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# The Relationship Between Leadership Styles and Call Center Workers' Organizational Commitment

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This is to certify that the doctoral dissertation by

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Walden University
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Abstract

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Commitment

by

Andrea Lamar


MS/P, University of Phoenix, 2013

BSM, University of Phoenix, 2011



Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Industrial/Organizational Psychology



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Abstract

The call center industry is instrumental in servicing the consumer in many facets of service-oriented presales and aftersales support. Little is known about the relationship between leadership styles, call center workers, and organizational commitment.  The purpose of this study was to examine the relationship between leadership styles transformational, transactional, laissez-faire, and outcomes of leadership with organizational commitment in a call center environment. Using Survey Monkey, a data collection agency, a nonprobability convenience sampling procedure was used to select the 350 call center workers' samples. The analysis used was Pearson's correlation and multiple regression. The study used multifactor leadership and organizational commitment questionnaires. The results of these analyses indicated that transformational and transactional leadership styles significantly correlated and had a positive relationship with call center workers' organizational commitment. Leadership outcomes of satisfaction and extra effort had a significant positive relationship with call center workers' organizational commitment. The results of this study can encourage the call center organization and leaders to learn and benefit from the positive correlation between good leadership and organizational outcomes with increased organizational commitment. The leaders may benefit from the results of this study by understanding how different aspects of leadership styles can affect call center workers. The implication for positive social change is that executives may use this data to identify the most successful leadership style, which can improve call center employees' organizational commitment and improve customer relations.

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Dedication

This dissertation is dedicated to my mother, Jackie Lamar-Epps. Thank you for being my solid rock throughout this entire process. Thank you for instilling in me that education is essential and that I should never stop learning. Thank you for your steadfast prayers and inspiration. This process has been one of my most challenging goals, but "We" did it together. Thank you for being my biggest supporter and for listening to me at all hours of the day and night. We are a praying family; God heard all our cries, and joy came in the end. Without you, Mom, I would not have been able to do this along with God's grace, mercy, and strength. For your support and love, I will always be grateful!

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Chapter 1: Introduction to the Study

**Introduction**

The call center industry is instrumental in servicing the consumer in many facets of service-oriented presales and aftersales support (Clark et al., 2019). In this research, I examined the relationship between leadership styles and outcomes and call center workers' organizational commitment. Gupta and Beehr (1979) led some of the first empirical studies on the effects of professional fulfillment and a leader's style on an employee. The leaders' style and relationship with other employees can significantly affect the work environment. The significance of this study is to demonstrate how leadership styles may relate to call center workers. According to Slavin and Morrison (2013), organizational employees displayed behavioral dissonance when leadership styles changed. Furthermore, according to Lu and Gursoy (2016) and Nath and Agrawal (2015), organizational commitment is related to performance, attendance, and turnover. Lu and Gursoy and Nath and Agrawal found that commitment was an emotional reaction to satisfaction. The authors also found that if an individual is suitably managed, the level of commitment leads to increased performance, productivity, and reduced turnover. The study of relationships between leadership styles and outcomes and call center workers' organizational commitment could provide an interorganizational structure. Both the leader and associate can improve employee-employer relations.

The relationship between leadership styles and organizational commitment in a call center environment has not been adequately researched. The research gap is the relationship between call center leaders' transformational, transactional, and laissez-faire

leadership styles. Their relationship to call center workers' organizational commitment is unknown. Nath and Agrawal (2015) studied job satisfaction, work-life balance, supervisory support, the relationship between organizational culture and worker performance, and turnover intentions. However, few studies have addressed the relationship between call centers and leadership styles (Babalola, 2016). Hence, additional studies are needed to examine how different leadership styles influence call center workers' organizational commitment.

Addressing the gap can provide data for businesses looking to boost their earnings, worldwide competitiveness, and employee-employer relations. The social influence is to create positive social change by assisting the employers with their communication skills concerning the employee-employer relationship by recognizing and listening to their concerns. When the employer recognizes the stressors, the results can foster decreased turnover rates and improve profitability and productivity in the organization (Sousa-Lima et al., 2013). In understanding the relationship between call center workers and leadership styles, the results can help leaders understand that their leadership style can contribute to the call center workers' commitment when it comes to the workers' organizational commitment.

This chapter presents the relationship between leadership styles and call center workers' organizational commitment. This chapter includes the background, the problem, the purpose, the research question and hypotheses, the theoretical framework for transformational, transactional, and laissez-faire leadership styles and outcomes, and organizational commitment. The chapter also includes the full-range leadership and

equity theories and addresses the delimitations, assumptions, and limitations. The study's significance addresses the implication of leadership styles on call center workers regarding their organizational commitment.

## Background of the Study

Leadership outcomes connected to workers' organizational commitment have been associated with the transformational, transactional, and laissez-faire leadership styles by Jyoti and Bhau (2015) and Shurbagi and Zahari (2014). According to the researchers, positive leadership engagement improved work satisfaction and organizational engagement among subordinates. These articles provided the background for the study. According to the articles, a relationship between leadership styles might impact organizational commitment. The emphasis of this study was on call center workers. Organizational leaders can benefit from understanding how their interactions and connections impact workers' commitment (Zhang et al., 2013). Chiaburu et al. (2014) meta-analytically examined that leaders' influence matters, and leaders have the choice in selecting their style of influence from transactional (contingent reward), transformational (change-oriented), and leader-member exchange (relational) influencers. Chiaburu et al. determined which leadership style has a more substantial effect on workers' proactive behaviors, such as performance, attendance, and work effectiveness, without significant losses regarding workers' contextual and task performance. According to Choudhary et al., transformational leaders had a greater impact on employees' organizational learning than servant leaders. Because businesses want to maximize their revenues, they must select leaders who can encourage particular employee behaviors. There are many

leadership styles, and having inefficient leadership skills, costs, on average, 8% of human capital revenues in organizations (Human Capital Benchmarking Report, 2016). Sonnino (2016) found that to be committed to their employees' growth, leaders needed to incorporate their vision skillsets, such as training and leadership development, increasing confidence, and improving organizational performance. The relationship between intended turnover and actual turnover rates in a federal government agency was investigated by Cohen et al. in 2016. They found that individual and organizational intention to quit and turnover are not statistically correlated.

  According to Cohen et al. (2016), voluntary turnover was an attitudinal construct, with variables such as supervisor disputes, lack of job progression, or other job opportunities. Actual turnover findings were measurable constructs, such as performances, lack thereof, or organizational downsizing (Oh, 2019). However, further study was required on the theoretical relationship between turnover intentions and actual turnover rates. According to Dumdum et al. (2013), transformational leaders offer tailored attention based on individual needs and characteristics and encourage and motivate their teams to bring out the best in each employee. In multiple meta-analysis investigations, Dumdum et al. used the multifactor leadership questionnaire (MLQ) and the full-range leadership theory (FRLT) model. The MLQ's findings assessed the connection between a leader's effectiveness, output, and satisfaction within a given organization. In addition, Ghani et al. (2018) examined the interactions between 113 employees at government-affiliated businesses across Malaysia who were either transactional or transformational leaders. Ghani et al. concluded that the engagement

between the workers and the women who used transactional and transformational

leadership styles showed a positive relationship.

A leader's attributes are open to interpretation by their followers (Paunova, 2015).

In the National Collegiate Athletic Association, Wells and Welty Peacey (2011)

examined a sample of 208 USA softball and volleyball assistant coaches. Using the MLQ

questionnaire form, the assistant coaches assessed the leadership styles of their head

coaches. A negative correlation between transactional leadership and a positive

correlation with a transformational leadership style was seen in the outcomes'

performance and turnover intentions. Similarly, Rehman et al. (2012) demonstrated the

significance of the employee-leader connection inside a business. Furthermore, 250

workers at a manufacturing business were the subject of Yücel (2012)'s investigation on

the relationships between organizational commitment, job happiness, and desire to leave.

The results demonstrated that organizational commitment precedes job satisfaction in the

workplace.

Metwally et al. (2014) demonstrated that transformational leadership's four

components (intellectual stimulation, individualized consideration, inspirational

motivation, and idealized influence) positively affected job satisfaction. A sample study

of 218 private and public employees in Argentina completed a survey to examine the

relationship between a transformative leader and job satisfaction. The results indicated

that if the employee perceived their leader as meeting their needs and not their own, their

behavior and performance increased, which led to job satisfaction. There were fulfilled,

dedicated workers who chose to leave and dissatisfied, conflicted employees who

unfalteringly stayed on the job (Louis & Murphy, 2017; McHale, 2012). Different variables may weigh in on the choice to remain or to leave, and these elements might be both business-related such as leadership styles and individual preferences.

FRLT is an established management theory that integrates the three classifications of leadership behavior, transformational, transactional, and laissez-faire leadership styles, and the outcomes of leadership (Antonakis & House, 2013). The outcomes of leadership are the results of leadership behavior (Bass & Avolio, 2000). The workforce is ever-changing and becoming globally competitive. If managed effectively, employees can become an organization's competitive advantage (Asrar-ul-Haq & Kuchinke, 2016). The evidence presented in the literature indicated that leadership styles govern the outcome variables. FRLT deems leaders as participative if they use effective leadership characteristics.

Effective leadership is vital in any organization due to high turnover rates (Boles et al., 2012). Bass and Avolio (1997) stated that transformational and transactional leadership styles are most effective whenever leaders can motivate and stimulate the employees and the act of change affects the workers' behavior, with improved performances and self-fulfillment. The FRLT has been approved by many to gauge the effect of transformational, transactional, and laissez-faire leadership styles (Bass & Avolio, 1997). However, researchers do not know how to classify which leadership style must be used in specific settings. Researchers have indicated that leadership styles are not all-encompassing due to cultural differences and the environment (Bhagat & Steers, 2009). Therefore, there was a need for this study because it can help leaders and

organizations understand how their workers relate to their leadership style and how it impacts organizational commitment. The outcome can help leaders transform their styles to improve the employee-employer relationship.

## Problem Statement

According to the Bureau of Labor Statistics (2018), the number of call centers worldwide is expected to expand by 5% between 2016 and 2026. Relationship difficulties will be faced by call center leadership teams, necessitating the development of managerial solutions to keep their staff members. The popular leadership philosophies of transformational and transactional have received much examination in academic fields (Jyoti & Bhau, 2015; Yahaya & Ebrahim, 2016). Workplace stresses, interpersonal interactions, training, learning opportunities, workload, compensation, work environment, and leadership styles that employees were exposed to inside their businesses were the main problems with employee satisfaction that affected employee turnover and behaviors (Mamun et al., 2020).

Oslund's research from 2018 revealed a significant rate of employee turnover in call centers. According to Oslund, the Quality Assurance & Training Connection reported that employee turnover in call centers ranged from 30% to 45%. Depending on the employment level, Cappelli and Keller (2013) found that turnover might cost a firm more than half of its yearly compensation. The organization's turnover and failures were initially due to leadership, inadequate planning, pay, and policies (Joshi & Ratnesh, 2013). Performance might suffer as a result of losing competent workers, and training and replacement expenses would increase. Business experts are aware of how different

leadership philosophies affect employees' productivity and financial performance (Calaguas, 2017).

When leaders fail to recognize workers' efforts, it promotes a negative connotation and leaves the workers with a false sense of power (Johansson et al., 2014). With ineffective appraisal systems and the same input and output of job tasks, workers are dissatisfied and leave the organization or have poor performance (Harhara et al., 2015). Additionally, the leadership styles the call center workers are subjected to inside an organization, according to Yousef (2017), can cause organizational commitment problems in the workplace. The study's specific problem addresses how leadership styles (transformational, transactional, and laissez-faire) and the outcomes predict call center workers' organizational commitment. Call centers are a growing business and will continue to grow, and according to the Bureau of Labor Statistics (2018), the continued increase will be at least 5% between 2016 and 2026. Today, call center workers are tasked to deal with diverse leadership styles along with the high pressure of the economy and the pressure to perform at high levels (Jensen et al., 2013).

The disparity in the literature that has not been thoroughly addressed is understanding how three common leadership styles, transformational, transactional, laissez-faire, and leadership outcomes relate to employees' organizational commitment in a call center atmosphere. Recognizing and understanding the gap may be critical information for businesses seeking to boost revenues and worldwide competitiveness. The social change result could be improved employee-employer relations, employee development, and participation in community-related initiatives. This study's findings

may aid in the contribution of enhancing problem-solving and critical-thinking skills and other leadership problems in the workplace so that leaders can achieve organizational goals.

## Research Question and Hypotheses

One research question and the associated hypotheses guided the overall study. The research question was analyzed and broken down with the individual leadership styles and their relationship with the different types of organizational commitments.

Research question (RQ): What is the relationship between leadership styles (transformational, transactional, and laissez-faire) and outcomes, as measured by MLQ, and organizational commitment, as measured by OCQ, of call center workers?

$H_0$: Leadership style (transformational, transactional, and laissez-faire) and outcomes do not predict organizational commitment (affective, normative, continuance) in call center workers.

$H_a$: Leadership style (transformational, transactional, and laissez-faire) and outcomes predict organizational commitment (affective, normative, continuance) in call center workers.

## Theoretical Framework

Both Burns (1978) and Bass (2013) proposed that leadership styles are crucial in leader-follower interactions. Both have cited the transformational leader paradigm, which says that great leaders provide chances for inclusive learning and open dialogue (as cited in Long et al., 2014). Transformational, transactional, and laissez-faire leadership theories, as well as the outcomes of leadership, served as the theoretical foundation for

this study. Understanding these theories can help an organization's relationship between the leaders and the workers. Bass stated that transformational leaders inspire, motivate, encourage, provide feedback, and pursue the organization above their personal needs. A transformational leader has a vision and leads with their charismatic nature to inspire their employees to see their view, who are risk-takers (Doucet et al., 2015). Transformational leaders work with their team members to accomplish the organization's goals and mission. Working with their team members, transformational leaders enable their staff to accomplish the goals and mission of the organization (Rouche et al., 1989; Tajasom et al., 2015). Lastly, transformational leaders are enthusiastic with an optimistic view. They are intellectually stimulating, making them capable of showing their employees how to envision and conceptualize a problem and empowering them to solve it autonomously (Yahaya & Ebrahim, 2016). Burns founded the leadership theories in 1978.

According to Burns (1978) transactional leaders prioritize extrinsic rewards and avoid unwarranted risks that affect employee-employer relations. The argument that transactional leadership approaches lead to a brief exchange of relationships between followers and leaders is made in the following statement: "The attention is on the leader, not the follower" (Pohl & Paillé, 2011, p. 155). Bass (1997) stated that a transactional leader waits for calamities before proactively taking action. They have a quid pro quo exchange for obtaining the goals they desire. Laissez-faire is the delegative leadership style. Bass contended that laissez-faire is the lowest of the leadership styles and the most ineffective because individuals can make choices independently, and their leaders have a

hands-off disposition (as cited Bass, 2013). An effective leader-led scenario requires a variety of leadership styles. However, the development of the people being led is also an important consideration (Bass & Avolio, 1985).

The FRLT is an established management theory that symbolizes three classifications of leadership behaviors: transformational, transactional, and laissez-faire leadership styles (Bass & Avolio, 1997). The FRLT is measured by the MLQ instrument, which illustrates the nine distinct factors through five transformational, three transactional, and one laissez-faire leadership factors (Antonakis & House, 2013). The approach of FRLT provides details on leadership in an extensive forum with the expectancy of positive outcomes. FRLT focuses on followers' perceptions of leadership, motivation, effectiveness, creativity, and non-transactional leaders (Anderson & Sun, 2017). FRLT perceives leaders as influential as long as they adopt the effective styles of transformational and transactional leadership; the leader who uses the laissez-faire leadership style or is passive was measured as least effective, with workers' productivity and performances at an all-time low (Bass & Avolio, 1990; Yahya & Ebrahim, 2016). Prior researchers have examined the pertinence of FRLT and performance, attendance, and intent to leave, but not specifically in the call center environment.

Equity theory in relation to employee organizational commitment is associated with inputs (commitments, effort, loyalty, and reliability) and outputs (recognition, pay, development, and security) because workers are seeking a balance from both inputs and outputs, with an expectation of satisfaction and not dissonance (Al-Zawahreh & Al-Madi, 2012). Workplace inequality can cause stress-related outcomes and decrease work

engagement, resulting in declining performances, absenteeism, and workers' intent to leave an organization (Bakker et al., 2012). The equity theory represents the relationship between inputs and outputs in trying to store balance. The leadership styles also represent work boundaries and depend on an organization's input and output balances (Bakker et al., 2012).

Organizational commitment is one essential component that makes an organization successful (Azeez et al., 2016). Organizational commitment is one of the top concepts in managerial literature that organizations use as a guiding tool due to its significance regarding performance and effectiveness (Nath & Agrawal, 2015). According to Tiwari and Singh (2016), organizational commitment significantly affects performance, turnover, productivity, and job satisfaction. According to Dvir et al. (2002), employee job performance plays a vital role in transformational leadership; subsequently, it is viewed as a significant framework for the effect of organizational commitment on job performance through affective commitment (Meyer et al., 2004). The entire organization performs substantially better when workers are committed, leading to fewer turnovers and absenteeism (Tarigan & Ariani, 2015). Organizational commitment specifies that an individual should have a stable attitude based on the emotional responses an individual has toward the organization (Nath & Agrawal, 2015). Committed employees build relationships with customers and other employees because of job satisfaction and trust in their management (Yang & Hwang, 2014). Meyer and Allen (1991) developed three components of organizational commitment: affective, continuance, and normative. They defined affective commitment as a "want to" be inside

an organization. They defined continuance commitment as a "need to" be inside an

organization. Lastly, they defined normative commitment as "ought to" be inside an

organization. The researchers linked these components to an organization's effectiveness,

performance, and productivity to help plan and develop management (Meyer & Allen,

1991).

Job performance is an individual's behavioral action within an organization

completed within a predetermined timeframe (Motowidlo & Kell, 2012). Job

performance is crucial to the company's success in a call center setting. Since job

performance is a behavior that requires a clear understanding of the job, the

organization's executives are accountable for defining those duties (Motowidlo & Kell,

2012). To maintain a respectable organizational performance level, leaders must assess

their leadership philosophies (Wong et al., 2013). As a result, employees must be present

at their assigned office and be responsible for their actions.

Additionally, attendance defines the number of individuals present on a specific

day in an organization (Steers & Rhodes, 1978). Attendance is vital in any organization,

but especially in a call center environment that serves consumers and businesses.

Continued work attendance is a commitment; without the proper structure, attendance can

cause an organization financial hardship (Cocker et al., 2012). Intent to leave is having

the desire to leave and search for other employment but not leave the current employer

(Lu & Gursoy, 2016). Intent to leave has been speculated to be caused by job

dissatisfaction, organizational commitment, and leadership styles (Abouraia & Othman,

2017). More specifically, call center workers have been inclined to leave due to

leadership, career opportunities, long hours, compensation, job dissatisfaction, and excessive work (Park & Shaw, 2013).

## Nature of the Study

In this quantitative, nonexperimental, correlational study, I used multiple regressions to examine whether transformational, transactional, and laissez-faire leadership styles and outcomes related to call center workers' organizational commitment. There are four quantitative research designs: correlational, quasi-experimental, descriptive, and experimental (Pearl et al., 2014). Due to no manipulations, observation, control, or recording of the research, quasi-experimental, descriptive, and experimental were not appropriate for this study. Farrelly (2013) defined correlation as a connection between two or more variables. Therefore, for this study, a correlational design was used. The predictor variables were transactional, transformational, and laissez-faire styles and leadership outcomes. The MLQ evaluated how the participants perceived their leaders' leadership styles (see Bass & Avolio, 2000). The outcome variable of this study was organizational commitment. The organizational commitment questionnaire (OCQ) helps measure an employee's level of commitment to the organization, which is a critical factor for performance. The OCQ focuses on identifying the behavioral perspective of moral, calculative, continuance, affective, and normative commitment scales (Kanning & Hill, 2013). I used SurveyMonkey, a third-party source, to gather the data, and call center workers were sent email submissions of the MLQ and OCQ questionnaires. The MLQ tools were given by MindGarden Inc., and an appropriate license for the OCQ was secured.

**Definition of Terms**

*Affective commitment*: Affection for your job, "the individual's identification with and involvement in the organization. Employees' work and organizational experiences relate strongly and consistently to desired work outcomes and organizational behaviors" (Meyer & Allen, 1991, p.65).

*Continuance commitment:* In fear of loss, the worker weighs the pros and cons of leaving an organization; the individual stays because they have to do so (Meyer et al., 2002).

*Laissez-faire leadership*: A laissez-faire leader does not make decisions. They are reluctant and do not provide feedback to their employees. A standoff type of leader that avoids all conflict (Abouraia & Othman, 2017).

