leadership and organizational happiness evident in β coefficient score of (0.684), significance level of (0.00). Figure (6) presents the effect size value (f^2) score is (0.881), these results are considered substantial according to [19]. Accordingly, the hypothesis is accepted and there is an impact of transformational leadership on organizational happiness.

Table 8: Analysis of the relationship between transformational leadership and organizational happiness

Variable	B	M.	S.D.	T	P
Transformational Leadership → Organizational Happiness	0.684	0.693	0.036	19.096	0.000

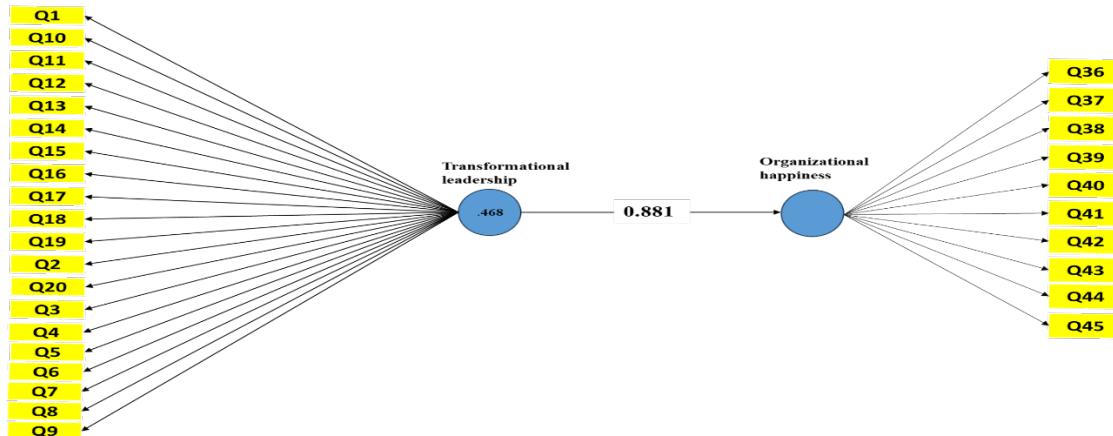


Fig. 6: The effect size value (R^2) of the relationship between transformational leadership and organizational happiness

To test H3 “There is an impact of organizational happiness on organizational commitment and its dimensions (normative and emotional commitment), in Jordanian private hospitals in the northern region.” the researcher conducted the critical path analysis to find the influence of organizational happiness on transformational leadership. The results are presented in Table (9). Figure (7) shows that the relationship of organizational happiness explains 56.2% of the variation in organizational commitment (based on the R² value). Analysis also illustrated a strong, significant positive relationship of organizational happiness on organizational commitment evident in β coefficient score of (0.749) and a significance level of (0.000). It also presents the effect size value (f²) score (1.28), these results are considered substantial according to [19]. Therefore, the hypothesis is accepted and there is an impact of organizational happiness on transformational leadership.

Table 9: Path analysis of the relationship between organizational happiness and transformational leadership

Variable	B	M.	S.D.	T	P
Organizational Happiness → Organizational Commitment	0.749	0.755	0.033	22.772	0.000

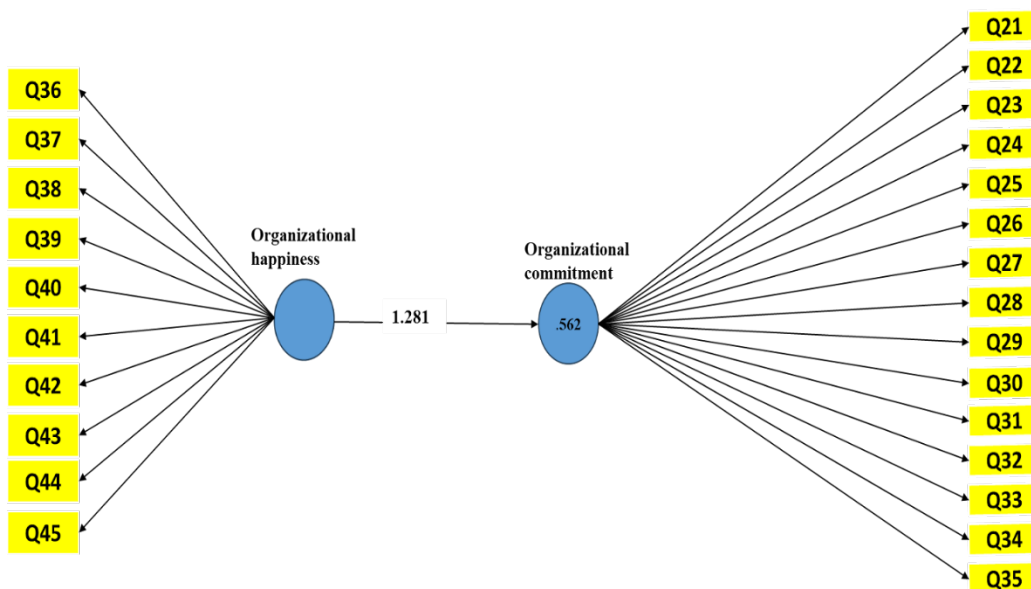


Fig. 7: (R²) of the relationship between organizational happiness and organizational commitment