*Leadership*: With robust literature and research on leadership over a long period, many definitions exist from different scholars. As a result of the numerous definitions of leadership, there lacks a universally accepted definition (Abasilim et al., 2019). However, many scholars have asserted that leadership integrates aspects of the group context, influence, process, and goal attainment (Hopkins & Scott, 2016). Researchers and scholars have established these four components as the main pillars that the evaluation of leadership practices tends to associate with to determine the effectiveness and establish the best leadership practices (Hopkins & Scott, 2016).

*Leadership styles*: Leadership styles vary by organization and situation. Leadership styles are an approach that motivates workers (Jain et al., 2022).

*Normative commitment*: Obligation to stay; the employee feels compelled to remain with the company (Meyer et al., 2002).

*Organizational commitment*: Organizational commitment is defined as having a high level of respect for an organization. The worker values their role has similar goals and is loyal to their workplace. The worker feels satisfied and has a no turnover intention (Azeez et al., 2016).

*Transactional leadership*: Transactional leaders "emphasize extrinsic rewards and avoid unnecessary risks, which impact employee-employer relations; the focus is on the leader and follower and contends that transactional leadership practices cause a short-term relationship exchange by followers to leaders" (Smith et al., 2016, p. 95).

*Transformational leadership*: Transformational leaders motivate, encourage, provide feedback, and pursue to put the organization above their personal needs. A transformational leader has a vision and leads with their charismatic nature to inspire their employees to see their vision (Doucet et al., 2015).

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**Assumptions**

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I assumed that all participants would provide truthful, honest feedback to the survey. The participants were ensured privacy and anonymity and were told they could opt-out anytime. All data were safely secured throughout the study. I also assumed that the test instruments were reliable and valid. Lastly, I assumed that all call center workers understood what was being asked of them regarding the survey. The reasoning behind the survey was to get to the core of the research problem.

## Scope and Delimitations

The scope of the study involved call center workers. This study's inclusion criteria were adults working inside a call center environment reporting to a manager. The participants have been between the ages of 18 and 65. The participants were domestically located. Race, gender, or marital status were not factors but were part of the demographics. A third-party data collecting company named SurveyMonkey conducted the online survey to the participants in the call center environment. The quantitative methodology employed a nonprobability convenience sampling procedure to carefully select the required sample of call center agents using a data collection agency. The scale of measurement was interval. The sample size was computed using the G*Power 3.1.9.7 statistical power analysis program. The G*Power software calculated the sample size for multiple regression with a significance level of .05 and with a desired statistical power level of .95, where the number of predictors was equal to 9, and the anticipated effect size was 0.15, with a calculated sample size of 166 (see Faul et al., 2009). Multiple regression was appropriate for the outcome variable and, in this case, organizational commitment using the statistical packages for social sciences software (SPSS). The call center employee measured their managers' transactional, transformational, and laissez-faire leadership behavior in each of the following dimensions: idealized influence-attributes, idealized influence-behavior, inspirational motivation, intellectual stimulation, individualized consideration, contingent reward, management-by-exception, passive/avoidant behaviors, and management-by-exception: passive (see Bass & Avolio, 2000).

**Limitations**

Several limitations were associated with this study. I aimed to determine whether the factors of leadership styles related to organizational commitment in a call center environment. The sample was collected from an external data collection company SurveyMonkey; therefore, some call center workers may have had sociodemographic biases and may have decided to withdraw. Based on outside influences on their immediate leader, the sample could not be large enough. The collected data for this study came from SurveyMonkey, an external data collection company using only domestic participants; this might limit the findings' generalizability. Another limitation was more women than men respondents; thus, there was a possible gender bias in responses. The call center workers were evaluating their manager; there may have been some answers that were not truthful, which could have hindered the study's data. Moreover, the participant's emotional state of mind could have been problematic when doing the survey. The predisposition of their mindset could have caused them to complete the survey differently depending upon specific incidents.

**Significance**

Organizational leaders may use the research results to improve their workers' commitment to the organization. Studies on call center behaviors regarding organizational commitment in the workplace have not been thoroughly discussed or understood within the leadership literature. Leadership is essential in any organization (McCleskey, 2014). There is a need to know whether a relationship exists between leadership styles and organizational commitment among call center workers. It may be

possible to determine if the leadership styles predict the call centers employees' conduct regarding organizational commitment. Many researchers have viewed poor leadership as one of the main reasons for employee churn (DeTienne et al., 2012). Therefore, training sessions are essential for enhancing organizational and leadership skills (Sageer et al., 2012).

This research can also be used to improve employee-employer relations. This outcome can produce potential positive social changes. The social change contribution would be to better understand how call center workers perceive leadership styles, contribute to community-related programs, improve employee-employer relations, decrease retention, and improve profitability and productivity (Sousa-Lima et al., 2013). The research results can also assist leaders in understanding that their leadership styles can contribute to the commitment of the call center worker when it comes to the worker's organizational commitment. Moreover, the survey results can promote awareness to those transformational and transactional leaders regarding their structure, making them more aware of self-behaviors and showing them how to better interact with employees. Suppose the findings of the results are indifferent. In that case, the results suggested the need for leadership education and call center management training, which could promote a more stable organizational commitment with better performance and less desire to leave the organization. A leader's responsibility is to share, lead, and provide a model that influences an organization's commitment (Chang, 2014).

Furthermore, it is expected that no matter what the findings are regarding the correlations, the study provides scientific knowledge by providing a sample population of

call center workers to study the relationship between leadership styles on the variables specified. The research is also expected to provide call center leaders a preview of their leadership style and possibly develop and bring more awareness to themselves. The results from the study contribute to the fields of industrial organization and psychology to further the study of problem-solving, critical thinking, leadership styles, and other problems in the workplace.

**Summary**

Research has indicated that call center turnover is high in today's workplace (Oslund, 2018). Exploring call center turnover numbers (2015) gauged call center turnover between 30% and 45%. Additionally, in this chapter, I discussed the study's principal components, beginning with the background of several researchers examining the leadership styles in different variations. I provided different sides and outcomes of why organizations have performance, attendance, and organizational commitment fears (see Ariani, 2013). The problem statement explained the general problem of leadership styles and their effect on call center workers. I also discussed the literature gap and the social implications of improving the employee-employer relationship. The MLQ and OCQ questionnaire were used to collect and analyze the data using the SPSS software. Multiple regression was used to examine statistically if leadership styles were correlated to organizational commitment and test the hypotheses. The level of significance to interpret the results was set at .05.

Lastly, I discussed the purpose of the study, the RQ, the theoretical framework, the nature of the study, the definition of terms, and the study's assumptions. The scope

and delimitations, limitations of the study, and significance of the study were all summarized as related to the leadership styles and the call center workers' organizational commitment in a call center organization. Therefore, in Chapter 2, I summarize the current literature and theories supporting the problem statement.

Chapter 2: Literature Review

**Introduction**

According to the Bureau of Labor Statistics (2018), worldwide call center growth will increase by 5% between 2016 and 2026. Call center management will confront relational issues that will need the development of managerial solutions to retain their staff. Adopting different leadership styles notably affects the various components of organizational practices (Annakis et al., 2011). The purpose of this quantitative predictive nonexperimental study was to examine and investigate the relationship between leadership styles (transformational, transactional, and laissez-faire) and outcomes of leadership and call center workers' organizational commitment. The general problem with employee satisfaction affecting employee turnover and behaviors were workplace stresses, interpersonal interactions, training, learning opportunities, workload, compensation, work environment, and leadership styles (Mamun et al., 2022). A need exists to improve leadership styles and their effect on call center workers. Therefore, this study provides detailed results on understanding the relationship between call center workers' and leadership styles. The results can help leaders understand that their leadership style can contribute to the call center workers' commitment to the workers' organizational commitment.

The number of existing studies investigating the implications of different leadership styles on organizational behavior and commitment is rapidly rising due to the corresponding rapid changes in employees' organizational practices. The literature review integrates an analytical review of existing literature on the topic and its various thematic

concerns. An overview of the chapter's content begins with a summary of the strategies used to search for the literature, followed by a comprehensive theoretical framework review of the theories that guided this study. A brief section on the concept of leadership follows, and later the discussion on the nature of work and leadership in call centers is discussed. The chapter also covers a comprehensive analysis of organizational commitment and its relationship with constructs of job satisfaction, employee performance, organizational attendance, and intent to leave. This analysis is followed by how the three leadership styles (transformational, transactional, and laissez-faire) are related to organizational commitment and a chapter summary.

## Literature Search Strategy

This study used a comprehensive, analytical, and critical review of existing literature on the subject matter to expand the emerging thematic concerns on the topic. I integrated different primary research sources, in which the scholarly electronic databases provided the means to obtain literature. The sources for this literature review were obtained from the following databases: Walden University Library EBSCOHost search tools and Thoreau's advanced, PsycINFO, PsycARTICLES, ProQuest, Google Scholar, Emerald Insight, ERIC, and Current scholarly literature and sources. Many sources used in this study were within the last 5 years. However, for an analytical analysis of how the theoretical foundations of the study have changed, the study also included a few sources outside the last 5 years.

The keywords used in the search included the following: *leadership, leadership styles, leadership in call centers, organizational commitment, affective commitment,*

*normative commitment, continuance commitment, leadership styles and organizational commitment, transformational leadership and organizational commitment, transactional leadership and organizational commitment, laissez-faire leadership and organizational commitment, transformational leadership and employees' performance, transactional leadership and employees' performance, laissez-faire leadership and employees' performance, laissez-faire leadership and employee's intent to leave, laissez-faire leadership and employee's attendance, transformational leadership and employee's intent to leave, transformational leadership and employee's attendance, transactional leadership and employee's intent to leave,* and *transactional leadership and attendance.*

**Theoretical Foundation**

**Leadership**

The concept of leadership is one of the most researched organizational behaviors (Antonakis & House, 2013; Raja & Palanichamy, 2011). Many research studies investigating the various components, paradigms, styles, and leadership models base their arguments on leadership's essence in facilitating organizational performance efficiency (Asrar-ul-Haq & Kuchinke, 2016). Leadership is a primary component of any organization and is crucial in shaping internal and external organizational relations. Through leadership, companies and organizations align their practices in a specific model that shapes their corporate culture and image (Baumgartner, 2020). Therefore, leadership becomes a fundamental and critical component in understanding the various organizational practices and how they shape those organizations' performance (Abasilim et al., 2019). Due to the progressive changes experienced in multiple organizational and

business practice environments, the concept of leadership continues to undergo changes aiming at providing effective leadership practices that align with the existing business and organizational practices (Alonderiene & Majauskaite, 2016). Therefore, leaders are the primary determinants of organizational behaviors as they engage in high-level decision-making, manage workforce activities, and establish the necessary workforce environment (Skakon et al., 2010).

The concept of leadership is vital because the characteristics of leadership practices in an organization are the foundation for determining the corporate or organizational image and culture. Leadership practice should reflect an alignment between organizational behavior and the expected outcomes, such as setting goals, mission, vision, and objectives (Hopkins & Scott, 2016). Research has shown that leadership establishes the overall workplace mood and shapes employees' perceptions of their responsibility and how to achieve corporate goals (Chandra, 2016). Leadership commitment is thus directly proportional to employees' commitment to organizational goals. Therefore, by leading people, managing resources, and initiating decision-making processes in organizations, leaders pursue results, motivate the workforce, empower the employees, serve others, and create an environment where others can efficiently pursue the organization-centric objectives (Clinebell et al., 2013). Leaders utilize their organizational positioning to influence performance and facilitate realizing corporate goals and objectives (Chandra, 2016).

**Transformational Leadership Theory**

The transformational leadership theory is a leadership model that Bass et al. (1987) identified as a three-factored behavior process that integrates the core aspects of individualized consideration, intellectual stimulation, and charisma. Individualized consideration involves a leader who focuses on the employees' performance, competence, and abilities at an individual level, giving personal attention to members in the organizational environment who may feel neglected and providing learning opportunities to all employees for improved performance (Bass et al., 1987). The concept of individualized consideration indicates that a leader who treats all employees equally puts the needs of each employee into consideration regardless of their subordinate position in the organization. This transformational leadership attribute emerges in modern studies on the transformational leader (Sayadi, 2016; Yahaya & Ebrahim, 2016; Yammarino, 2013). Many scholars identify transformational leadership as a practice that integrates improved concern for individual employee participation, integration of training, educational resources, and advanced employee-leader relationships (Zhang et al., 2013).

The second attribute associated with transformational leadership theory is intellectual stimulation, which Bass et al. (1987) highlighted by developing a multi perspective approach to the organization's issues. Bass et al. (2013) indicated that intellectual stimulation consists of the leader starting an organizational practice that questions the firm's existing practices, thus giving employees the ability to approach their activities differently. The result is the improvement of problem-solving in an organization, where employees can critically evaluate the approaches and consequences

of the organizational practice (Eliyana et al., 2019; Sayadi, 2016). This leadership

approach enhances self-fulfillment among employees by empowering them with

problem-solving skills (Yahaya & Ebrahim, 2016).

Transformational leadership's charisma establishes a leadership trait that makes

the employees or followers trust their leader, emulate their practices, and instill faith in

the organizational workforce (Sayadi, 2016). The organizational workforce considers

their leader a role model, someone who can identify the essential things and instill a sense

of purpose towards organizational goals and milestones in the workforce (Sayadi, 2016).

Further, Furtner et al., (2013) proposed that applying transformational leadership theory

in organizational practice improves the development of a positive attitude towards the

organization, organizational citizenship, and organizational commitment in the

workforce.

**Transactional Leadership Theory**

Transactional leadership theory suggests exchanging between employees and the

leader (Sayadi, 2016). According to the study by Bass et al. (1987), this form of

leadership proposes a type of agreement between the leader and the employees where

employees work and become awarded. Therefore, the transactional leadership model

integrates two crucial factors: conditional reward and active-management-by-exception.

The conditional reward factor demonstrates a leader creating various tasks accompanied

by the rewards achieved on completion (Bass et al., 1987; Sayadi, 2016). Therefore, the

leader sets long-term and short-term targets, and the employees obtain rewards for

achieving them (Sayadi, 2016; Yahaya & Ebrahim, 2016). On the other hand, the active-

management-by-exception factor defines a leader who focuses on the timely and effective completion of the tasks as planned (Bass et al., 1987). Therefore, the transactional leader regularly monitors the employee's performance to provide guidance and ensure that employees do not deviate from the path of task completion (Sayadi, 2016).

**Laissez-Faire Leadership Theories**

This leadership framework also refers to the absence of a leadership model where the leadership practices are passive and do not contribute to the organization's managerial roles (Antonakis et al., 2003). According to Yahaya and Ebrahim (2016), the laissez-faire leadership theory presents a leadership practice that avoids decision-making, does not engage in follow-up activities, disregards challenges and problems arising in the workforce, and does not engage or intervene in any circumstance. This leadership theory's main attributes include the undersupply of employee development activities, the absence of rewards, feedback, instructions, supervision, and leader involvement in organizational practices (Sayadi, 2016; Yahaya & Ebrahim, 2016). Therefore, laissez-faire leaders are nonparticipants and passive in the organizational environment. Despite holding leadership positions that provide direction and guidance, laissez-faire leaders completely abdicate responsibility and do not utilize the authority associated with their positions (Antonakis et al., 2003).

**Outcomes of Leadership**

The outcome of leadership is nothing but the result of leadership style. It could be the team's growth, loyalty, retention, or satisfaction. In the MLQ model, Bass et al. (1983) mentioned three primary outcomes of leadership: effectiveness, extra effort, and

satisfaction. Effectiveness means the leader effectively maintains their subordinates' job-related requirements and efficiently represents them and their work to the upper management. Extra effort is when the leader motivates the subordinates and increases their willingness to work harder and achieve more. Satisfaction means leadership ways that empower the subordinate's job satisfaction. All these three outcomes result from active leadership (Bass & Avolio, 2004).

**Organizational Commitment**

The studies by Allen and Meyer (1990) and Meyer and Allen (1991) significantly developed the concept of organizational commitment despite the vast literature on this vital thematic concern in organizational practice. Organizational commitment refers to the development of a psychological state that shapes the relationship between the employees and the organization to the extent that the employees feel obligated towards improved performance of the organization (Sageer et al., 2012). It does not develop an intent to leave the organization (Allen & Meyer, 1990). Allen and Meyer (1990) identified three foundational forms that organizational commitment could take in the workforce. These three components of organizational commitment include affective, continuance, and normative commitment.

Affective commitment refers to developing an attitudinal relationship with an organization, where the employee develops an emotional attachment that binds them to stay in the organization (Powell & Meyer, 2004). Affective commitment is associated with four major characteristics: work experiences, job-related characteristics, personal characteristics, and structural characteristics. Allen and Meyer (1991) indicated that the

personal characteristics that shape the employee's commitment to work include their need for autonomy, achievement and affiliation, personal work ethic, main individual interests in work, and control. Structural characteristics refer to the organizational structure that integrates the leadership and management models applied in an organization (Powell & Meyer, 2004). The job characteristics and work experiences integrate the organizational values, mission and vision, and strategic organizational objectives (Abou Hashish, 2017). Collectively, these aspects contribute to shaping the employee's attitudinal alignment with the organization, which defines their commitment to work, leading to better performance (Dvir et al., 2002).

Continuance commitment refers to a case where the costs of leaving influence an employee's stay in an organization. Therefore, employees continue to commit to the organizational goals because they feel they are benefiting by staying and would incur losses if they leave (Powell & Meyer, 2004). The various factors that lead to the development of continuance commitment include expectations of others, self-presentation concerns, impersonal bureaucratic arrangements, individual adjustment, non-work concerns, lack of alternatives, and satisfying conditions (Powell & Meyer, 2004; Yahaya & Ebrahim, 2016). The normative commitment integrates the concepts of moral responsibility and indebted obligation. Therefore, employees develop a desire to remain in their workplace because they perceive it as the right and honorable thing to do (Yahaya & Ebrahim, 2016). Normative commitment is the foundation for employee loyalty, as employees feel that the organizations expect them to develop loyalty.

**Full Range Leadership**

The full-range leadership concept emerged from Bass (1985), which proposed that organizational leadership does not adopt transformational, transactional, or laissez-faire leadership theories but integrates various aspects of the three leadership styles. Bass et al. (2003), through revisions of the original model, established nine factors that depict the practice of the FRLT in organizational practice, including the following: "idealized influence behavior, idealized influence attribution, inspirational motivation, intellectual stimulation, individualized consideration, contingent reward, active management- by-exception, passive management- by- exception, and laissez-faire" (as cited in Yahaya & Ebrahim, 2016, p. 191). The three leadership theories are the foundation used to develop the nine-factor model of the full-range theory. Bass et al. argued that the FRLT depicts the different situations in which leaders develop context-based practices without aligning with the three leadership styles.

**Equity Theory Concerning Employee Performance, Attendance, and Intent to Leave**

Griffith and Gaertner (2001) equity theory refers to an employee weighing the ratio of their input and output in an organization and comparing them to another person. If employees feel inequity, they become dissatisfied with their jobs and develop a feeling of inequity in the organization. The organization's inequalities are the employee developing new habits that affect performance, attendance, and intent to leave (Power & Meyer, 2004).

## Nature of Work in Call Centers

The literature and research on call centers are rapidly growing, with leadership, employee relations, work environment, and customer satisfaction becoming the central aspect of this developing field (Batt et al., 2009). With the growing need for customer service availability 24/7, many organizations continue to improve their call centers to develop service availability to customers for improved performance. The nature and dynamics of work in call centers have significantly changed to pursue customer satisfaction and retention (Clark et al., 2019). Call centers focus on problem-solving and helping customers achieve the maximum potential of an organization's products and services.

One of the growing aspects of interest in call center research is employee job satisfaction and commitment toward achieving an established customer-oriented strategy (Hopkins & Scott, 2016). The call center workers act as the company ambassadors to the customers; therefore, customer satisfaction is vital for high performance (Zapf et al., 2003). There are numerous methods used to measure performance. The quality of metrics used to measure performance is more significant than the employed. The organization's primary objective is customer satisfaction (Meyer et al., 2013). According to De-Ruyter et al. (2001), employee satisfaction is integral to ensuring customer satisfaction. Therefore, the workers' job significantly shapes customer satisfaction with the organization's products or services. Call centers have emotionally demanding work that requires employees to maximize the number of calls they receive to ensure service delivery to customers is high at any particular moment (Clark et al., 2019). In many call

centers, the employees must cope with intense working conditions with minimal personal development from work in compensation and skills development.

Different workplaces have unique environments that require specific input from leadership, workers, and customers to ensure the organization achieves its goals. Call centers are among the most intense work environments, and for effectiveness, delivery of services to the customers requires competent and dynamic leadership skills as the primary facilitator (Hopkins & Scott, 2016). A study by Garcia et al. (2014) established that the main reason why call center workers work under very high pressure is the essence and significance of time in their organizations. The study indicated that call centers' must be well managed. As a result, the work design might imply unfavorable work conditions for employees if not effectively managed by the leaders (Garcia et al., 2014). Despite recent studies demonstrating improved working conditions in call centers, many studies align their approaches towards the employees' burnout, emotional well-being, and stress (Hauptfleisch & Uys, 2006).  In a call center environment, work pressure leads the employees to focus solely on customer services, providing solutions to the customers, leaving minimal time for employees' well-being, socialization with colleagues, and building skills and competence (Goodwin et al., 2011). The findings indicate that many call centers face the challenge of encountering underproductivity among employees due to their use of a customer-oriented work approach and having minimal employee empowerment programs (Hauptfleisch & Uys, 2006).

Garcia et al. (2014) indicated that, in most cases, a negative relationship exists between work performance and a conducive work environment in call center

organizations. The study by Hauptfleisch and Uys (2006) identified that most call centers establish cost-effective measures by focusing on effective customer services by reducing the time taken to serve each customer. Consequently, these organizations often forget about their employees' well-being, failing to develop concepts such as work variety, employee autonomy, and supportive management and HR practices (Akanji, 2013). The challenges workers in call centers experience develop from the priority given to customer services and the need to optimize the time used to serve as many customers as possible (Batt et al., 2009). The result of adopting such an approach in an organization is a poor workplace environment that does not promote employee development and well-being.

**Leadership in Call Centers**

The management and leadership in call centers play a central role in ensuring that the organizational workforce is satisfied and able to achieve the customer satisfaction objective. Since the call center's role is customer satisfaction and retention are crucial, it is equally essential to ensure effective leadership and management practices. However, many research studies demonstrate that there is still a wide gap between the existing literature on effective leadership and its practice in call centers (Oodith & Parumasur, 2014). The study by Garcia et al. (2014) highlighted that the main challenges facing employee efficiency in call centers emanate from a lack of effective leadership and management practices leading to the lack of an empowering work environment for workers in call centers. Many researchers, including Hopkins and Scott (2016) and Garcia et al. (2014), cited the ability to establish competent leadership practices in call

centers as the breakthrough solution to the workplace environment challenges facing call centers.

Many management issues facing the effectiveness of the various call centers exist and lead to a poor work environment that does not promote employee development. A study by Muthuveloo et al. (2014) indicated that the main reason the leadership and management practices fail in most call centers is that call centers are considered divisions of the primary organization and do not have full leadership autonomy; the decisions are limited. Managers in call centers experience difficulties in implementing most workplace environment decisions because the organization's senior management conducts crucial components such as the allocation of resources (Joo et al., 2015). In such a case, the management of the call centers is not autonomous and is limited. Thus, the primary organization's leadership is responsible for ensuring that there is an allocation of adequate resources to the call center division to facilitate the efficient delivery of services to customers. Another approach involves giving the call centers full leadership and management autonomy in making decisions that affect employee performance in the department (Hauptfleisch & Uys, 2006). The leadership method should consequently lead to a position where the decisions concerning the workplace environment in the call centers come from the division's management.

The existing literature on the nature of work in call centers will be essential in facilitating the development of a solid background on how leadership relates to call centers' organizational commitment. By analyzing the literature on the nature of work in call centers, the study presents more insights into various determinants of commitment

and how leadership can address them. The multiple recommendations from different researchers are also identified, providing more support to the current study. The literature on the leaders in call centers presented leads to identifying areas to focus on in current research.

## Organizational Commitment

With the progressive development of organizational behavior in research, organizational commitment is increasingly becoming a popular concept in both organizational research and practice (Clinebell et al., 2013; Eliyana et al., 2019). The current organizational research wave reflects an increased interest in employees' practices and their relationship with the workplace (Clinebell et al., 2013). Organizations are increasingly implementing efficient organizational behavior practices due to the increase in the benefits discovered through research, as well as the view of organizational behavior as a competitive advantage factor (Bučiūnienė & Škudienė, 2008). Organizational behavior has gained popularity in practice and research due to its effect on employee behavior. The increased implementation of organizational culture reflects its association with positive organizational outcomes. According to a study by Cetin et al. (2015), organizational commitment is goal-oriented and is essential in establishing customer-focused practices and an employee-friendly workplace environment. Organizational friendliness is thus a critical component that the organization's leadership and management seek to pursue, aiming at promoting work culture and customer satisfaction.

Pohl and Paillé (2011) established that organizational commitment is multifaceted and integrates concepts of normative, affective, and continuative commitment. All commitment is not equal; therefore, employees may encounter different situations, develop relationships, and experience a work environment that creates an emotional attachment to their work. The development of such an attitude towards work creates determination and intrinsic motivation for employees, which maximizes responsibility (Allen & Meyer, 1990). Employee commitment exhibits itself among employees through their efforts to complete given tasks, developing a self-driven approach, and engaging in individual levels of problem-solving (Eliyana et al., 2019). This approach of commitment in which employees develop an emotional connection with the organization refers to the affective form of organizational commitment (Fridoon & Nasrin, 2009). There are employees whose reason for commitment to their roles and responsibility are the costs associated with leaving the organization. The employees value the benefits of their work's continuity and thus tend to commit to their responsibilities (Allen & Meyer, 1990). This approach refers to the continuative or continuance commitment where the employees value the benefits they get by working in an organization, establishing their relationship with work based on continuity over the risks of leaving their job (Fridoon & Nasrin, 2009). The last dimension of commitment reflects the feeling of duty and obligation towards the organization in which employees believe it is upon their contribution that the organization continues (Allen & Meyer, 1990).

The different forms of achieving organizational commitment demonstrate how an organization's leadership and management can create diverse approaches to maximize the

attainment of commitment among employees. The management of an organization can develop commitment among employees, according to Nazir and Islam (2017), by promoting positive experiences among the employees. An organization can foster commitment in the workforce by establishing an environment where employees feel the value of their skills and cultivating an appreciation of human nature. Moreover, Mueller and Straatmann (2014) indicated that adopting the horizontal and vertical coordination of shared organizational goals and the communication model leads to improved employee commitment. Employee inclusivity is also a necessary means of achieving organizational commitment.

**Organizational Commitment and Employees' Job Satisfaction**

Job satisfaction is an essential defining attribute of job performance in the organization. Job satisfaction refers to the attitudes, likes or dislikes, and feelings employees associate with their organizational environment or work (Muthuveloo et al., 2014). Job satisfaction evaluates employees' contentment with their workplace's nature and environment (Callaghan & Coldwell, 2014). Job satisfaction reflects the alignment of an individual's interests and the roles and regulations assigned to them in the organization. Employees can achieve job satisfaction if they develop a positive attitude toward their job, feel contented, and be happy in their workplace (Nikpour, 2018).

On the other hand, job dissatisfaction leads to a negative attitude towards work. The employee does not appreciate their position in the organization or the nature of work and dislikes the organizational environment. Job commitment is significantly affected by

the employee's satisfaction with their work and the organizational environment (Mosadeghrad et al., 2008).

Job commitment results from feeling comfortable and contentment among employees regarding their work and workplace environment. To develop commitment, the employee must attain job satisfaction (Stanley et al., 2013). Organizational leaders should lay a solid foundation for building an environment that enables employees to align individual interests with the organization's interests to achieve job satisfaction (Nikpour, 2018). Strategic leadership and efficient management practices are vital in improving the workplace environment and the transformation of the corporate culture to a conducive and empowering environment. Employees must feel motivated and appreciated to attain job satisfaction (Ramalho Luz et al., 2018). Developing an environment that propagates job satisfaction is a necessary leadership and management strategy in present-day organizational practice since the nature of competition intensifies with employee retention and loyalty, becoming vital determinants of competitive advantage (Amiens et al., 2021)

In their study, Raziq and Maulabakhsh (2015) identified that job satisfaction varies among employees, and employees can experience different states of satisfaction in the same work environment. Despite employees being in the same work environment, this difference in job satisfaction is mainly because of the variation in individual interests. It is significant to note that the achievement of job satisfaction occurs when there is a convergence of self-interests with organizational goals and interests (Nikpour, 2018). Therefore, satisfaction levels can vary even for employees in the same organizations and

exposed to similar experiences. However, Callaghan and Coldwell (2014) indicated that organizational practices that, when put in place, improve the level of job satisfaction across the workforce. Training, empowerment, employee engagement, and employee motivation are essential factors that enhance job satisfaction.

Training and skills development are some of the most vital requirements for job satisfaction in the present-day environment. Employees seek to experience growth development regarding the work environment's activities and competencies (Nikpour, 2018). As a result, many studies on employee job satisfaction identify training and empowerment as essential tools in promoting development among employees. Through training, employees acquire new skills and competencies that enhance performance, engage in new activities, and improve their ability to solve work-related problems (Nikpour, 2018; Zumrah et al., 2013). Consequently, the employees experience self-fulfillment, which aligns personal interests with the work environment.

Employee engagement fosters inclusivity in decision-making, problem-solving, and innovation approaches, giving employees a sense of identity within the organization (Nikpour, 2018). Employee engagement enables employees to involve themselves in broader work experiences, including developing new strategies for work, creating innovative solutions to different challenges, and establishing new models of enhancing their performance (Nikpour, 2018). These concepts manifest the key factors leading to the development of organizational commitment among the employees. Engagement, inclusivity, motivation, and empowerment enhance job satisfaction, and employees orient their practices toward better performance, improved output, and self-determination

toward task completion and organizational success (Nikpour, 2018; Zumrah et al., 2013).

Therefore, it is impossible to achieve organizational commitment without first developing

an organizational environment and workplace practices that promote employee job

satisfaction.

**Organizational Commitment and Employees' Performance**

The present-day workforce requires employees' productivity to advance, aiming

at meeting the market demands on workforce and employee competence. Organizations

are experiencing rapid developments that bring intense market competition, forcing

organizational managers and leaders to design strategic methods to compete with their

rivals (Carter & Greer, 2013). The changes in the means of acquiring competitive

advantage in the market are changing from the traditional model, which focused on

customers and sales, to a new model that emphasizes the well-being of employees and the

advancement of the corporate culture (Carter & Greer, 2013; Pradhan & Jena, 2016).

Developing a competitive strategy for an organization requires each organization's

position to contribute to achieving the organizational goals and objectives (Sendawula et

al., 2018). Each position is designated with unique roles and responsibilities, establishing

the expected outputs and contributions to the organization's performance. These roles and

responsibilities become the determinants of the skills and competencies that the

employees in those positions must acquire to maximize their productivity (Pradhan &

Jena, 2016). Therefore, an employee's performance in the organization is a crucial input

to achieving the organization's overall goals and objectives.

The performance of an individual employee reflects the overall performance of an organization. Therefore, organizations are rapidly integrating models that promote optimal employee performance as a competitive strategy. By advancing an individual employee's output, the organization improves the company's overall performance (Carter & Greer, 2013). As a result, organizations have established different strategies for ensuring that employees can perform better in their designated performance (Carter & Greer, 2013; Sendawula et al., 2018). Nazir and Islam (2017) established that the employees' performance is the determinant of the ability to meet the customer needs in the organization. Organizations implementing the customer-oriented practice method must enhance their employees' performance (Nazir & Islam, 2017; Sendawula et al., 2018). The organization's leadership and management model is an essential defining attribute of the methods implemented to enhance employees' performance. Therefore, the organization's leadership must establish the need for improved employee performance and the implication on the organization's performance for the development of productive employee enhancement policies.

Organizational commitment is the leading strategy for improving employee performance (Carter & Greer, 2013). Organizational commitment promotes the employee's ability to become goal-oriented, develop a personal relationship with work, and develop an intrinsic commitment to completing their roles (Carter & Greer, 2013; Pohl & Paillé, 2011). The employee develops increased awareness of their contributions towards the organizational goals and objectives through commitment. Through employee commitment, employees develop significant attributes such as being self-driven,

developing solutions to challenges independently, and becoming active team participants (Sendawula et al., 2018). As employees put in more effort, the organization can maximize its performance. However, without organizational commitment, the employees lack the necessary driving force that encourages individual determination toward accomplishing specific goals.

Achievement of individual commitment towards the organizational goals among the employees fosters the development of a personal relationship with the workplace. The employees develop individual goals in their workplace that they must achieve while working at the organization (Pradhan & Jena, 2016). As a result, they commit to completing their work and achieving the individual work milestones as their activities. The employees maximize their performance since they direct most of their effort towards completing the work projects. The organization becomes an environment where employees pursue their goals, considering work their prioritized activity (Pradhan & Jena, 2016). Employees discover their potential and improve their output through organizational commitment. The employees identify their unique strengths and weaknesses, enabling them to maximize and improve their weaknesses (Pradhan & Jena, 2016; Sendawula et al., 2018). As a result, the employees develop their skills and competence through a progressive commitment towards challenging their efforts leading to enhanced employee performance. Organizational commitment, therefore, establishes a strong foundation for developing employees' performance in organizations (Eliyana et al., 2019).

**Organizational Commitment and Employees' Attendance**

Attendance is a fundamental aspect that shapes employees and overall organizational performance (Nikpour, 2018). The organizational practice expects employees to establish a focused and committed routine to attend to their duties unless they are incapacitated or allowed to stay out of the workplace by the organizational policies, such as during holidays and vacations (Ramalho Luz et al., 2018). Many researchers focus on two core concepts regarding employee attendance: absenteeism and presenteeism (Ro et al., 2017). Absenteeism remains among the most researched areas in employee attendance behavior in organizational practice. The concept of absenteeism refers to the employee's failure to attend work for various reasons. Baker-McClearn et al. (2010) highlighted that absenteeism is the leading factor contributing to many organizations' unproductivity. There are two classifications of absenteeism; organizationally excused and organizationally unexcused absenteeism (Hassan et al., 2014). Organizationally excused absenteeism refers to the specific cases the organization designates for employees to be legally absent from the work environment (Hassan et al., 2014). These include sick leaves, maternity leaves, vacations, and holidays. Some organizational unexcused absences include lateness, personal problems, and lack of interest in work.

According to Stanley et al. (2013), presenteeism is considered a significant new concept; it refers to employees attending work while not being able to perform at their maximum capacity due to sickness. According to Deery et al. (2014), presenteeism arises from multiple issues, including the commitment to work; employees feel obligated to

work irrespective of their health conditions and work nature, and the organization has zero tolerance for uncertified attendance. The research on presenteeism is increasing as more scholars and practitioners continue to uncover its significance and influence on the performance of an organization (Stanley et al.,2013).

Both concepts of presenteeism and absenteeism have a distinct relationship with organizational commitment. In some cases, the idea of presenteeism appears to result from commitment toward duty and responsibility among employees. Due to their dedication to accomplishing various tasks in the organization, employees tend to develop the tendency to achieve self-fulfillment through completing their daily routine at work (Baker-McClearn et al., 2010). Employees with organizational commitment tend to have set aspirations and objectives that they want to achieve daily in their workplace (Stanley et al., 2013). Therefore, even when they are not in perfect health conditions, their determination leads them to attend work to accomplish their set targets. To this extent, presenteeism manifests a highly developed affective commitment toward employees' organizational roles and responsibilities (Stanley et al., 2013).

On the other hand, absenteeism is a detrimental factor in promoting the achievement of organizational commitment among employees (Clinebell et al., 2013). Many organizations experience poor performance due to reduced attendance rates, where employees fail to show up for work as expected. According to Addae et al. (2013), absenteeism also reflects a lack of interest in the work environment and work nature. Employees with many absenteeism cases do not have work commitments and have a negative attitude toward their workplace (Cohen et al., 2016). Also, absenteeism can lead

to employees losing their commitment to work if they encounter cases outside work that make them develop stress, depression, and negative attitudes towards work or other affectionate components of their lives (De Gieter et al., 2011). For instance, if an employee's close relative dies, the employee may develop stress and depression, leading to a lack of focus and determination in their work. Therefore, employees' attendance at work is a crucial aspect that reflects their commitment to the organizational objectives (DeTienne et al., 2012). Developing organizational commitment can lead to eliminating cases of absenteeism in many organizations.

**Organizational Commitment and Employees' Intent to Leave**

The organizational environment is a crucial determinant of employees' well-being and stays in the organization. Studies around the intent to leave investigated why employees intend to leave their current organization (Frear et al., 2017). The employees' intent to leave work is the foundation of the emergence of turnover. Oh (2019) studied the organizational commitment profiles and turnover intentions and highlighted that different events lead to the development of intent to leave work among employees and, later, the turnover. In this study, the misalignment of employees' self-interests with the organization's goals becomes the primary cause of the intention to leave work (Oh, 2019). The intention to leave work is a gradual process that demonstrates dissatisfaction with the workplace and employees' performance in their employment position (Khan & Du, 2014). Organizations experiencing a high level of turnover and many employees developing the intention to leave have lower working standards, poor employee relations, and an unconducive workplace environment (Addae et al., 2006; Labrague et al., 2018;

Oh, 2019). The condition of organizational culture is thus the determinant and facilitator of the development of employee intention to leave.

The development of a negative attitude toward employment, the workplace environment, or the organization's management culminates in a desire to leave the employer (Labrague et al., 2018). Employee dissatisfaction with the roles assigned to them in the organization and the nature of work is a leading factor in the development of intention to leave and turnover (Choi et al., 2012). The employees lose the initial relationship with the organization, which leads to dissatisfaction with the outcomes of their efforts, the processes of work they undertake, or the rewards they get from the organization (Addae, Praveen Parboteeah & Davis, 2006). The employees experience a high level of disorientation with the organizational expectations and outcomes, leading to the development of withdrawal symptoms and, consequently, turnover.

Research into the connection between organizational commitment and employee turnover is progressively increasing (Elçi et al., 2012).  The two constructs demonstrate a relationship in which they affect each other (Meyer & Allen, 1991). Several factors are significant regarding the intent to leave an organization. According to Mosadeghrad et al. 2008), they are affective commitment, professional stability, job satisfaction, area of employees' work, and job satisfaction. According to Elci et al. (2012), leadership behaviors, stressors, and organizational commitment cause employees to be consciously and deliberately willing to leave an organization. Leadership support is lacking in the call center environment; therefore, it is difficult for call center leaders to retain employees, notably facing employees wanting to leave (Pierre &Tremblay, 2011). Other studies also

demonstrate comparable results indicating that committed employees are likely to remain in their workplace due to the existing positive relationship and alignment of self-interests with the organization (Oh, 2019). Organizational commitment establishes an intrinsic determination toward work activities and the employees' organizational environment, which creates a personal relationship between the organization and the employee (Nikpour, 2018). Therefore, it is difficult for employees to quit their organization when they have higher personal and intrinsic value.

Organizational commitment is an integral concept that constitutes multiple elements, such as job satisfaction, employee motivation, empowerment, and inclusivity (Meyer & Allen, 1991). Employees become committed to their work when they experience a friendly environment that promotes their development and helps them achieve their goals (Ro & Lee, 2017; Zito et al., 2018). Organizational commitment arises from adequate compensation of employees in the organization. The employees can meet their personal needs from the compensation or the benefits they get from working in the organization (Labrague et al., 2018). These attributes of organizational commitment cannot lead to turnover or intent to leave the workforce. Employees experiencing job satisfaction will not be willing to leave their work positions, the same as employees who experience growth and development in their careers and personal lives.

However, based on the continuance commitment model, where employees are only committed to the organization due to the fear of risks associated with the lack of the job, it is likely for employees to develop dissatisfaction and consequently lead to intent to leave and turnover (Addae et al., 2006). According to Allen and Meyer (1990),

continuous commitment establishes an employee whose only goal is to hold onto their work, not because they enjoy working there, but to avoid losing their position. This commitment does not guarantee job satisfaction and the complete alignment of individual interests and the organization. An employee is, therefore, likely to experience intent to leave but still be available at the workplace due to the minor benefits such as salary associated with the work (Labrague et al., 2018; Meyer & Allen, 1991; Zito et al., 2018). Employees with this form of commitment are likely to turnover if they get more rewarding jobs or find alternative sources of the benefits they were getting in the organization.

Therefore, organizational commitment and employees' intent to leave are complementary and indirectly proportional. An increase in one construct leads to a corresponding reduction in the other (Ford et al., 2019). If there is high job satisfaction, intrinsic motivation towards work, a positive attitude, and experience of self-growth and development, employees are unlikely to develop an intent to leave since the level of commitment is high (Callaghan & Coldwell, 2014; Zito et al., 2018). Similarly, intent to leave will develop among employees if the working conditions do not facilitate job satisfaction, empowerment, and personal interests do not converge with the organizational goals since they will not develop the organizational commitment (Ford et al., 2019). Therefore, an organization's leadership must foster a conducive work environment, create employee empowerment and development programs such as training, facilitate job satisfaction, and motivate employees to reduce the possibility of leaving and turnover (Oh, 2019).