To test H4 “There is an impact of transformational leadership and its dimensions (idealized influence and inspirational motivation) on organizational commitment and its dimensions (normative and emotional commitment), mediated by organizational happiness in Jordanian private hospitals in the northern region” the researcher conducted the critical path analysis to find the relationship between transformational leadership and organizational commitment. The results are presented in Table (10). Figure (8) shows that the transformational leadership and organizational commitment explains 73% of the variation in organizational commitment (based on the R² value). Analysis also illustrated a strong, significant positive impact of transformational leadership on organizational commitment evident in β coefficient score of (0.343), and significance level of (0.000). It is seen also that transformational leadership and organizational happiness influences significantly organizational commitment, this result is evident in β coefficient score of (0.231), and significance level of (0.034), these results are considered substantial according to [19]. Therefore, there is a significant impact of organizational happiness in the relationship between transformational leadership and organizational commitment.

Table 10: Path analysis of the reciprocal relationship between leader and employee in the relationship between human resource management practices and psychological empowerment

Variable	B	M.	S.D.	T	P
Organizational Happiness → Organizational Commitment	0.343	0.342	0.062	5.504	0.000
Transformational Leadership → Organizational Commitment	0.585	0.587	0.056	10.484	0.000
Transformational Leadership → Organizational Happiness	0.673	0.678	0.040	16.718	0.000
Transformational Leadership → Organizational Happiness → Organizational Commitment	0.231	0.231	0.043	5.351	0.000
Transformational Leadership → Organizational Happiness → Organizational Commitment	Indirect Effect		95% LL	95% UL	decision
	0.321		0.146	0.314	Mediation

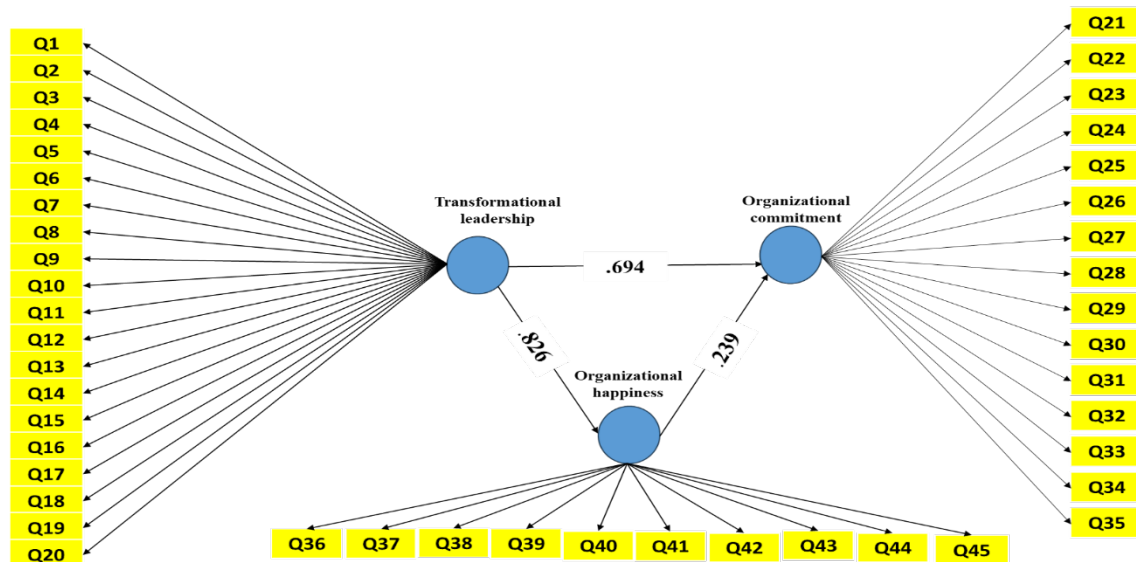


Fig. 8: (R²) represents organizational happiness influence mediating between transformational leadership and organizational commitment

5. Discussion

The study revealed that one-unit increase in transformational leadership improved organizational commitment by 66.3%. It also found that a similar increase in ideal influence increased organizational commitment by 43.9%, while one-unit increase in inspirational motivation led to a 55.4% increase in organizational commitment. Furthermore, increasing transformational leadership by one unit enhanced organizational happiness by 46.8%, and one-unit increase in organizational happiness resulted in 56.2% increase in organizational commitment. Finally, the study concluded that a combined increase in transformational leadership and organizational happiness by one unit led to a 73% increase in organizational commitment.

6. Recommendations

Based on the findings, the researcher recommends hospital leaders in the northern region:

1. Encourage teamwork and develop employee’s ability to solve problems and help achieve the hospital's goals.
2. Support dedicated employees, retain them, and increase their happiness level at work to improve overall performance.
3. Let employees hold responsibility that the challenges facing the hospital are also their own
4. Encourage employees to exhaust their efforts to meet the hospital's goals.
5. Focus on inspiring and motivating employees, as it plays a crucial role in strengthening their commitment to the organization.

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