**Leadership Styles and Organizational Commitment**

The leadership practice is instrumental in shaping organizational behavior and establishing the corporate culture (Hopkins & Scott, 2016). Leadership facilitates the initiation and implementation of critical organizational practice programs, establishes frameworks for developing customer-satisfaction strategies, and ensures alignment of the organizational practices with the organization's expected outcomes and set goals (Muthuveloo et al., 2014). Leadership practice significantly influences organizational commitment since it is fundamental to achieving customer satisfaction in organizations (Raja & Palanichamy, 2011). Over the past 50 years, studies on different leadership styles have significantly intensified (Clinebell et al., 2013; Kerdngern & Thanitbenjasith, 2017; Muthuveloo et al., 2014). The literature's intensity reflects the demand for effective leadership practices that align with the business organizations' rapid changes. Therefore, scholars and practitioners establish, and study different leadership approaches used in an organization using empirical and evidence-based data to demonstrate which leadership styles are more effective in specific contexts (Kerdngern & Thanitbenjasith, 2017; Raja & Palanichamy, 2011). Transformational leadership, transactional leadership, situational leadership, and laissez-faire leadership are among the most researched leadership styles due to their alignment with present-day change-oriented organizational practice (Kerdngern & Thanitbenjasith, 2017; Muthuveloo et al., 2014; Raja & Palanichamy, 2011). A corresponding increase in the literature evaluating the effects of the different leadership styles on organizational experience is also developing.

**Transformational Leadership and Organizational Commitment**

According to Eliyana et al. (2019), transformational leadership significantly and positively affects organizational commitment. In this study, transformational leadership demonstrates improved competence among leaders to create effective organizational strategies that enhance the workplace environment. As a result, employees establish job satisfaction and become committed to their roles (Johansson et al., 2014). Transformational leaders develop a leadership approach that facilitates employee integration and inclusiveness in critical decision-making to improve the organization (Peng et al., 2019). Employees can thus provide proposals and feedback on various practices in the organization, facilitating the implementation of an improved workplace environment (Clinebell et al., 2013; Eliyana et al., 2019). Therefore, transformational leadership focuses on creating an improved workforce environment where employees are satisfied, thus developing organizational commitment. Through transformational leadership, employees are motivated and appraised on achievement (Kerdngern & Thanitbenjasith, 2017). Transformational leaders focus on developing an intrinsically motivated workforce where employees become proud of their accomplishments. The models of motivation, such as appraisal and recognition, do not encourage extrinsic motivation, such as presents and pay raises (Clinebell et al., 2013; Peng et al., 2019). As a result, employees develop a positive attitude toward their work and focus on improving their performance. Consequently, employees achieve organizational commitment through progressive job satisfaction, motivation, and work positivity.

Transformational leadership also improves the achievement of organizational commitment through empowering workers. Leaders create training programs in organizations to help employees acquire new skills and competencies to enhance their preparedness for new changes and enable the organization to offer advanced customer experiences (Eliyana et al., 2019). Through training the workforce, transformational leaders ensure that employees can develop solutions to the challenges brought about by the rapid changes in business organizations (Furtner et al., 2013). The organization's ability to empower the workforce creates a self-fulfillment attitude among the employees, thus facilitating job satisfaction and the development of convergence between employees' interests and organizational practice (Clinebell et al., 2013). The empowerment of employees and the establishment of a positive relationship with the organization improve their loyalty and organizational citizenship, thus eliminating the possibility of intent to leave and turnover in the workforce (Peng et al., 2019). Therefore, the transformational leadership style creates an environment that prioritizes job satisfaction, employee retention, empowerment, and employee performance, thus facilitating the development of organizational commitment (Jyoti & Bhau, 2015).

**Transactional Leadership and Organizational Commitment**

Transactional leaders focus on rewarding employees and ensuring employees remain focused on the organization's established goals and targets (Sayadi, 2016). The leader creates measurable milestones for the organization and rewards the employees for achieving these goals (Bass, 1997). Moreover, the leader also engages in active management roles to monitor the employees' progress toward organizational objectives.

As a result, transactional leaders eliminate employees' possibility to alienate from the organization's goals (McCleskey, 2014). Transformational leadership's relationship with organizational commitment is among the most researched leadership styles, and the existing literature demonstrates a positive and significant relationship between the two constructs (Furtner et al., 2013). According to a study by Yahaya and Ebrahim (2016), transactional leadership utilizes influence and regular consultation to promote the organization's desired goals and outcomes. The leader promotes an enhanced workforce environment in which the employees can achieve the established goals.

Transactional leadership promotes employee commitment since it creates a goal-oriented workplace culture. The organization operates to prepare the employees and gives them adequate resources at their disposal to pursue the established goals (Yahaya & Ebrahim, 2016). Therefore, employees are empowered with the skills and competencies required to achieve the organization's goals, promoting empowerment and self-actualization. This empowerment contributes significantly to job satisfaction among employees, allowing them to improve their performance and commit to their work (Yahaya & Ebrahim, 2016). Through transactional leadership, employee motivation is in the form of extrinsic motivation, which integrates physical rewards. Therefore, employee commitment to their work is to achieve the established goals and targets and obtain various rewards.

Transactional leadership also propagates the attainment of organizational commitment among the employees through establishing a regular and active management leadership, where the organizational leader continuously monitors the practices of the

employees to ensure there is alignment towards achieving the organizational milestones, goals, and objectives (Pradhan, & Pradhan, 2015). Transactional leaders guide the employees, helping them solve most of their problems during their work practices (Yahaya & Ebrahim, 2016). Therefore, the leaders provide an integrational model that creates a conducive environment to facilitate horizontal and vertical communication strategies in the organization (McCleskey, 2014). As a result, decision-making processes in the organization are inclusive, involving employees and leaders. Thus, the employees develop a close relationship with the leaders, facilitating the establishment of collective leadership and organizational culture. As a result, employees become committed to developing improved performance by committing their skills and abilities to achieve the required milestones with their leaders (Clinebell et al., 2013).

**Laissez-Faire Leadership and Organizational Commitment**

The laissez-faire leadership approach has detrimental consequences on organizational commitment in the workforce. Leaders using this style often abstain from decision-making processes as well as failing to facilitate the organizational management roles (Bučiūnienė & Škudienė, 2008; Furtner et al., 2013). Therefore, the organizational workforce is responsible for all the decisions made in the workforce. The defining attributes of leadership practices are not available in this form of leadership (Abasilim et al., 2019). The leader is only available physically but lacks the essential skills and abilities to identify them as the workforce leader. As a result, the employees become their leaders, who rely only on their own experience, knowledge, and competence to accomplish their work (Furtner et al., 2013). This form of leadership lacks organizational

commitment attributes and thus has a negative relationship (Abasilim et al., 2019).

Employee satisfaction, empowerment, and inclusivity are unavailable; therefore, the

leadership cannot contain the tenants of organizational commitment.

## Summary and Conclusions

The literature review demonstrated that organizational commitment is a crucial

aspect of organizational practice, and the leadership model adopted has significant

implications for organizational performance. Transformational and transactional

leadership have a positive relationship and tend to foster organizational commitment

(Furtner et al., 2013). On the contrary, laissez-faire leadership has a negative relationship

with organizational commitment. The existing literature only focuses on the specific

constructs of organizational commitment, leaving a gap in how the different leadership

styles relate to organizational commitment. The existing studies on call center leadership

do not demonstrate the relationship between all three leadership styles: transformational,

transactional, and laissez-faire and the relationship between organizational commitment

in call centers. The existing literature also demonstrated the existence of hardships in the

development of organizational commitment in call centers. At the same time, there is a

gap in how leadership styles can achieve organizational commitment. This study has

established a concrete framework that bridges the gap in the lack of adequate literature

showing how different leadership styles impact the performance of organizational

commitment, evaluating components of job satisfaction, employee performance, and

intent to leave. Therefore, chapter 3 will methodologically provide the outcome of the

study.

Chapter 3: Research Method

**Introduction**

The purpose of this quantitative, predictive nonexperimental study using multiple regression analysis was to examine the relationship between leadership styles (transformational, transactional, and laissez-faire) and outcomes of leadership and call center workers' organizational commitment. I conducted a correlation study between leadership styles and call center workers' organizational commitment. I anticipated that a correlation would be found, which could link leadership styles and employees' conduct regarding organizational commitment. The predictor variables for the study were transformational, transactional, and laissez-faire, and the outcome variables were organizational commitment (affective, normative, and continuance). In this chapter, I examine the nine factors used to construct the MLQ and the OCQ measuring organizational commitment. Chapter 3 includes a discussion of the quantitative methods used in this study. The research design and rationale, methods, populations, sampling and sampling procedures, recruitment, participation, data collection, instruments, and data analysis are addressed in this chapter. The chapter concludes with a summary regarding validity threats and ethical considerations and the transition to Chapter 4 (Results).

**Research Design and Rationale**

The predictor variables of this study were transformational, transactional, and laissez-faire. The outcome variables were organizational commitment: affective, normative, and continuance. The MLQ consisted of nine factors that were examined to measure leadership style. The transformational leadership style has five factors, whereas

the other two styles, transactional and laissez-faire, have two factors. I also studied OCQ, that measured organizational commitment.

## Research Design

The study was a correlational research design. The reason behind this research design was that it gave a clear picture of no manipulation and was observational in data collection. Correlational research has a purpose in a quantitative study, such as deductive, objective, and generality (Curtis et al., 2016), for instance, describing a variable, comparing the variable to a certain standard, and establishing a link between two or more variables. The correlative research design was appropriate as I analyzed the relationship between leadership styles and organizational commitment.

Correlational research can be economical and more practical to implement and can produce results relatively quickly. However, the research design may involve extensive resources and intensive efforts to measure the survey variables. The cost involved depends on various factors, including sample size, the nature of data sources, and the methods of data collection complexities employed. Despite its strengths, correlational research design barely answers causal nature questions. If results from a correlational study are used to make causal inferences, significant complications can arise. The temptation is common with correlation data consumers (Anderson, 2015).

As noted above, the correlational design was not used to make inferences on causal relationships. I used a quantitative method/design as a mode of inquiry to collect and analyze survey data from participants. Taylor (2017) posited that there are various methods researchers can choose from while conducting a study. These research methods

include a mixed method, qualitative methodology, and quantitative methodology. Before choosing any of these methods, it was critical for me first to explore their study's contingencies. Consequently, any specific research method depends on the study's purpose, the data types used, and the data analysis technique (Anderson, 2015).

In this study, I employed a quantitative study design. This study design was deemed appropriate compared to a mixed approach or qualitative method for various reasons, including the study objectives, the type of data to be collected (interval data), and the techniques to be used in the analysis (correlation and regression; Kim et al., 2003). The subsequent paragraphs highlight some rationales for selecting a quantitative study design over the other two inquiry modes.

Quantitative approaches use deductive reasoning to support ideas, while qualitative methods formulate theory by inductive reasoning (Kumar, 2019). Most statistical studies are categorized as quantitative as they involve measuring and analyzing numerical data. Other studies involving text data are classified as qualitative, as declared by Frels and Onwuegbuzie (2013). Further, Frels and Onwuegbuzie (2013) defined a mixed approach using qualitative and quantitative methods as a research type. According to Kumar (2019), positivist researchers widely use quantitative study designs to establish the connection between variables. In so doing, they can define these connections as research hypotheses or questions.

This study's primary purpose was to examine any relationship between three predictor variables (leadership styles) and the outcome variable (organizational commitment) in line with quantitative research method principles. Extracting and

analyzing numerical and interval data from the online survey was related to statistical procedure steps promulgated by quantitative methods.

Due to its nature, the qualitative mode of inquiry would have been inappropriate for this study. Some of the qualitative design goals include understanding individuals' experiences, motivations, and actions instead of testing existing theories. Similarly, a mixed approach may add more information outside the normal statistical hypothesis testing. However, it did not align per se with the deductive reasoning method. Additionally, a mixed approach posed a challenge to this study regarding time and resource constraints. I strived to use quantitative and qualitative designs to collect and analyze data (see Mayoh & Onwuegbuzie, 2013).

The quantitative method for this study was consistent with recent empirical studies. Hafeez et al. (2012) conducted quantitative research focusing on call centers in the telecom sector. Hafeez et al. investigated the relationship between leadership styles, organizational performance, and organizational commitment. Similarly, Gorde (2018) used a quantitative research design to examine the relationship between employees' job satisfaction and leadership style in India's call centers. Likewise, Chandra (2016) used descriptive research and quantitative methods to test leadership style, job satisfaction, and the work environment influence on call center workers.

## Methodology

### Population

The study population was adults working inside a call center environment and reporting to a manager. The participants were between the ages of 18 and 65. The

participants were domestically located. Race, gender, or education level were not factors but were part of the demographics. The sample size was computed using the G*Power 3.1.9.7 statistical power analysis program. The scale of measurement was an interval.

**Sampling and Sampling Procedures**

With quantitative methodology, I used a nonprobability convenience sampling procedure to carefully select the required sample of call center agents using SurveyMonkey. A power analysis was used to determine the proper sample size of 166. The G*Power software calculated the sample size for multiple regression with a significance level of 0.05 and with an anticipated statistical power level of 0.95, where the number of predictors was equal to nine, and the anticipated effect size was 0.15, with a calculated sample size of 166 (see Faul et al., 2009). By definition, the convenience sampling strategy entails selecting conveniently available samples from the population, per Kumar (2019). A researcher's samples are chosen for simplicity and ease of recruitment (Uprichard, 2013). For example, a researcher may choose samples due to geographical proximity, easy accessibility, immediate approval for the study, known contacts, and being part of the participant's group (Kumar, 2019). Though it is good to test samples representing the entire population, the population is too large to test in some instances. As a result, many researchers find it appropriate to use convenience sampling (Etikan et al., 2016). The convenience sampling technique is also cost-effective, fast, and easy to sample.

Considering the resources and time constraints, I used a convenience sampling method for data collection as it was not viable to collect data from the whole target

population. Dhanpat et al. (2018) conducted a quantitative study to support this choice of sampling to explore employee retention and intent to leave a call center. I used a convenience sample to collect data from participants who were called center workers.

**Recruitment, Participation, and Data Collection**

In this study, I used a nonprobability convenience sampling procedure; both men SurveyMonkey using an online survey. The questionnaires were sent to all employees working in the call center, with the expectation that at least an adequate sample size would respond for better generalization. SurveyMonkey, a third-party data-collecting company, provided the online questionnaire to the participants in the call center environment. The approved letter from SurveyMonkey was attached (Appendix A) to initiate the study. The approval was granted from Walden's institutional review board (IRB) to conduct the study; data were collected. SurveyMonkey provided a letter of cooperation with permission to conduct the research to the call center participants.

The data collection procedure for this research study involved administering an online survey of both the MLQ and OCQ questionnaires to the targeted population of call center workers. SurveyMonkey recruited and hosted the data collection, using their high-priority listings, which guaranteed the selected audience answered the survey first. SurveyMonkey worked with trusted, vetted survey panels with respondents in all areas of service-oriented organizations.

First, the connection with SurveyMonkey was by phone and email to ensure they could provide the needed services. The specified requirements had been established, and the account was set up. I had received a letter stating that SurveyMonkey had granted

permission to conduct research using their platform (Appendix A). The MLQ survey was uploaded from the purchased license from MindGarden. The OCQ survey was manually typed and presented to SurveyMonkey, and the survey was built online. The licenses had been acquired, providing permission for academic purposes to recreate their questionnaire. The surveys were compiled into the SurveyMonkey online system. The account representative was notified and confirmed the readiness to collect data responses from potential research participants via email based on the inclusion criteria provided. The participants received an email from SurveyMonkey to participate, which included pertinent information about the nature of the study.

The informed consent page also provided detailed information on how the participant's privacy would be protected and what the participants could expect to find in the survey. After reading the study's recruitment materials, each potential research participant had the option to select whether they would participate in the study. If at any point, the potential research participant decided not to proceed with the survey, the following action was to provide an exit from the survey. However, if the potential research participant agreed to participate by clicking on a redial button on the informed consent, the participant was forwarded to the online web survey tool to begin answering the survey questions for the study.

Finally, after the designated number of research participants completed the survey, based on the sample size and contract agreement, SurveyMonkey provided me an Excel spreadsheet with all completed data. After that, the research data responses were imported into the SPSS software application to analyze multiple regression and Pearson *r*

tests. After the requirements for the study's data responses had been completed, the data were preserved in a secure password-protected computer for a mandatory 7-year period and eventually will be destroyed and deleted from the device. Demographic (Appendix B) information, such as gender, age, level of education, employment status, and length of service was collected, with the exception of respondents' names to conceal identity.

## Instrumentation and Operationalization of Constructs

The data collection was done through a third-party data collection source using the provided questionnaires from MLQ and OCQ through email submission to the call center workers. SurveyMonkey had a pool of vetted call center participants who were used for this study. These two instruments formulated the survey for this study. MindGarden Inc. provided the MLQ instruments, which had been purchased, and the OCQ academic license had been obtained, which allowed permission to use the scales for academic purposes upon receiving IRB and Walden approval. Once notified, Survey Monkey sent out the survey to their vetted call center participants through email submission. SurveyMonkey provided a consent form on the first page of each survey.

## Instrumentation

### MLQ

Bass and Avolio (2000) designed the MLQ to measure transformational, transactional, or laissez-faire leadership behaviors. The call center workers measured their managers' leadership styles using the 45-item questionnaire from the MLQ to identify their leader's leadership styles and outcomes. This instrument had 36 items and nine different leadership factors to measure leadership style. Transformational leadership

behavior has five factors. These items included the following dimensions: idealized

influence-attributes, idealized influence-behavior, inspirational motivation, intellectual

stimulation, and individualized consideration. Transactional leadership had two factors:

contingent reward and management-by-exception. Laissez-faire leadership had two

factors comprised of management-by-exception (passive) and laissez-faire leadership.

The other nine items of MLQ helped measure the outcomes or results of leadership

models. There are three subscales of outcomes of leadership: effectiveness, extra effort,

and satisfaction. Bass and Avolio (2000) rated each item on a 5-point Likert scale type (4

= *frequently*, 3 = *fairly often*, 2 = *sometimes*, 1 = *once in a while*, 0 = *not at all*). The

MLQ has been widely used in previous studies, with validity (Rahman & Post, 2012).

According to Bogler et al. (2013), MLQ is valid and reliable for measuring leadership

styles. Bass and Avolio (2004) analyzed and collected data from 2,142 participants to test

the reliability of MLQ. In their study, no self-ratings were included. Analyzing the data,

the authors found that reliabilities ranged from 0.74 to 0.94 for the total items, including

each scale. Cronbach alpha offers reliability testing means (Yunus, 2010). Yunus (2010)

claimed that a score greater than 0.70 shows strong internal consistency. A study by

Anderson (2015) using a sample population of 107 individuals reported a Cronbach's

alpha ranging from 0.79 to 0.97.

**OCQ**

The OCQ developed by Allen and Meyer (1990) was central to this study. OCQ

relates to the measurement of affective (want), continuance (have to stay), and normative

(obligated) commitment and counts among the most frequently used instruments

(Mathieu et al., 2000; Mathieu & Zajac, 1990). The OCQ instrument measured variables using a 7-point scale with three response categories ranging from 1 to 3 (*strongly*, *moderately*, and *slightly disagree*); 4 (*neither agree nor disagree*); and 5 to 7 (*slightly*, *moderately*, or *strongly agree*; Allen & Meyer, 1990). The instrument comprised 24 items, eight assigned to each organizational commitment dimension: affective, normative, and continuance. This version of the OCQ was positively correlated with organizational commitment and can predict performance, as Fridoon and Nasrin (2009) declared.

The reliability of the OCQ is well acknowledged. As highlighted Lee et al., (1992), Cronbach's alpha values lie between 0.82 and 0.93. Lam (1998) provided support that over 10 weeks, the retest reliability was 0.59. Incremental validity also showed a positive result. Additionally, positive relationships were found with job satisfaction (Caught et al., 2000), and within the organization, readiness remained (Steers, 1977). De Gieter et al. (2011) measured organizational commitment using Allen and Meyer's (1990) three organizational commitment scales dimensions. The use of 287 nursing samples using the 7-point scale 1 to 7 of *totally disagreeing* to *agreeing*, displaying Cronbach alpha values of .72, .85, and .81. The reliability was deemed satisfactory regarding performance, intent to leave, organizational commitment, and job satisfaction.

**Data Analysis**

SurveyMonkey gathered interval data and supplied it in an excel spreadsheet. SurveyMonkey is an online data collection survey company. Before the final data, the company provided a data view-fed excel spreadsheet. The variable view was used to code, clean, and tabulate the data appropriately after obtaining the data. After that, the

coded and cleaned data was exported to SPSS software for statistical and data analysis, where several questions were answered. The descriptive statistical analysis, including maximums, means, and standard deviations, was used to calculate and report all studied variables.

I investigated the link between leadership styles and call center workers' organizational commitment. The RQ was as follows:

RQ: What is the relationship between leadership styles (transformational, transactional, and laissez-faire) and outcomes, as measured by MLQ, and organizational commitment, as measured by OCQ, of call center workers?

$H_0$: Leadership style (transformational, transactional, and laissez-faire) and outcomes do not predict organizational commitment (affective, normative, continuance) in call center workers.

$H_a$: Leadership style (transformational, transactional, and laissez-faire) and outcomes do predict organizational commitment (affective, normative, continuance) in call center workers.

Multiple regression analysis was conducted to establish if there was a significant linear relationship between the outcome and predictor variables of interest. Various assumptions were tested to validate the best regression model for the study. Most parametric tests require that the assumption of normality be met. Statistically, a normal distribution has a mean of zero and a standard deviation of one. Further, George and Mallery (2021) describe normal distribution as having a symmetric bell-shaped curve. Therefore, in this study, Shapiro-Wilk's W test was used to test the assumption of

normality. Wilk's test should not be significant ($p > 0.05$) to meet the normality assumption.

I ran separate models to conduct a linear regression on the organizational commitment outcome variable. The outcome variable was evaluated for a linear correlation with predictor variables (manager's leadership styles). The $p \leq .05$ level was used for statistical significance and served as the null hypothesis rejection level for all the hypothesis testing. I performed a correlation analysis. The purpose of the correlation analysis was to determine the positive or negative nature of the associations between the outcome and predictor variables. Pearson r was an appropriate statistic for the correlational analysis. A correlation research design was the ideal choice because the design observes a multilinear relationship between the constructs of interest (Burns & Grove, 2005).

## Threats to Validity

Validity in research refers to how well the instrument measures what it intends to measure. There are two types of validity, which include external and internal validity. These two concepts play critical roles in conducting a research study. According to Baldwin (2018), ensuring that internal validity is highly achieved when designing research is crucial. The author defined internal validity as a direct relationship between the observed difference in outcome variables and predictor variables. A strong internal validity was more evident when the association observed in differences was not connected to extraneous variables (Vogt, 2011). There are various threats to internal validity, which may lead to making an erroneous conclusion. Such threats need to be

addressed to achieve as much as possible quality research studies. However, external validity refers to the extent to which findings from the study sample were extrapolated to the entire population (Baldwin, 2018).

The internal validity of the research was affected by instrument validity. Invalid instruments cause insufficient internal validity.  A valid instrument accurately measures the defined variable(s) of a study Kumar (2019). The MLQ, which is being used to determine leadership styles (transformational, transactional, and laissez-faire), was validated and reliable by several researchers (Bass & Avolio, 2000). This study was correlative, which was a non-experimental design. Therefore, this study cannot be affected by internal validity threats. Experimental studies are the only type of research design prone to internal validity threats (Anderson, 2015).

External validity is the degree to which research findings based on a sample of individuals can be generalized to a broader population from which the sample is derived (Olsen et al., 2013). One of the study's goals was to achieve external validity; to do that, the research sample size used people (call center workers) with different characteristics (for instance, employees with diverse socio-economic backgrounds, from different economic backgrounds, gender, and age).

## Ethical Procedures

In any research field, ethical procedures need to be upheld by a researcher when carrying out a study. As such, researchers are often faced with ethical dilemmas in almost every study stage. Every student at Walden University is required to have an understanding of ethical practices before data collection. Furthermore, students pursuing

their doctoral studies must have an approved IRB application (approval no. 05-18-21-0740399). The following paragraphs detail the procedures to be taken to ensure this study will meet ethical requirements.

As noted earlier, the data collection procedure selected for this research study involved administering an online survey questionnaire tool. Survey Monkey conducted the study. The researcher sought permission to conduct research in the call center, and the participants were reached through an email system. This researcher's data was not performed until the Walden IRB application was approved.

A letter via email was sent to the invited participants for the study. In this letter, the researcher introduced herself as a student at Walden University and a researcher. The first page of the letter contained informed permission for information. The remainder of the letter had information regarding the study's purpose, a statement indicating no incentive shall be offered upon completion of the survey, and another statement that participants can voluntarily withdraw from the study if not interested.

The agreement information had statements such as participants' identities would remain confidential, and no data will be collected regarding their identities and names. Every participant had a right, without any consequence, to withdraw from the study. The researcher administered a survey instrument using the SurveyMonkey application. By doing so, all call center workers' confidentiality and privacy were protected in this research study. Before conducting the survey, SurveyMonkey was updated on the type of participants needed, what instruments would be used for data collection, and the estimated time for the survey. The survey remained open for a given timeframe for the

participants to complete it at their own desired time. SurveyMonkey, after that, compiled and downloaded the data in an Excel/SPSS file. The survey was deleted from SurveyMonkey once released. This website was secured entirely to avoid data leakage and manipulation.

After the requirements for the study's data responses had been completed, the data was preserved in a secure password-protected computer for a mandatory seven years and will eventually be destroyed and deleted from the device.

## Summary

Chapter 3 contained a description of the study method to conduct the research using a quantitative, nonexperimental, correlational study that investigated the relationships between three leadership styles (transformational, transactional, and laissez-faire) and outcomes of leadership (effectiveness, extra effort, and satisfaction), and call center workers' organizational commitment. The chapters outlined the research design and rationale, methods, populations, sampling and sampling procedures, recruitment, participation, data collection, instruments, data analysis, threats to validity, and ethical implications. Chapter 4 will ultimately provide the results of the study.

Chapter 4: Results

**Introduction**

This quantitative predictive nonexperimental study used multiple regression analysis and other statistical analysis to examine the relationship between the different leadership styles (transformational, transactional, laissez-faire) and outcomes of leadership and organizational commitment of call center workers. This chapter includes the RQ, data collection methods, and the statistical analysis used to test the different hypotheses. The leadership styles and outcomes were the predictive variables, and organizational commitment was the outcome variable. This study's inclusion criteria were adults working inside a call center environment reporting to a manager.

**Data Collection**

The necessary IRB documents went to Walden University IRB for review on May 5, 2022. Walden University's IRB approved the IRB materials on July 05, 2022, and data collection began through an onsite contact at the partner organization. Data collection started through the online platform Survey Monkey, a third-party data-collecting company. The surveys were distributed electronically via email to the approved call center participants. The power analysis was used to determine the proper sample size of 166. The calculated sample size for multiple regression was with a significance level of 0.05 and an anticipated statistical power level of 0.95.

**Recruitment and Response Rate**

The surveys were distributed electronically via email to the approved sample. A total of 350 surveys were circulated, out of which 251 questionnaires were completed.

From the 251 responses, ~66% (166) responded to all the questions used for the analysis. The survey was opened on Oct 25, 2022, and closed on November 29, 2022.

Before entering the survey, the respondents were asked, "Have you ever worked in a call center environment?" After responding to the question, the call center personnel were presented with the survey questionnaires. The survey consisted of five demographic questions, 45 multifactor leadership (MLQ) questions, and 15 organizational commitment (OCQ) questions. Twenty of the 45 MLQ questions targeted attributes of the transformational leadership style: individualized consideration, idealized attributes, idealized behaviors, inspirational motivation, and intellectual stimulation. Twelve questions targeted attributes of the transactional style of leadership, contingent reward, management by exception (active), and management by exception (passive); four questions targeted laissez-faire; and the remaining nine targeted the outcomes of leadership, effectiveness, satisfaction, and extra effort. The fifteen OCQ questions targeted all three components of organizational commitment: affective commitment, continuance commitment, and normative commitment.

The target population for this study was personnel working inside a call center environment reporting to a manager. The ages of the participants ranged from 18 to 65. The participants were domestically located. Race, gender, or marital status were not a factor but part of the demographics.

In this chapter, I discuss the demographics analysis, the OCQ and MLQ questionnaire's reliability, and the link between leadership styles and organizational

commitment of call center workers using multiple regression. The RQ and hypotheses are as follows:

RQ: What is the relationship between leadership styles (transformational, transactional, and laissez-faire) and outcomes, as measured by MLQ, and organizational commitment, as measured by OCQ, of call center workers?

$H_0$: Leadership style (transformational, transactional, and laissez-faire) and outcomes do not predict organizational commitment (affective, normative, continuance) in call center workers.

$H_a$: Leadership style (transformational, transactional, and laissez-faire) and outcomes do not predict organizational commitment (affective, normative, continuance) in call center workers.

The $p \leq .05$ level was used for statistical significance and served as the null hypothesis rejection level for all the hypothesis testing. Correlation analysis was done to determine the positive or negative nature of the associations between the outcome and predictor variables. Pearson $r$ was an appropriate statistic for the correlational analysis. A correlation research design was the ideal choice because the design observes a multilinear relationship between the constructs of interest (see Haider & Dasti, 2021).

**Demographic Analysis**

Before the survey began, the participants were asked whether they had worked in a call center environment. After this, the participants were asked a "Yes" or "No" consent on whether they would like to take the survey, and then the survey would begin. The

demographics questions were asked on the second page. The participants reported

information on five demographics: income, gender, age, device type, and region.

The demographics questions assessed the characteristics of the sample who

responded to the survey. According to the survey, 53% of respondents reported

household incomes of less than $75K per year. Of all the respondents, the majority were

women (~51%). Almost 38% of the respondents were in the age range of 45 to 60 years.

The fourth question was regarding the device type; it was observed that 50% of the

sample were iOS phone/tablet users, while 45% were Android phone/tablet users. The

device type was particularly asked to assess if a particular device type had abruptly left

the survey or had caused some error in the response. The final question of the

demographics section was about the region where the participants resided in the United

States. The question was presented to assess the sample from the different regions that

had taken the survey. The participants were distributed across different regions, and there

was no bias towards a single region in the final output. Table 1 shows the demographic

characteristics that represented for the research.

**Table 1**

*Demographic Characteristics*

| Variable | Variable | *n* | % |
|---|---|---|---|
| Gender | Male | 78 | 47.5 |
| | Female | 85 | 51.0 |
| | Prefer not to disclose | 3 | 1.5 |
| Age | 18-29 | 30 | 17.5 |
| | 30-44 | 43 | 26.3 |
| | 45-60 | 61 | 37.4 |
| | >60 | 29 | 17.3 |
| | Prefer not to disclose | 3 | 1.5 |
| Device | Android | 75 | 45 |
| | iOS | 83 | 49.8 |
| | Other device | 8 | 5.2 |
| Income | $0-$74,999 | 88 | 52.9 |
| | $75,000-$149,999 | 45 | 27.0 |
| | $150,000+ | 21 | 12.6 |

| Prefer not to disclose | 12 | 7.5 |

*Note. N = 166.*

Figure 1 shows the regions of the call center participants.

**Figure 1**

*Region*
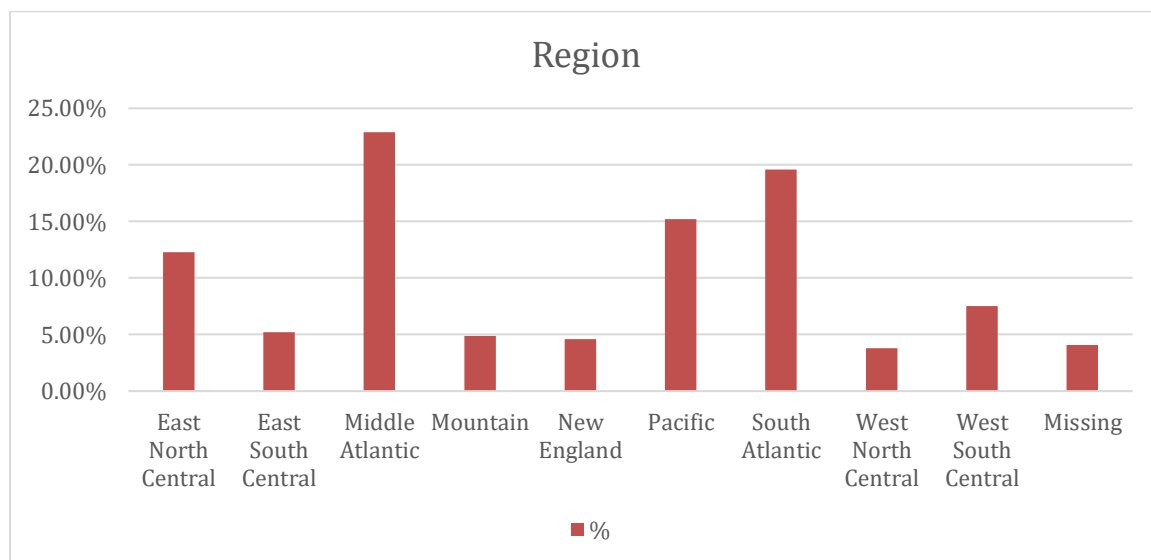


Using Survey Monkey, a data collection agency, a nonprobability convenience sampling procedure was used to select the required call center workers' sample. The online survey was sent to a sample of 350 vetted prospects working in a call center environment. The convenience sampling strategy entails selecting conveniently available samples from the population, as declared by Kumar (2019). Using a nonprobability convenience sampling procedure, men and women working with an immediate manager were sampled using an online survey across the different regions. Because the demographic characteristics of the sample were known prior to distribution, a sample that

did not represent the targeted population was avoided. The Middle Atlantic region had 22.9% responses, followed by the South Atlantic region with 19.6% responses. The Pacific region had 15.2% responses. Lastly, the East North Central region had 12.3% of responses, which was concluded to be efficient for the data needed for the research.

## Instruments and Reliability

The OCQ and MLQ instruments were used for this study. OCQ relates to the measurement of affective (want), continuance (have to stay), and normative (obligated) commitment and counts among the most frequently used instruments (Mathieu et al., 2000; Mathieu & Zajac, 1990). In this study, the OCQ features 15 statements, and the call center workers were asked to indicate their level of agreement or disagreement on these statements that represented their feelings and career intentions they may have had about their company. The responses of call center workers were assessed using a 5-point Likert scale where *strongly disagree = 1, disagree = 2, neither agree nor disagree = 3, agree = 4*, and *strongly agree = 5*, which represented how they felt about each statement. The items marked with (R) were reversed to assess the responses of participants to negative statements. The reverse statements were addressed in the SPSS tool by reversing their scales.

The instrument for this study was the MLQ. The results of the MLQ measured the relationship between leadership styles, effectiveness, performance, and satisfaction in an organization. For this study, the call center workers were asked 45 questions to assess the leadership style in which they worked. Out of the 45 items, 20 assessed the transformational style, four assessed the laissez-faire style, 12 assessed the transactional

style, and nine represented the outcomes of leadership. A 5-point Likert scale was used to capture the responses where 1 was *none at all* and 5 was *a great deal*.

Using Cronbach's alpha coefficient, the reliability of the OCQ and MLQ items was estimated (see Table 2). For MLQ, the reliability alpha coefficient of the 45 items came around .963, indicating the internal consistency between the items. For OCQ, the alpha coefficient for the 15 items is .734, which, according to George and Mallery (2021), is in an acceptable to excellent range.

**Table 2**

*Reliability Statistics*

| Scale | Cronbach's alpha | *N* of items |
|---|---|---|
| Leadership styles (MLQ) | .963 | 45 |
| Organizational commitment (OCQ) | .734 | 15 |

*Note*. MLQ = Multifactor Leadership Questionnaire; OCQ =Organizational Commitment Questionnaire.

## Presentation and Analysis of Data

The research study primarily examined the following question: What is the relationship between leadership styles (transformational, transactional, and laissez-faire) and outcomes, as measured by MLQ, and organizational commitment, as measured by

OCQ, of call center workers? To analyze and answer this question, the primary null hypothesis and alternate hypothesis were as follows:

*Ho:* Leadership style (transformational, transactional, and laissez-faire) and outcomes do not predict organizational commitment (affective, normative, continuance) in call center workers.

*Ha:* Leadership style (transformational, transactional, and laissez-faire) and outcomes predict organizational commitment (affective, normative, continuance) in call center workers.

For better understanding, the leadership styles and outcomes of leadership were further broken down to their attributes to test their relationship with the different attributes of organizational commitment.

**Hypotheses Testing**

A low value of the leadership style variable indicated a lack of leadership or a laissez-faire style of leadership, and a high value of the leadership style variable indicated a transformational and transactional style of leadership. For hypothesis testing, the Pearson *r* correlation was used to determine the relationship between leadership style and outcomes and the organizational commitment level. The result of the Pearson *r* correlation test suggested that correlation was significant at sample size = 166, $r(166) = .448$, and $p < .05$. Hence, the null hypothesis was rejected, and a positive linear relationship between leadership style and organizational commitment level of call center workers exists. The results for the correlation between leadership and the organizational commitment level of call center workers are summarized in Table 3.

**Table 3**

*Correlations*

| Variable (statistics) | | Organizational commitment | Leadership styles and outcomes of leadership |
|---|---|---|---|
| Organizational commitment | Pearson correlation | 1 | .448** |
| | Sig. (2-tailed) | | <.05 |
| | *N* | 166 | 166 |
| Leadership styles and outcomes of leadership | Pearson correlation | .448** | 1 |
| | Sig. (2-tailed) | <.05 | |
| | *N* | 166 | 166 |

*Note.* ** Correlation is significant at the 0.05 level (2-tailed).

Figure 2 depicts the relationship between leadership styles, outcomes, and organizational commitment on a scatter plot. A positive linear relationship was noticed between leadership style, outcomes, and organizational commitment. Linear regression was used to determine the positive relationship between leadership style and organizational commitment level. An examination of the residual scatter plot provided information about assumptions of linearity and homoscedasticity. The pile-up of residuals in the center of the scatter plot can be seen trailing off from the center in a normal distribution. The assumption of linearity was successfully met as the scatter plot was in an inclined rectangular channel, not curved (Tabachnick & Fidell, 2007). The assumption of homoscedasticity was met as the scatter plot tends to be consistent throughout the

beginning and ends with a few outliers. Also, a transparent pattern of homoscedasticity was visible in the scatter plot.

**Figure 2**

*Scatterplot of Leadership Styles, Outcomes, and Organizational Commitment*



Table 4 displays the results of linear regression. A p-value of less than 0.05 indicated a significant relationship between leadership styles and outcomes of leadership and organizational commitment of call center workers. Leadership styles and outcomes accounted for ($R^2$) 20.1% of the variance in organizational commitment. The results of linear regression suggested for one unit increase in leadership, there was a corresponding increase of 0.38 units in organizational commitment.

**Table 4**

*Results of Linear Regression of Leadership Style and Outcomes of Leadership*

Coefficients[a]

| Model | | Unstandardized coefficients | | Standardized coefficients | | |
|---|---|---|---|---|---|---|
| | | *B* | Std. error | Beta | *t* | Sig. |
| 1 | (Constant) | 2.146 | .207 | | 10.347 | <.05 |
| | Leadership styles and outcomes of leadership | .375 | .058 | .448 | 6.421 | <.05 |

*Note.* Dependent variable: organizational commitment.

The hypothesis was further analyzed to find a correlation between different leadership styles namely transformational, transactional, and laissez-faire and outcomes of leadership with Organizational Commitment levels.

**Relationship Between Transformational Leadership and Organizational Commitment**

Pearson r correlation test was conducted to determine the correlation between transformational leadership style and Organizational Commitment. The results for the correlation between transformational leadership and the organizational commitment level of call center workers are summarized in Table 5.

**Table 5**

*Correlation Between Transformational Leadership and Organizational Commitment Level*

Correlations

|  |  | Transformational | Organizational commitment |
|---|---|---|---|
| Transformational | Pearson correlation | 1 | .415[**] |
|  | Sig. (2-tailed) |  | <.05 |
|  | N | 166 | 166 |
| Organizational commitment | Pearson correlation | .415[**] | 1 |
|  | Sig. (2-tailed) | <.05 |  |
|  | N | 166 | 166 |

*Note*. ** Correlation is significant at the 0.05 level (2-tailed).

The Pearson r correlation test result showed a significant positive correlation at sample size = 166, r (166) = .415, and p < .05. Hence, a positive linear relationship was observed between transformational leadership style and organizational leadership commitment level of call center workers.

Figure 3 depicts the relationship between transformational leadership and organizational commitment on a scatter plot. It can be noticed that there was a positive linear relationship between transformational leadership and organizational commitment. Linear regression was performed to determine the positive relationship between transformational leadership style and the organizational commitment level of call center workers. As noticed, the assumption of linearity was successfully met as the scatter plot was rectangular in a parallel upward channel and not curved (Tabachnick & Fidell,

2007). The assumption of homoscedasticity was met as the scatter plot tends to be of the same width throughout. A distinct pattern of homoscedasticity was visible in the scatter plot.

**Figure 3**

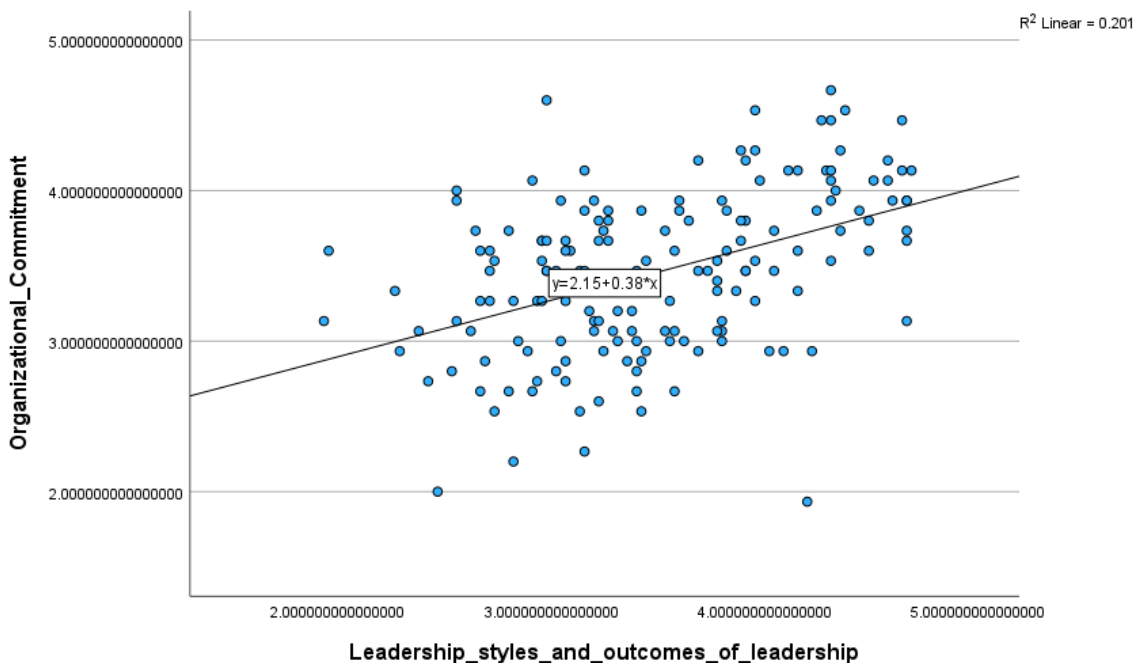*Scatterplot of Transformational Leadership and Organizational Commitment*
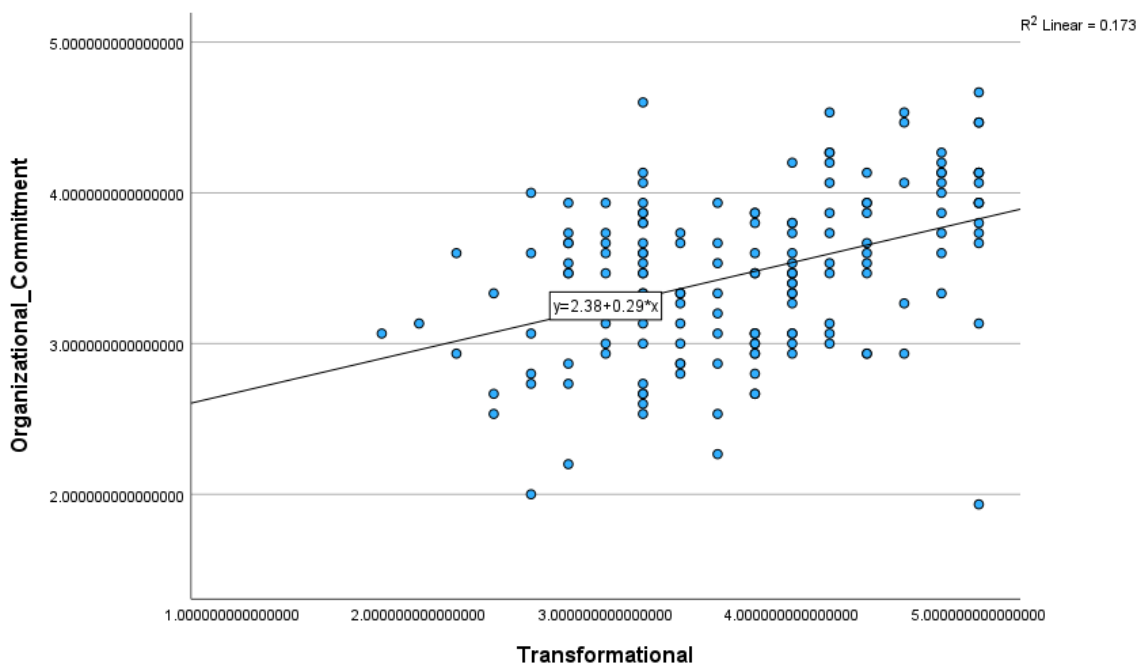


Table 6 displays the results of linear regression. Here, the p-value of less than 0.05 indicated a significant relationship between transformational leadership and organizational commitment of call center workers. Transformational leadership accounted for ($R^2$) 17.3% of the variance in organizational commitment. The results of linear regression suggested for one unit increase in transformational leadership, there was a corresponding increase of 0.29 units in organizational commitment.

**Table 6**

*Results of Linear Regression of Constant Transformational*

Coefficients[a]

| Model | | Unstandardized coefficients | | Standardized coefficients | | |
|---|---|---|---|---|---|---|
| | | *B* | Std. error | Beta | *t* | Sig. |
| 1 | (Constant) | 2.380 | .188 | | 12.662 | <.05 |
| | Transformational | .289 | .050 | .415 | 5.848 | <.05 |

*Note.* Dependent variable: organizational commitment.

The relationship between attributes of transformational leadership style – intellectual stimulation, individualized consideration, idealized attributes, idealized behaviors, and inspirational motivation was also determined using linear regression analysis. Table 7 shows the results of the relationship between intellectual stimulation and the outcome variable organizational commitment of call center workers.

**Table 7**

*Relationship Between Intellectual Stimulation (IS) and Organizational Commitment of Call Center Workers*

Coefficients[a]

| Model | | Unstandardized coefficients | | Standardized coefficients | | |
|---|---|---|---|---|---|---|
| | | *B* | Std. error | Beta | *t* | Sig. |
| 1 | (Constant) | 2.777 | .123 | | 22.599 | <.05 |
| | Transform ational-IS | .197 | .034 | .413 | 5.813 | <.05 |

*Note.* Dependent variable: organizational commitment.

A p-value of less than 0.05 indicated a significant relationship between intellectual simulation style of transformational leadership and organizational commitment of call center workers. Table 8 shows the results of the relationship between individual consideration and the outcome variable organizational commitment of call center workers.

**Table 8**

*Relationship Between Individual Consideration (IC) and Organizational Commitment of Call Center Workers*

Coefficients[a]

| Model | | Unstandardized coefficients | | Standardized coefficients | | |
|---|---|---|---|---|---|---|
| | | *B* | Std. error | Beta | *t* | Sig. |
| 1 | (Constant) | 3.225 | .143 | | 22.550 | <.05 |
| | Transform ational-IC | .064 | .038 | .131 | 1.688 | .093 |

*Note*. Dependent variable: organizational commitment.

A p-value of more than 0.05 indicated no significant relationship between individualized consideration style of transformational leadership and organizational commitment of call center workers. Table 9 shows the results of the relationship between idealized influence (attributed) and the outcome variable organizational commitment of call center workers.

**Table 9**

*Relationship Between Idealized Influence (Attributed) and Organizational Commitment of Call Center Workers*

Coefficients[a]

| Model | | Unstandardized coefficients | | Standardized coefficients | | |
|-------|---|---|---|---|---|---|
| | | *B* | Std. error | Beta | *t* | Sig. |
| 1 | (Constant) | 2.798 | .165 | | 16.923 | <.05 |
| | Transformational-IIA | .167 | .041 | .305 | 4.099 | <.05 |

*Note.* IIA = idealized influence attributed. Dependent variable: organizational commitment.

A p-value of less than 0.05 indicated a significant relationship between Idealized Influence (Attributed) style of transformational leadership and organizational commitment of call center workers. Table 10 shows the results of the relationship between idealized influence (behavior) and the outcome variable organizational commitment of call center workers.

**Table 10**

*Relationship Between Idealized Influence (Behavior) and Organizational Commitment of Call Center Workers*

Coefficients[a]

| Model | | Unstandardized coefficients | | Standardized coefficients | | |
|---|---|---|---|---|---|---|
| | | $B$ | Std. error | Beta | $t$ | Sig. |
| 1 | (Constant) | 2.861 | .129 | | 22.182 | <.05 |
| | Transform ational- IIB | .161 | .033 | .354 | 4.841 | <.05 |

*Note.* IIB= idealized influence behavior. Dependent variable: organizational

commitment.

A p-value of less than 0.05 indicated a significant relationship between Idealized

Influence (Behavior) style of transformational leadership and organizational commitment

of call center workers. Table 11 shows the results of the relationship between

inspirational motivation and the outcome variable organizational commitment of call

center workers.

**Table 11**

*Relationship Between Inspirational Motivation (IM) and Organizational Commitment of Call Center Workers*

Coefficients[a]

| Model | | Unstandardized coefficients | | Standardized coefficients | | |
|---|---|---|---|---|---|---|
| | | $B$ | Std. error | Beta | $t$ | Sig. |
| 1 | (Constant) | 2.823 | .169 | | 16.746 | <.05 |

| | | | | | |
|---|---|---|---|---|---|
| Transform ational-IM | .163 | .042 | .289 | 3.863 | <.05 |

*Note.* Dependent variable: organizational commitment.

A p-value of less than 0.05 indicated a significant relationship between the Inspirational Motivation style of transformational leadership and the organizational commitment of call center workers.

## Relationship Between Transactional Leadership and Organizational Commitment

Pearson r correlation test was conducted to determine a correlation between transactional leadership style and Organizational Commitment. The results for the correlation between transactional leadership and the organizational commitment level of call center workers are summarized in Table 12.

**Table 12**

*Correlation Between Transactional Leadership and Organizational Commitment Level of Call Center Workers*

Correlations

| | | Organizational commitment | Transactional leadership |
|---|---|---|---|
| Organizational commitment | Pearson correlation | 1 | .357[**] |
| | Sig. (2-tailed) | | <.05 |
| | *N* | 166 | 166 |
| Transactional leadership | Pearson correlation | .357[**] | 1 |
| | Sig. (2-tailed) | <.05 | |
| | *N* | 166 | 166 |

*Note.* **Correlation is significant at the 0.05 level (2-tailed).

The Pearson r correlation test result indicated that correlation was significant at sample size = 166, r (166) = .357, and p < .05. Hence, there was a positive linear relationship between transactional leadership style and organizational commitment level of call center workers.

Figure 4 depicts the relationship between transactional leadership and organizational commitment on a scatter plot. A positive linear relationship between transactional leadership and organizational commitment of call center workers can be noticed here. Linear regression has been used to determine the positive relationship between transactional leadership style and the organizational commitment level of call center workers. As noticed that the assumption of linearity was partially met as the scatter plot was rectangular in a parallel upward channel, but there were many outliers outside this channel. The assumption of homoscedasticity was marginally met even though the scatter plot tends to be in a parallel channel. Still, there are many outliers outside of this channel that is unfavorable for homoscedasticity. A noticeable pattern of homoscedasticity is visible in the scatter plot.

**Figure 4**

*Scatterplot of Relationship Between Transactional Leadership and Organizational Commitment*
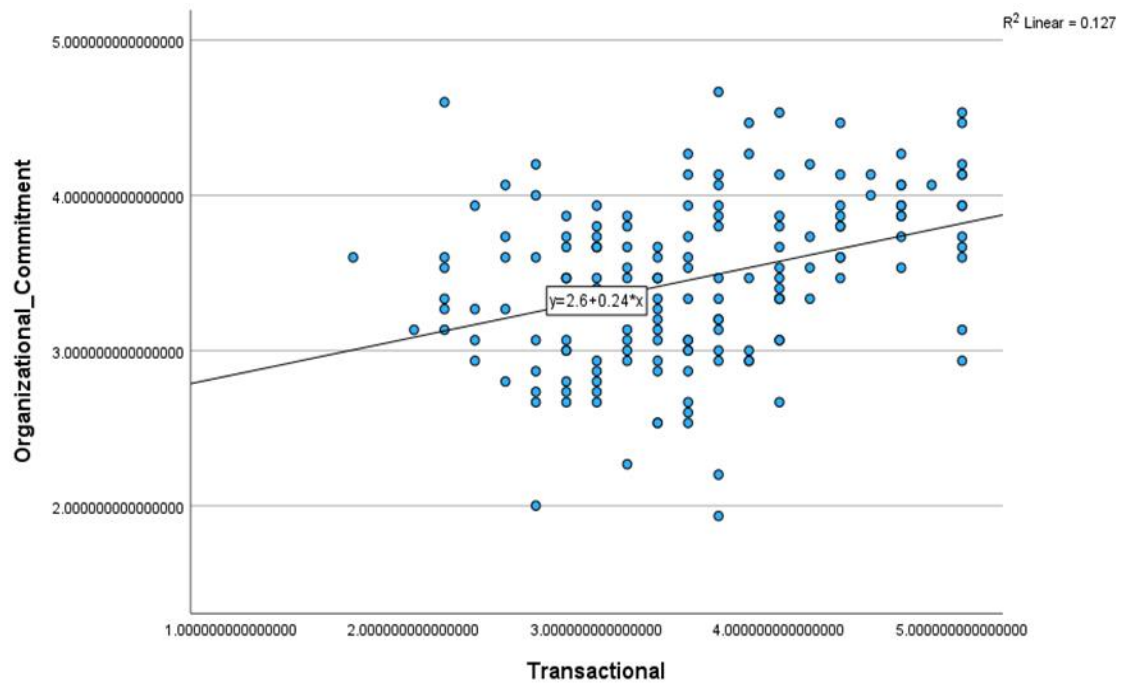


Table 13 displays the results of linear regression. A p-value of less than 0.05 indicated a significant relationship between transactional leadership style and organizational commitment of call center workers. Transactional leadership accounted for ($R^2$) 12.7% of the variance in organizational commitment. The results of linear regression suggest for one unit increase in transactional leadership; there is a corresponding increase of 0.24 units in organizational commitment.

**Table 13**

*Linear Regression of Transactional Leadership*

Coefficients

| Model | | Unstandardized coefficients | | Standardized coefficients | | |
|---|---|---|---|---|---|---|
| | | B | Std. error | Beta | t | Sig. |
| 1 | (Constant) | 2.346 | .135 | | 17.346 | <.05 |
| | Transactional leadership | .248 | .036 | .357 | 6.878 | <.05 |

Note. Dependent variable: Organizational Commitment Questionnaire.


The relationship between attributes of transactional leadership style - conditional reward and management by exception – active and passive was also determined using linear regression analysis. Table 14 shows the results of the relationship between conditional reward and the outcome variable organizational commitment of call center workers.


**Table 14**

*Relationship Between Conditional Reward (CR) and Organizational Commitment of Call Center Workers*

Coefficients

| Model | | Unstandardized coefficients | | Standardized coefficients | | |
|---|---|---|---|---|---|---|
| | | B | Std. error | Beta | t | Sig. |
| 1 | (Constant) | 2.580 | .142 | | 18.119 | <.05 |
| | Transactional-CR | .239 | .037 | .446 | 6.377 | <.05 |

*Note.* Dependent variable: organizational commitment.

A p-value of less than 0.05 indicated a significant relationship between transactional leadership's Conditional Reward style and call center workers' organizational commitment. Table 15 shows the results of the relationship between management by exception and active and organizational commitment of call center workers.

**Table 15**

*Relationship Between Management by Exception—Active and Organizational Commitment of Call Center Workers*

Coefficients[a]

| Model | | Unstandardized coefficients | | Standardized coefficients | | |
|---|---|---|---|---|---|---|
| | | $B$ | Std. error | Beta | $t$ | Sig. |
| 1 | (Constant) | 3.168 | .116 | | 27.199 | <.05 |
| | Transactional -MEA | .089 | .034 | .202 | 2.642 | <.05 |

*Note*. MEA = Management by exception active. Dependent variable: organizational commitment.

A p-value of less than 0.05 indicated a significant relationship between Management by Exception – Active transactional leadership style and call center workers' organizational commitment. Table 16 shows the results of the relationship between management by exception and the outcome variable organizational commitment of call center workers.

**Table 16**

*Relationship Between Management by Exception—Passive and Organizational Commitment of Call Center Workers*

Coefficients

| Model | | Unstandardized coefficients | | Standardized coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. error | Beta | | |
| 1 | (Constant) | 3.181 | .156 | | 20.373 | <.05 |
| | Transactional-MEP | .075 | .041 | .141 | 1.828 | .069 |

*Note.* MEP = Management by exception passive. Dependent variable: organizational commitment.

A p-value of more than 0.05 indicated no significant relationship between Management by exception-Passive transactional leadership and organizational commitment of call center workers.

**Relationship Between Laissez-Faire Leadership and Organizational Commitment**

Pearson r correlation test was conducted to determine a correlation between laissez-faire and organizational commitment. The results for the correlation between laissez-faire leadership and the organizational commitment level of call center workers are summarized in Table 17.

**Table 17**

*Correlation Between Laissez-Faire and Organizational Commitment*

| Correlations | | | |
|---|---|---|---|
| Variable (statistics) | | Organizational commitment | Laissez-faire |
| Organizational commitment | Pearson correlation | 1 | -.002 |
| | Sig. (2-tailed) | | .978 |
| | *N* | 166 | 166 |
| Laissez-faire | Pearson correlation | -.002 | 1 |
| | Sig. (2-tailed) | .978 | |
| | *N* | 166 | 166 |

The results of the Pearson r correlation test suggested that at sample size = 166, r (166) = -0.002, and p <0.05, there was no correlation between laissez-faire leadership and the organizational commitment level of call center workers.

Figure 5 depicts the relationship between laissez-faire leadership and organizational commitment on a scatter plot. Linear regression was used to ascertain the relationship between laissez-faire leadership and the organizational commitment level of call center workers. As noticed that the assumption of linearity was partially met as the scatter plot looked more like a convergent channel rather than rectangular. It was also noticed that if the outliers were ignored, a rectangular shape was visible. The assumption of homoscedasticity was also marginal, as the scatter plot tends to be in a parallel channel with the exception of a few outliers. The pattern of homoscedasticity is partially visible in the scatter plot.

**Figure 4**

*Scatterplot of Laissez-Faire Leadership and Organizational Commitment*



Table 18 displays the results of linear regression. A p-value of more than 0.05 indicated there was no significant relationship between laissez-faire leadership and organizational commitment of call center workers. Laissez-faire leadership accounted for (R²) almost 0% of the variance in organizational commitment. The linear regression results suggested that for one unit increase in laissez-faire leadership, there was a corresponding decrease of units in organizational commitment, which was not significant and indicated that laissez-faire leadership cannot predict the commitment of call center workers.

**Table 18**

*Linear Regression of Laissez-Faire*

Coefficients$^a$

| Model | | Unstandardized coefficients | | Standardized coefficients | | |
|---|---|---|---|---|---|---|
| | | $B$ | Std. error | Beta | $t$ | Sig. |
| 1 | (Constant) | 3.464 | .275 | | 12.616 | <.05 |
| | Laissez-faire | -.006 | .199 | -.002 | -.028 | .978 |

*Note.* Dependent variable: organizational commitment.

**Relationship Between Outcomes of Leadership and Organizational Commitment**

Pearson r correlation test was conducted to determine a correlation between Outcomes of leadership and Organizational Commitment. The results for the correlation between outcomes of leadership and the organizational commitment level of call center workers are summarized in Table 19.

**Table 19**

*Outcomes of Leadership and Organizational Commitment Level of Call Center Workers*

Correlations

| | | Organizational commitment | Outcomes leadership |
|---|---|---|---|
| Organizational commitment | Pearson correlation | 1 | .457$^{**}$ |
| | Sig. (2-tailed) | | <.05 |
| | $N$ | 166 | 166 |
| Outcomes leadership | Pearson correlation | .457$^{**}$ | 1 |

| | | |
|---|---|---|
| Sig. (2-tailed) | <.05 | |
| *N* | 166 | 166 |

*Note*. ** Correlation is significant at the 0.05 level (2-tailed).

The result of the Pearson r correlation test suggests that correlation was significant at sample size = 166, r (166) = .457, and p <0.05 indicating a significant relationship between leadership outcomes and organizational commitment level of call center workers.

Figure 6 depicts the relationship between leadership outcomes and organizational commitment on a scatter plot. Linear regression was used to determine the relationship between leadership outcomes and call center workers' organizational commitment level. Examining residual scatter plots provides information about assumptions of linearity and homoscedasticity. The pile-up of residuals in the center of the scatter plot was seen, trailing off from the center in a normal distribution. The assumption of linearity was successfully met as the scatter plot was in a linear upward parallel upward channel (Tabachnick & Fidell, 2007). The assumption of homoscedasticity was fully met as the scatter plot tends to be in a parallel channel with the exception of a few outliers, and the pattern of homoscedasticity is visible in the scatter plot.

**Figure 5**

*Scatterplot of Leadership Outcomes and Organizational Commitment*



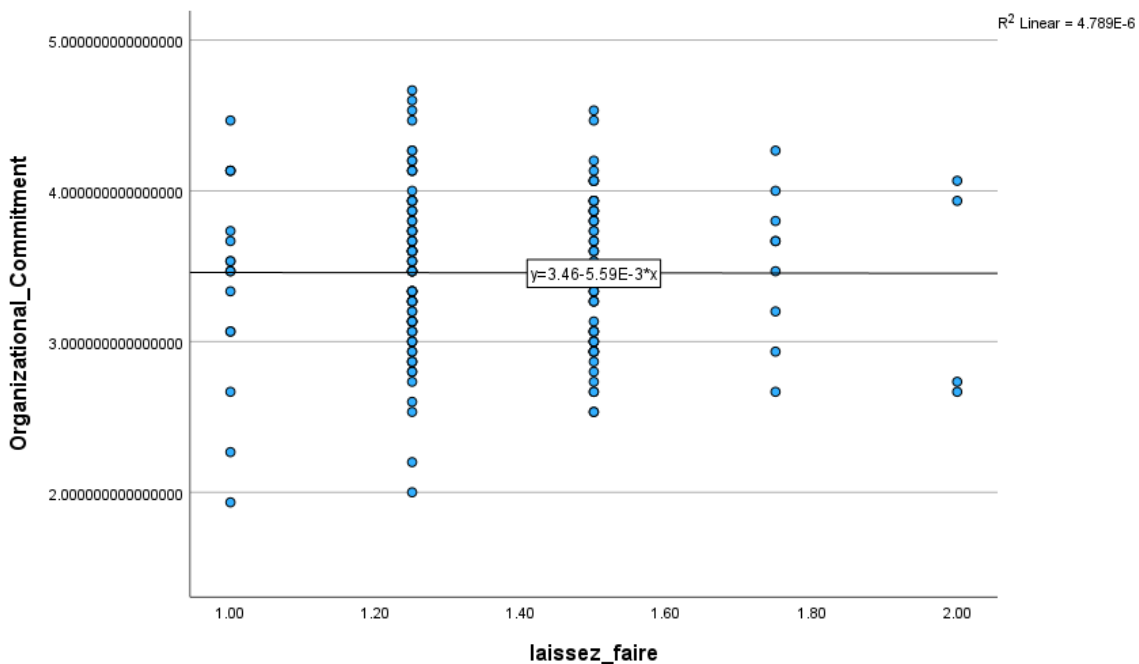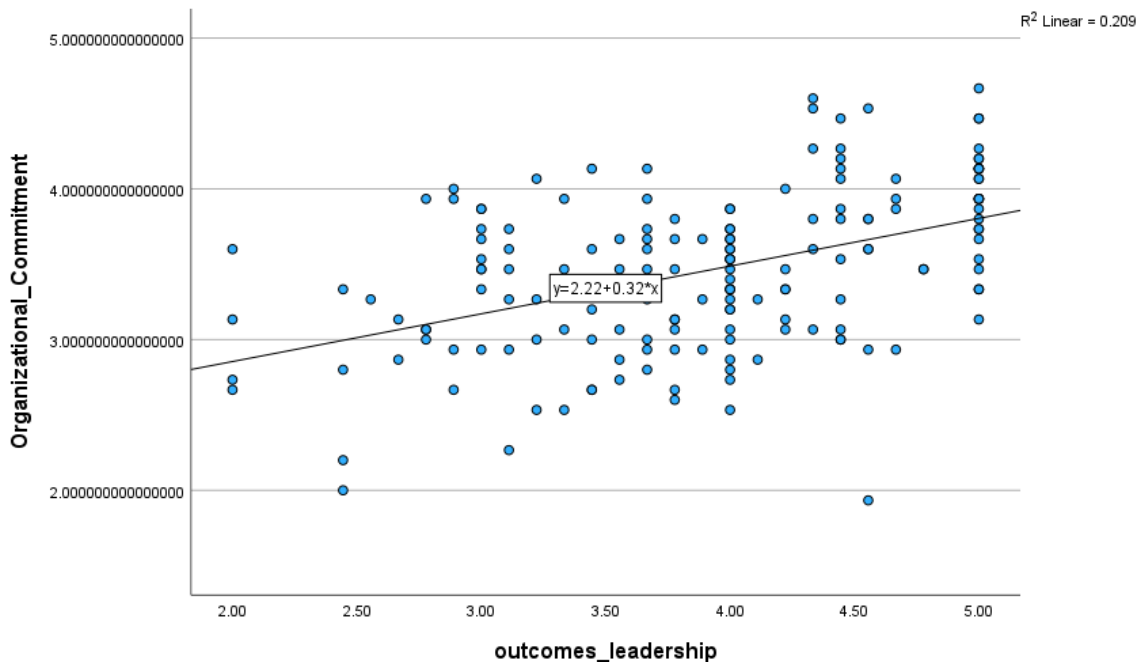Table 20 displays the results of linear regression. A p-value of less than 0.05 indicated a significant relationship between outcomes of leadership and organizational commitment of call center workers. Outcomes of leadership accounted for ($R^2$) 20.9% of the variance in organizational commitment. The linear regression results suggested that for one unit increase in leadership outcomes, there is a corresponding increase of 0.32 units in organizational commitment, which is significant and indicates leadership outcomes can predict the organizational commitment of call center workers.

**Table 20**

*Linear Regression of Outcomes Leadership*

Coefficients[a]

| Model | | Unstandardized coefficients | | Standardized coefficients | | |
|---|---|---|---|---|---|---|
| | | *B* | Std. error | Beta | *t* | Sig. |
| 1 | (Constant) | 2.221 | .191 | | 11.608 | <.05 |
| | Outcomes leadership | .317 | .048 | .457 | 6.579 | <.05 |

*Note.* Dependent variable: organizational commitment.

The relationship between attributes of outcomes of leadership – satisfaction, effectiveness, and extra effort was also determined using linear regression analysis. Table 21 shows the results of the relationship between outcomes of leadership (satisfaction) and the outcome variable organizational commitment of call center workers.

**Table 21**

*Relationship Between Outcomes of Leadership—Satisfaction (OOL-S) and Organizational Commitment of Call Center Workers*

Coefficients[a]

| Model | | Unstandardized coefficients | | Standardized coefficients | | |
|---|---|---|---|---|---|---|
| | | *B* | Std. error | Beta | *t* | Sig. |
| 1 | (Constant) | 2.305 | .187 | | 12.339 | <.05 |
| | OOL-S | .291 | .046 | .441 | 6.285 | <.05 |

*Note.* Dependent variable: organizational commitment.

A p-value of less than 0.05 indicated a significant relationship between outcomes of leadership – satisfaction and organizational commitment of call center workers. Table 22 shows the results of the relationship between outcomes of leadership and the outcome variable organizational commitment of call center workers.

**Table 22**

*Relationship Between Outcomes of Leadership (OOL-E) and Organizational Commitment of Call Center Workers*

Coefficients[a]

| Model | | Unstandardized coefficients | | Standardized coefficients | $t$ | Sig. |
|---|---|---|---|---|---|---|
| | | $B$ | Std. error | Beta | | |
| 1 | (Constant) | 2.414 | .191 | | 12.665 | <.05 |
| | OOL-E | .262 | .047 | .399 | 5.577 | <.05 |

*Note*. Dependent variable: organizational commitment.

A p-value of less than 0.05 indicated a significant relationship between outcomes of leadership – effectiveness and organizational commitment of call center workers. Table 23 shows the results of the relationship between outcomes of leadership (extra effort) and the outcome variable organizational commitment of call center workers.

**Table 23**

*Relationship Between Outcomes of Leadership—Extra Effort (OOL-EE) and Organizational Commitment of Call Center Workers*

Coefficients[a]

| Model | | Unstandardized coefficients | | Standardized coefficients | | |
|-------|------|------|------|------|------|------|
| | | *B* | Std. error | Beta | *t* | Sig. |
| 1 | (Constant) | 2.491 | .162 | | 15.330 | <.05 |
| | OOL-EE | .256 | .042 | .430 | 6.104 | <.05 |

*Note.* Dependent variable: organizational commitment.

A p-value of less than 0.05 indicated a significant relationship between

satisfaction and extra effort attributes of outcomes of leadership and organizational

commitment of call center workers. Table 24 shows the results of the predictor variable

transformational leadership and affective organizational commitment.

**Relationship Between Leadership Styles and Types of Organizational Commitment**

**Table 24**

*Transformational Leadership and Affective Organizational Commitment*

Coefficients[a]

| Model | | Unstandardized coefficients | | Standardized coefficients | | |
|-------|------|------|------|------|------|------|
| | | *B* | Std. error | Beta | *t* | Sig. |
| 1 | (Constant) | .593 | .330 | | 1.797 | .074 |
| | Transformational | .788 | .087 | .577 | 9.058 | <.05 |

*Note.* Dependent variable: affective commitment.

A p-value of less than 0.05 indicated a significant relationship between

transformational leadership style and affective organizational commitment. Table 25

shows the results of the predictor variable transformational leadership and normative

organizational commitment.

**Table 25**

*Transformational Leadership and Normative Organizational Commitment*

Coefficients[a]

| Model | | Unstandardized coefficients | | Standardized coefficients | | |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | 3.794 | .296 | | 12.809 | <.05 |
| | Transformational | -.030 | .078 | -.030 | -.383 | .702 |

*Note.* Dependent variable: normative commitment.

A p-value of more than 0.05 indicated no significant relationship between

transformational leadership style and normative organizational commitment. Table 26

shows the results of the predictor variable transformational leadership and continuance

organizational commitment.

**Table 26**

*Transformational Leadership and Continuance Organizational Commitment*

Coefficients[a]

| Model | | Unstandardized coefficients | | Standardized coefficients | | |
|---|---|---|---|---|---|---|
| | | B | Std. error | Beta | t | Sig. |
| 1 | (Constant) | 3.794 | .296 | | 12.809 | <.05 |
| | Transformational | -.030 | .078 | -.030 | -.383 | .702 |

*Note.* Dependent variable: continuance commitment.

A p-value of more than 0.05 indicated no significant relationship between transformational leadership style and continuance organizational commitment. Table 27 shows the results of the predictor variable transactional leadership and affective organizational commitment.

**Table 27**

*Transactional Leadership and Affective Organizational Commitment*

Coefficients[a]

| Model | | Unstandardized coefficients | | Standardized coefficients | | |
|---|---|---|---|---|---|---|
| | | *B* | Std. error | Beta | *t* | Sig. |
| 1 | (Constant) | 1.321 | .334 | | 3.956 | <.05 |
| | Transactional | .626 | .093 | .467 | 6.754 | <.05 |

*Note.* Dependent variable: Affective commitment.

A p-value of less than 0.05 indicated a significant relationship between transactional leadership style and affective organizational commitment. Table 28 shows the results of the predictor variable transactional leadership and normative organizational commitment.

**Table 28**

*Transactional Leadership and Normative Organizational Commitment*

Coefficients[a]

| Model | | Unstandardized coefficients | | Standardized coefficients | | |
|---|---|---|---|---|---|---|
| | | *B* | Std. Error | Beta | *t* | Sig. |

| | | B | Std. error | Beta | t | Sig. |
|---|---|---|---|---|---|---|
| 1 | (Constant) | 3.702 | .277 | | 13.383 | <.05 |
| | Transactional | -.005 | .077 | -.005 | -.070 | .944 |

*Note*. Dependent variable: normative commitment.

A p-value of more than 0.05 indicated no significant relationship between transactional leadership style and normative organizational commitment. Table 29 shows the results of the predictor variable transactional leadership and continuance organizational commitment.

**Table 29**

*Transactional Leadership and Continuance Organizational Commitment*

Coefficients[a]

| | | Unstandardized coefficients | | Standardized coefficients | | |
|---|---|---|---|---|---|---|
| Model | | B | Std. error | Beta | t | Sig. |
| 1 | (Constant) | 2.765 | .292 | | 9.467 | <.05 |
| | Transactional | .113 | .081 | .108 | 1.391 | .166 |

*Note*. Dependent variable: continuance commitment.

A p-value of more than 0.05 indicated no significant relationship between transactional leadership style and continuance organizational commitment. Table 30 shows the results of outcomes of leadership and affective organizational commitment.

**Table 30**

*Outcomes of Leadership and Affective Organizational Commitment*

Coefficients[a]

| Model | | Unstandardized coefficients | | Standardized coefficients | | |
|---|---|---|---|---|---|---|
| | | *B* | Std. error | Beta | *t* | Sig. |
| 1 | (Constant) | .864 | .364 | | 2.372 | .019 |
| | Outcomes leadership | .682 | .092 | .503 | 7.446 | <.05 |

*Note.* Dependent variable: affective commitment.

A p-value of less than 0.05 indicated a significant relationship between leadership outcomes and affective organizational commitment. Table 31 shows results of the outcomes of leadership and normative organizational commitment.

**Table 31**

*Outcomes of Leadership and Normative Organizational Commitment*

Coefficients[a]

| Model | | Unstandardized coefficients | | Standardized coefficients | | |
|---|---|---|---|---|---|---|
| | | *B* | Std. Error | Beta | *t* | Sig. |
| 1 | (Constant) | 3.298 | .307 | | 10.742 | <.05 |
| | Outcomes leadership | .099 | .077 | .099 | 1.277 | .203 |

*Note*. Dependent variable: normative commitment.

A p-value of more than 0.05 indicated no significant relationship between leadership outcomes and normative organizational commitment. Table 32 shows results of the outcomes of leadership and continuance organizational commitment.

**Table 32**

*Outcomes of Leadership and Continuance Organizational Commitment*

Coefficients[a]

| Model | | Unstandardized coefficients | | Standardized coefficients | | |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | 2.501 | .323 | | 7.733 | <.05 |
| | outcomes leadership | .169 | .081 | .160 | 2.081 | <.05 |

*Note*. Dependent variable: continuance commitment.

A p-value of less than 0.05 indicated a significant relationship between leadership outcomes and the continuance of organizational commitment.

## Summary

This investigation intended to evaluate the connection between leadership styles, outcomes, and call center workers' organizational commitment. During the analysis, the sample population directly managed by managers was targeted to limit the skewness in the result. The hypothesis presented was whether the leadership styles and outcomes measured by MLQ predicted the organizational commitment of the call center workers.

The correlation between leadership style outcomes and organizational commitment was determined using the Pearson r correlation. The correlation coefficient between these variables is .448 with a p-value < .05, demonstrating that the correlation was significant and positive. Hence, the null hypothesis was rejected, and a positive

linear relationship between leadership style and outcomes of leadership and organizational commitment level of call center workers exists.

      The hypothesis study was further examined, and the results of the different leadership styles (transformational, transactional, and laissez-faire) and outcomes of leadership with organizational commitment were further tested. Starting with the transformational leadership style, the Pearson r correlation was tested, indicating a correlation was significant at $r = 0.415$ and $p < .001$. Hence, there is a positive linear relationship between transformational leadership style and the organizational commitment level of call center workers. The Transactional leadership style and leadership outcomes also showed a positive linear relationship with organizational commitment with $r = 0.357$ and $p < .05$, $r = 0.457$, and $p < .05$, respectively. On the other hand, the laissez-faire style has no relationship with organizational commitment, with $r = -.002$ and $p > 0.05$.

Chapter 5: Discussion, Conclusions, and Recommendations

The call center industry is instrumental in servicing the consumer in many facets of service-oriented presales and after-sales support (Clark et al., 2019). Call center workers deal with many stressors like working longer hours, slow career growth, and sometimes night shift duties, hindering work-life balance (Akanji, 2013). It is essential for workers working in such a stressful environment to have an excellent leader to motivate and move the workers toward their goals (Antonakis & House, 2013). In this quantitative predictive nonexperimental study using multiple regression analysis, I aimed to examine the relationship between leadership styles (transformational, transactional, and laissez-faire) and outcomes of leadership with call center workers' organizational commitment.

Organizational commitment is one essential component that makes an organization successful (Azeez et al., 2016). Several studies have assessed employee commitment as a forecaster of employee retention (Allen & Meyer, 1990). An organization can retain a significant percentage of its skilled employees. In that case, it ensures the complete stability of the organization is sustained, both in terms of productivity and financial viability (Faloye, 2014). Organizational commitment is one of the top concepts in managerial literature that organizations use as a guiding tool due to its significance regarding performance and effectiveness (Nath & Agrawal, 2015). According to Bass (2013), leadership styles play a vital role in leader-follower relationships. For this study, the FRLT framework was used to measure the leadership styles and outcomes of leadership.

The FRLT is an established management theory that symbolizes classifications of leadership behaviors: transformational, transactional, and laissez-faire (Bass & Avolio, 1997). Bass (2013) stated that transformational leaders inspire, motivate, encourage, provide feedback, and pursue the organization above their personal needs. Burns (1978) noted that transactional leaders emphasize extrinsic rewards and avoid unnecessary risks, impacting workers-employer relations. According to Savitha and Vijila, (2017) an efficient leader possesses transactional or transformational leadership styles. These leadership styles are closely related to organizational outcomes: satisfaction, efficiency, and extra effort. Similarly, leadership can have a negative or no effect on employees' organizational commitment, as in the case of laissez-faire leadership. The laissez-faire style of leadership includes avoidance of responsibilities (Skogstad et al., 2014), which is the reason why "laissez-faire has been consistently found to be the least satisfying and least effective management style" (Bass, 2013, p 443).

The problem statement, related theory, data collection, and measurement instruments were discussed in detail in the previous chapters. For this study, the leadership styles (transformational, transactional, and laissez-faire style of leadership) and outcomes of leadership were the predictor variables, and organizational commitment was the outcome variable. This study's inclusion criteria were adults working inside a call center environment reporting to a manager. A total of five demographics, 45 MLQs, and 15 OCQ questions were distributed via SurveyMonkey surveys. A total of 166 responses were evaluated using multiple regressions and descriptive statistics in Chapter 4. This

chapter addresses the interpretation of the hypotheses, limitations in the study, and future recommendations.

## **Interpretation of the Findings in Relation to Theoretical Framework**

In this section, I discuss the insights gained on the RQ and different hypotheses from Chapter 4 results. The acumens here are presented on the $N = 166$ analyzed in the previous section.

The RQ for this study addressed if there was a significant relationship between leadership styles (transformational, transactional, and laissez-faire) and leadership outcomes with organizational commitment (affective, normative, continuance) in call center workers. To analyze this question, null and alternative hypotheses were created.

$H_0$: Leadership style (transformational, transactional, and laissez-faire) and outcomes do not predict organizational commitment (affective, normative, continuance) in call center workers.

$H_a$: Leadership style (transformational, transactional, and laissez-faire) and organizational outcomes predict organizational commitment (affective, normative, continuance) in call center workers.

The Pearson $r$ correlation test rejected the null hypothesis with a coefficient value of $r(166) = .448$, and $p < .05$ indicated a positive linear relationship between leadership style and outcomes of leadership with an organizational commitment level of call center workers. This demonstrated that leadership styles and outcomes predict organizational commitment for call center workers.

The hypothesis was further examined, and transformational, transactional, and laissez-faire leadership styles were separately analyzed to gain insight into which leadership styles predict organizational commitment better. After analysis, I found that the organizational commitment of call center workers had a positive relationship with transformational and transactional leadership styles with the Pearson $r$ correlation of $r$ (166) = .415 and $p < .05$ and $r$ (166) = .357 and $p < .05$ respectively and a negative relationship with the laissez-faire style of leadership with the Pearson $r$ correlation of $r$ (166) = -.002. Examining transformational and transactional leadership styles using the Pearson $r$ correlation test suggests that transformational and transactional leadership styles can be used to predict organizational commitment. However, the investigation of laissez-faire style suggested that it cannot be used to predict the organizational commitment of call center workers.

Similarly, leadership outcomes were analyzed to determine relationships with the organizational commitment of workers. When the hypothesis was tested between outcomes of leadership and organizational commitment of call center workers, the Pearson $r$ correlation was .457 and $p < .05$, demonstrating a significant relationship between the organizational commitment of call center workers with outcomes of leadership.

Organizational commitment had the highest positive correlation with leadership outcomes, followed by transformational and transactional leadership, indicating the importance of leadership outputs, especially satisfaction and extra effort of workers, and the lowest correlation with laissez-faire leadership. The results also indicated that a

transformational style of leadership is slightly more effective than a transactional style of leadership in a call center work environment. Transformational leadership had a higher correlation of 41.5% than transactional leadership of 35.7% with the organizational commitment of call center employees, which showed that the call center workers tended to prefer a more innovation-oriented culture than goal-oriented (see Long et al., 2014). Also indicated is that a transformational leadership style is more effective than a transactional style of leadership in a call center work environment; the call center worker feels they want a leader who inspires, motivates, encourages, and provides feedback (Skogstad et al., 2014).

To gain further insights into the research, it is important to understand how the individual attributes of leadership style and leadership outcomes correlated with the organizational commitment of call center employees. The regression analysis demonstrated the attributes, namely intellectual stimulation, idealized influence (attributed), idealized influence (behavior), and inspirational motivation of transformational leadership, conditional reward and management by exception - active of transactional leadership, and the attributes, namely satisfaction, effectiveness, and extra effort of outcomes of leadership, can significantly predict the organizational commitment of call center workers. On the other hand, the attributes, namely individualized consideration of transformational leadership and management by exception - passive of transactional leadership, did not significantly predict the organizational commitment of call center employees. The relationship of organizational commitment of call center workers with different leadership styles suggests that call center workers prefer a leader

who inspires, motivates, encourages, and provides feedback and do not prefer passive and laissez-faire leadership styles (see Judge & Piccolo, 2004).

The leadership styles, namely transformational and transactional leadership, significantly predicted affective organizational commitment and did not significantly predict normative and continuance organizational commitment. The significant positive relationship of leadership styles with affective organizational commitment suggests that call center workers have positive feelings of identification with an attachment to and involvement in the workplace under transformational and transactional leadership (see Allen & Meyer, 1990). The relationship of leadership styles with normative and continuance organizational commitment was not significant, which indicates that the call center workers do not feel obligated to remain a member of the organization and do not feel it will cost them adversely if they leave the organization (see Allen & Meyer, 1990). Leadership outcomes have a significantly positive relationship with affective and continuance organizational commitment, which suggests that call center workers identify with the organization and are aware of the cost of leaving the organization (see Allen & Meyer, 1990). The outcomes of leadership did not have a significantly positive relationship with normative organizational commitment, indicating that call center workers do not feel obligated to remain a member of the organization (see Allen & Meyer, 1990).

The null hypothesis was also rejected through linear regression, where a *p*-value of less than 0.05 indicated a significant relationship between leadership styles and the organizational commitment of call center workers. Linear regression tests also indicated a

positive linear relationship between organizational commitment and leadership styles

(transformational, transactional, and laissez-faire) and leadership outcomes. The

assumption of linearity and homoscedasticity is successfully met, as seen in the scatter

plots in Chapter 4, which further validated the study.

## Strengths

The study has many strengths. First, the survey selected for measuring

organizational commitment and leadership styles contained questions representing the

respective commitments and leadership styles that were presented in this research. For

both MLQ and OCQ, the reliability alpha coefficient was more significant than .7, which

proves the internal consistencies of the items according to George and Mallery (2003).

Another strength of the research was the demographics study. The participants

were asked different demographic questions based on their age, gender, income, and

region. It can be deduced from the distribution of the participants that these demographic

parameters can represent a sample that captures the behavior of the large population

working in call centers.

## Limitations

There were a few limitations to this study. First was the limited sample size of the

participants who filled out the survey. Only 166 responses were recorded during this

research. Although $N = 166$ satisfied the minimum criteria of the sample size required, it

was not large enough to average out the outliers. An extension of the limitation could be

misunderstanding the meaning of the measurement (Likert-scale) scale to record the

responses. It is possible that not all the intended behaviors in this study were captured,

leading to a higher variance and error rate. The second limitation was the instruments used in the study. While OCQ and MLQ are considered a standard to measure organizational commitment and leadership styles, respectively, it is possible that the individual might not have understood the contextual meaning of the survey presented to them, thus creating bias in the result.

Another limitation of the study is the dynamic workplace environment for call center workers, which is changing quickly depending upon the changing social trends, technological trends, and business practices adopted worldwide. There was a significant change in workplace practices and culture after the COVID pandemic as workers were working from home, which changed the way of communication and operations within every major industry. This means that a leadership style that is currently working may or may not keep up with the dynamic nature of the call center industry in the future. It is important to conduct surveys regularly to determine how call center workers are responding to the leadership styles and outcomes of leadership.

## Recommendations

The call center industry is an unexplored sector regarding leadership and its impact on workers' commitment and other attributes, such as productivity, attitude, and job satisfaction. As per the findings of this research, I recommend that all call center leaders adopt a transformational leadership style as it has a maximum positive effect on a worker's organizational commitment.

Although transformational leadership is a vast topic, training courses focusing on the three core aspects of transformational leadership, individualized consideration,

intellectual stimulation, and charisma, are a step in the right direction. The training curriculum should include ideas that encourage mentorship of workers as this will establish an interpersonal relationship between leaders and workers that will further strengthen workers' trust in the company, ultimately leading to improved organizational commitment (Idris & Manganaro, 2017). Also, an ideal training curriculum should focus on book knowledge and practical learning, as this will allow a leader to successfully adapt to challenging circumstances.

Along with introductory training courses, companies need to realize that workers' expectations are continuously evolving with improving modern technology and the workplace environment (Harms et al., 2017). Therefore, companies should create a cooperative work environment that builds on the leader-follower relationship that will allow workers to address their concerns appropriately to the leaders and ensure the active participation of workers. Companies should enable leaders to attend workshops and specialized training to hone their skills further, enabling leaders to adapt to and successfully meet workers' expectations.

To further improve workers' organizational commitment, companies need to take workers' feedback about the leader through periodic surveys, as it will provide essential insights into the leader's leadership style (Hsu et al., 2019). Leaders can use these insights to determine their strengths and weaknesses, and through specialized training courses and workshops, leaders can improve upon their weaknesses. It will also allow leaders to determine the expectation of workers from the leadership and accordingly formulate

strategies and tactics for the short term and long term so that workers' goals and expectations are in perfect alignment with the organization's goals and expectations.

Transactional leadership style also has a significant effect on organizational commitment. Therefore, a leader can also incorporate some aspects of the transactional and transformational leadership styles. These aspects include rewarding workers for work such as exceptional performance and meeting deadlines. Rewarding workers for their efforts further encourages them to put in the extra effort and allows them to meet their financial goals (Sayadi, 2016). Giving workers such opportunities result in lower turnover rates and increased organizational commitment.

Leadership outcomes have a significant positive relationship with the organizational commitment of call center workers. The outcomes give a roadmap for call center companies to adopt a leadership style that can provide a maximum outcome in terms of satisfaction and extra effort of workers as it directly correlates with the organizational commitment of call center workers.

### Recommendations for Future Research

For future research, the researcher might focus on a micro population, such as workers with experience of 5 or more years, 10 or more years, and so on so that leaders can adapt to these groups. A researcher might also focus on fresh recruits or workers with less than 2 years of experience to study which leadership style works best across workers with less experience. Future researchers can study individual components of each leadership style and find their impact on organizational commitment, which will further help design perfect training courses for leaders in the future. Lastly, the researcher can

add more dependent and independent variables so that further clarity can be achieved on how leadership styles translate into organizational outputs and workers' efficiency, satisfaction, commitment, and retention.

## Implications

The different leadership styles affect several work-related variables like organizational commitment, job satisfaction, etc., of the personnel (Cohen, 2007). Gupta and Beehr (1979) led some of the earliest empirical research into the effects of professional fulfillment and a leader's style on workers. The social influence is to create positive social change by assisting the employers with their communication skills concerning the workers-employer relationship and recognizing and listening to their concerns. As the demographics indicate, workers in the call center industry come from diverse backgrounds and cultures, which may lead to miscommunication or a mismatch of ideas between workers and employers. A good leader should recognize and rectify these intricate stressors. When the employer recognizes the stressors, the results can foster decreased turnover rates and improve profitability and productivity in the organization (Sousa-Lima et al., 2013). The leaders' style and relationship with other workers can significantly affect the work environment within any organization. The results of this study can encourage the call center organization and leaders to learn and benefit from the positive correlation between good leadership and organizational outcomes with increased organizational commitment. The leaders can benefit from the results of this study by understanding how different aspects of leadership styles like individualized consideration, intellectual stimulation, reward, and communication, and

organizational outcomes like satisfaction and extra effort can affect the call center workers and how leaders utilize this information to create a good work environment for the workers thereby positively improve their organizational commitment. It has been mentioned by Cassar et al. (2017) that the relationship between workers and their leader is crucial to the success of the organization.

## Conclusion

The relationship between leadership styles – transformational and transactional and outcomes of leadership with organizational commitment in a call center environment has been adequately researched. The data was collected through a survey, and the response of call center workers' were measured on a Likert scale where: *strongly disagree = 1, disagree = 2, Neither agree nor disagree = 3, agree = 4, and strongly agree = 5* represents how they feel about each statement. The data was then analyzed using correlation and linear regression to determine any significant relationship between leadership styles and leadership outcomes with call center workers' organizational commitment.

The results indicated that transformational and transactional leadership styles significantly correlate with call center workers' organizational commitment. Out of the leadership styles, transformational leadership has the highest positive relationship with organizational commitment. Leadership outcomes such as satisfaction and extra effort had a significant positive relationship with call center workers' organizational commitment.

This study demonstrates the impact of active leadership (transformational and transactional leadership) and outcomes of leadership on call center workers' organizational commitment. Additionally, it indicates that any leadership is preferable to none when it comes to employees' organizational commitment.

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Appendix A: Consent for Data Research



**SurveyMonkey Inc.**
www. surveymonkey.com

**For questions, visit our Help Center**
help.survemonkey.com

**Re: Permission to Conduct Research Using SurveyMonkey**

To Whom It May Concern:

This letter is being produced in response to a request by a student at your institution who wishes to conduct a survey using SurveyMonkey in order to support their research. The student has indicated that they require a letter from SurveyMonkey granting them permission to do this. Please accept this letter as evidence of such permission. Students are permitted to conduct research via the SurveyMonkey platform provided that they abide by our Terms of Use at https://www.surveymonkey.com/mp/legal/terms-of-use/.

SurveyMonkey is a self-serve survey platform on which our users can, by themselves, create, deploy and analyze surveys through an online interface. We have users in many different industries who use surveys for many different purposes. One of our most common use cases is students and other types of researchers using our online tools to conduct academic research.

If you have any questions about this letter, please contact us through our Help Center at help.surveymonkey.com.

Sincerely,

**SurveyMonkey Inc.**

Appendix B: Demographic Questionnaire

We're running a survey and would love your input. Please let us know what you think below. Thanks for participating!

1. What is your gender?
- Female
- Male
- Other
- Prefer not to answer

2. Which category below includes your age?
- 17 or younger
- 18-20
- 21-29
- 30-39
- 40-49
- 50-59
- 60 or older

3. What is the highest level of school you have completed or the highest degree you have received?
- Less than a high school degree
- High school degree or equivalent (e.g., GED)
- Some college but no degree
- Associate degree
- Bachelor degree
- Graduate degree

4. Which of the following categories best describes your employment status?
- Employed, working 40 or more hours per week
- Employed, working 1-39 hours per week
- Not employed, looking for work
- Not employed, NOT looking for work
- Retired
- Disabled, not able to work

5. How long have you worked at your company?
- Less than 6 months
- 6 months - 1 year
- 1-2 years
- 3-5 years
- More than 5 years

Appendix C: Permission to Use MLQ Questionnaire

For use by Andrea Lamar only. Received from Mind Garden, Inc. on April 26, 2020

# mind garden

## www.mindgarden.com

To Whom It May Concern,

The above-named person has made a license purchase from Mind Garden, Inc. and has permission to administer the following copyrighted instrument up to that quantity purchased:

**Multifactor Leadership Questionnaire**

The three sample items only from this instrument as specified below may be included in your thesis or dissertation. Any other use must receive prior written permission from Mind Garden. The entire instrument may not be included or reproduced at any time in any other published material. Please understand that disclosing more than we have authorized will compromise the integrity and value of the test.

**Citation of the instrument must include the applicable copyright statement listed below. Sample Items:**

As a leader ....
> I talk optimistically about the future.
> I spend time teaching and coaching.
> I avoid making decisions.

The person I am rating....
> Talks optimistically about the future.
> Spends time teaching and coaching.
> Avoids making decisions

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Sincerely,

Robert Most
Mind Garden, Inc.
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# Appendix D: Sample of MLQ Questionnaire

This questionnaire is to describe your leadership style as you perceive it. Please answer all items on this answer sheet. If an item is irrelevant, or if you are unsure or do not know the answer, leave the answer blank.

Forty-five descriptive statements are listed on the following pages. Judge how frequently each statement fits you. The word "others" may mean your peers, clients, direct reports, supervisors, and/or all of these individuals.

Use the following rating scale:

| Not at all | Once in a while | Sometimes | Fairly often | Frequently, if not always |
|---|---|---|---|---|
| 0 | 1 | 2 | 3 | 4 |

| | | | | | | |
|---|---|---|---|---|---|---|
| 1. | I provide others with assistance in exchange for their efforts | 0 | 1 | 2 | 3 | 4 |
| 2. | I re-examine critical assumptions to question whether they are appropriate | 0 | 1 | 2 | 3 | 4 |
| 3. | I fail to interfere until problems become serious | 0 | 1 | 2 | 3 | 4 |
| 4. | I focus attention on irregularities, mistakes, exceptions, and deviations from standards | 0 | 1 | 2 | 3 | 4 |
| 5. | I avoid getting involved when important issues arise | 0 | 1 | 2 | 3 | 4 |
| 6. | I talk about my most important values and beliefs | 0 | 1 | 2 | 3 | 4 |
| 7. | I am absent when needed | 0 | 1 | 2 | 3 | 4 |
| 8. | I seek differing perspectives when solving problems | 0 | 1 | 2 | 3 | 4 |
| 9. | I talk optimistically about the future | 0 | 1 | 2 | 3 | 4 |
| 10. | I instill pride in others for being associated with me | 0 | 1 | 2 | 3 | 4 |
| 11. | I discuss in specific terms who is responsible for achieving performance targets | 0 | 1 | 2 | 3 | 4 |
| 12. | I wait for things to go wrong before taking action | 0 | 1 | 2 | 3 | 4 |
| 13. | I talk enthusiastically about what needs to be accomplished | 0 | 1 | 2 | 3 | 4 |
| 14. | I specify the importance of having a strong sense of purpose | 0 | 1 | 2 | 3 | 4 |
| 15. | I spend time teaching and coaching | 0 | 1 | 2 | 3 | 4 |

| Not at all | Once in a while | Sometimes | Fairly often | Frequently, if not always |
|---|---|---|---|---|
| 0 | 1 | 2 | 3 | 4 |

16. I make clear what one can expect to receive when performance goals are achieved ............ 0 1 2 3 4
17. I show that I am a firm believer in "If it ain't broke, don't fix it." ................................ 0 1 2 3 4
18. I go beyond self-interest for the good of the group ...................................................... 0 1 2 3 4
19. I treat others as individuals rather than just as a member of a group ............................ 0 1 2 3 4
20. I demonstrate that problems must become chronic before I take action .......................... 0 1 2 3 4
21. I act in ways that build others' respect for me .............................................................. 0 1 2 3 4
22. I concentrate my full attention on dealing with mistakes, complaints, and failures ......... 0 1 2 3 4
23. I consider the moral and ethical consequences of decisions ........................................... 0 1 2 3 4
24. I keep track of all mistakes ............................................................................................ 0 1 2 3 4
25. I display a sense of power and confidence ...................................................................... 0 1 2 3 4
26. I articulate a compelling vision of the future ................................................................. 0 1 2 3 4
27. I direct my attention toward failures to meet standards .................................................. 0 1 2 3 4
28. I avoid making decisions ................................................................................................ 0 1 2 3 4
29. I consider an individual as having different needs, abilities, and aspirations from others .... 0 1 2 3 4
30. I get others to look at problems from many different angles ........................................... 0 1 2 3 4
31. I help others to develop their strengths .......................................................................... 0 1 2 3 4
32. I suggest new ways of looking at how to complete assignments ..................................... 0 1 2 3 4
33. I delay responding to urgent questions ........................................................................... 0 1 2 3 4
34. I emphasize the importance of having a collective sense of mission ............................... 0 1 2 3 4
35. I express satisfaction when others meet expectations ..................................................... 0 1 2 3 4
36. I express confidence that goals will be achieved ............................................................ 0 1 2 3 4
37. I am effective in meeting others' job-related needs ........................................................ 0 1 2 3 4
38. I use methods of leadership that are satisfying ............................................................... 0 1 2 3 4
39. I get others to do more than they expected to do ........................................................... 0 1 2 3 4
40. I am effective in representing others to higher authority ................................................ 0 1 2 3 4
41. I work with others in a satisfactory way ......................................................................... 0 1 2 3 4
42. I heighten others' desire to succeed ............................................................................... 0 1 2 3 4
43. I am effective in meeting organizational requirements ................................................... 0 1 2 3 4
44. I increase others' willingness to try harder .................................................................... 0 1 2 3 4
45. I lead a group that is effective ....................................................................................... 0 1 2 3 4

Appendix E: TCM Employee Commitment Survey

TCM Employee Commitment Survey Academic License Product License Agreement Last updated - July 20, 2017 FOR ACADEMIC RESEARCHER / STUDENT USE IMPORTANT: The Questionnaire you seek to use is licensed only on the condition that you ("YOU") are an Academic Researcher (as defined below) and agree with The University of Western Ontario ("WESTERN") to the terms and conditions set forth below. THIS LICENSE IS LIMITED TO A SINGLE USE OF THE QUESTIONNAIRE IN A RESEARCH PROJECT. ADDITIONAL USES OF THE QUESTIONNAIRE REQUIRE A RENEWAL LICENSE. PLEASE CAREFULLY READ THE TERMS AND CONDITIONS OF THIS QUESTIONNAIRE LICENSE AGREEMENT. DEFINITIONS In this agreement, the following words, when capitalized, have the indicated meanings: "Academic Researcher" indicates someone whose position presumes that they will conduct research and be responsible for the publication or other dissemination of the results of that research or be responsible for the teaching of students. "Inventors" indicate the authors, Dr. John Meyer and Dr. Natalie Allen, in the Faculty of Social Science at WESTERN. "Questionnaire" indicates the TCM Employee Commitment Survey, Academic Version 2004 developed by the Inventors. The Questionnaire includes the Users Guide and the Organizational Commitment Survey which is available in two versions; the "Original" which contains 24 questions and the "Revised" which contains 18 questions. The license granted under this Agreement includes both versions of the survey and the Users Guide and can be downloaded from this website as a single PDF file. "Research Project" indicates the administration of the Questionnaire to a person(s) or an organization by an Academic Researcher for the purpose of a single academic research study whereby no consideration of any kind, payment or otherwise, is received from the participants, or any affiliates of the participants, for the results from administering the Questionnaire. 1. LICENSE TO USE: WESTERN hereby grants to YOU a personal, non-exclusive, revocable, non-transferable, limited license to use the Questionnaire in a single Research Project. Any use of the Questionnaire for consulting or other commercial purposes is strictly prohibited. The rights granted to YOU are subject to the restrictions set out in Section 4 of the associated Merchant's Terms of Use Agreement. 2. LICENSE FEE: For use in a single Research Project conducted by an Academic Researcher the fee shall be CA$0.00. 3. TERMS OF USE: (a) YOU acknowledge that the Questionnaire is a copyrighted work and that it shall retain any copyright notices contained in or associated with the Questionnaire. Any use of or reference to the Questionnaire in a Research Project shall include the following notice: "Use of the TCM Employee Commitment Survey, authored by John Meyer and Natalie Allen was made under license from The University of Western Ontario, London, Canada". (b) YOU agree (at the request of the Inventors) to share any results of the research conducted using the Questionnaire. 4. TERM AND TERMINATION: This Agreement is limited to use in a single Research Project and shall terminate at the conclusion of the Research Project. Use of the Questionnaire in subsequent research requires a renewal of the license. This Agreement shall terminate immediately without

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**Instructions**

Listed below is a series of statements that represent feelings that individuals might have about the company or organization for which they work. With respect to your own feelings about the particular organization for which you are now working, please indicate the degree of your agreement or disagreement with each statement by circling a number from 1 to 7 using the scale below.

1 = strongly disagree 2 = disagree 3 = slightly disagree 4= undecided 5 = slightly agree 6 = agree 7 = strongly agree

Original Version (Allen & Meyer, 1990)

**Affective Commitment Scale (Performance)**
 1) I would be very happy to spend the rest of my career with this organization.
 2) I enjoy discussing my organization with people outside it.
 3) I really feel as if this organization's problems are my own.
 4) I think that I could easily become as attached to another organization as I am to this one. (R)
 5) I do not feel like 'part of the family' at my organization. (R)
 6) I do not feel 'emotionally attached' to this organization. (R)
 7) This organization has a great deal of personal meaning for me.
 8) I do not feel a strong sense of belonging to my organization. (R)

**Continuance Commitment Scale (Attendance)**
 1) I am not afraid of what might happen if I quit my job without having another one lined up. (R)
 2) It would be very hard for me to leave my organization right now, even if I wanted to.
 3) Too much in my life would be disrupted if I decided I wanted to leave my organization now.
 4) It wouldn't be too costly for me to leave my organization now. (R)
 5) Right now, staying with my organization is a matter of necessity as much as desire.
 6) I feel that I have too few options to consider leaving this organization.
 7) One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.
 8) One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice -another organization may not match the overall benefits I have here.

**Normative Commitment Scale (Intent to leave)**
 1) I think that people these days move from company to company too often.
 2) I do not believe that a person must always be loyal to his or her organization. (R)
 3) Jumping from organization to organization does not seem at all unethical to me. (R)
 4) One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.
 5) If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization.
 6) I was taught to believe in the value of remaining loyal to one's organization.
 7) Things were better in the days when people stayed with one organization for most of their careers.
 8) I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore. (R)