

How Transformational Leadership Can Affect Employees' Organizational Commitment?

DACI Ahmed ¹*, FERHAT Ahmida ²

¹ Laboratory of Studies and Economic Development, Laghouat University (Algeria) , ahmed.daci@lagh-univ.dz

² Laboratory of Studies and Economic Development, Laghouat University (Algeria) , ahmida.ferhat@lagh-univ.dz

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Abstract:

This study aims to explore how employee commitment at Sonatrach Production-Division Hassi R'mel is impacted by transformational leadership style. For this study, a questionnaire (MLQ & OCQ) was employed as the key instrument for data collection, utilizing a 120-responder sample. In keeping with the nature and purpose of the study. The program "SEM PLS4" was utilized for conducting data analysis and testing hypotheses. The research indicated that transformational leadership behaviors did not have a noticeable effect on employee commitment at the organization being studied. Furthermore, the ideal influence dimension, however, had a greater impact on workers' emotional ties to their company. In light of the results, the study suggests that organizations should seek to provide a supportive climate, pay attention to employees' needs and aspirations, and help them to exploit and achieve their full potential, through training, encourage employees' initiatives and good contributions, giving them more responsibilities, autonomy, and involving them in decision-making processes.

Keywords: Transformational Leadership; Continuance Commitment; Normative Commitment; Affective Commitment.

JEL Classification : D23; J24; M12.

Introduction

In light of the successive and accelerating environmental changes, that affected all fields of economic, social, cultural, and technological developments, which contributed in one way or another with multiple effects in the activities and missions of the organizations. Thus, it becomes influential in its current and future status. As the success and survival of the organizations has become dependent mainly on the human capital it possesses. Today, organizations are making significant investments in Human Capital to align with their strategic objectives and to gain a competitive advantage. Organizations must not only ensure that their employees execute their tasks effectively but also focus on retaining these employees over the long term to benefit from their knowledge and expertise to fulfill its goals and purposes. One of the main indicators of employees' attitudes at work is their level of commitment to the company. This issue prompted the researchers to seek to know how to building and promoting employees' commitment, and to understand the most effective leadership styles have an influence to develop and enhancing this commitment. Most researchers viewed transformational leadership as the most effective style and is considered as a key determinant of employee commitment, through the ability of the leaders to inspire and motivated their followers to put out extra mile for the success of the organization, by increasing their sense of belongingness, and self-efficacy.

Research problematic

This study aims to explore how transformational leaders can affect employees' commitment and to understand how each factor influences various organizational commitment aspects within Sonatrach's Production Division in Hassi R'mel. The main problematic is summarized as follows: "How transformational leaders influence employees' commitment?".

Study Hypotheses

In The light of this problematic the main hypothesis: Ho: Transformational leadership significantly affects employees' commitment. The sub-hypotheses:

- H1: Ideal Influence (Attribute) significantly affects employees' commitment.
- H2: Ideal Influence (Behavior) significantly affects employees' commitment.
- H3: Inspirational Motivation significantly affects employees' commitment.
- H4: Intellectual Stimulation significantly affects employees' commitment.
- H5: Individual Consideration significantly affects employees' commitment.

Research purpose

This study deals with two important concepts of modern management, which are “Organizational Commitment” and “Transformational Leadership.” Its purpose is to investigate how employees' commitment to transformational leadership behaviors affects the institution being studied. As well as to identify how each factor of transformational behaviors influences employee commitment. Furthermore, providing some recommendations related to the importance of transformational behaviors to Building and enhancing the levels of commitment for employees.

Previous Studies

- **A. Senthamil Raja, P. Palanichamy.** This research explores how different styles of leadership affect employees' commitment in BHEL, with sample size of 158 respondents. Findings indicate a strong connection between transformational leadership and workers' commitment, while leadership transactional had a minor impact. Additionally, results reveal no significant salary-based differences between senior and trainee engineers.
- **W. Ndlovu, & al.** This research examined the connection between EOC and transformational leadership approach, for a sample of 260 in HEI/ South Africa. The results show that TL has a significant relationship with (AC), moderate with (CC), and low with (NC). (AC) has a significant relationship with (I.S), moderately with (I.C), and has no significant relationship with (I.I) and (I.M). (NC) and (CC) were significantly related to (I.S).
- **P. Jain, T. Duggal.** This study attempts to examining the influence of Transformational behaviors on (EOC) mediated by job autonomy and Employee Emotional Intelligence, for a sample of managers at the ITI of Delhi, Results demonstrate that (JA) boosts the effect of Transformational Leadership on workers' Commitment. Generally, high levels of (EEI) strengthen the bond between (TL) and (OC) through (JA), which in turn strengthens its impact on (EOC).
- **Z. Allali, F. Allali.** This study purpose aims to understanding how transformational leadership approach influences worker's commitment among 226 workers in National Employment Agency. The findings reveal that transformational leadership across various dimensions does not significantly influence organizational commitment. One explanation for this is the nature of the work, as one of the primary responsibilities of the agency involves fulfilling job vacancies.

I. Theoretical Framework and Previous Studies

I-1 Transformational Leadership

The topic of leadership has drawn the interest of a broad spectrum of researchers and practitioners aiming to explore its fundamental qualities, especially because of its important role in enhancing organizational effectiveness. This concept was defined in different ways, influenced by the differing viewpoints among researchers and their unique perspectives. Gibson, Ivancevich and Donnelly define Leadership as “the process by which one individual influence other to accomplish desired goals without coercive types of influence.” (Bertocci, p. 06) Leadership is defined as “the use of power and influence to direct the activities of followers toward goal achievement.” (Colquitt et al, p. 450)

The leaders are people, regardless of their positions, inspire and motivate others to achieve a vision or desired goals. They direct their followers efforts and activities and push them to work hard to achieve results that exceed what is expected of them.

I-1-1 Transformational Leadership Definition

Transformational leadership reflects an exceptional form of influence, it moves followers to accomplish more than what is usually expected of them, and increasing their awareness and confidence they can be achieved this expectation. (Northouse, p. 263) It involves inspiring followers to commit to a shared vision that provides meaning to their work, while also serving as a role model who helps followers develop their own potential. (Colquitt et al, p. 462)

Transformational leaders stimulate their subordinates to engage themselves to a common purpose and motivated them to work hard to achieve desired goal, and to rise above their individual interests for the benefit of the group.

I-1-2 Transformational Leadership Factors

According to Bass and Avilio, Transformational leadership is made up of four distinct dimensions, which are frequently known as "the Four I's." - **Individualized Consideration**. The leaders provide a supportive climate in which they listen carefully to the followers needs and act as coaches and advisors while trying to assist followers in becoming fully actualized. (Northouse, p. 272) Individualized consideration involves behaving in ways that help followers achieve their potential through coaching, development, and mentoring, and treating them as unique individuals with specific needs, abilities, and aspirations. (Colquitt et al, p. 465)

How Transformational Leadership Can Affect Employees' Organizational Commitment?

The leaders pay attention to the follower's needs and concerns, and treating each employee in a different way. They act as coaches and mentor and try to help their follower's growth personally and professionally.

- **Intellectual Stimulation.** The leaders urge their followers to question assumptions, explore new ideas and methods, and approach old situations with new perspectives. (Don Hellriegel, p. 331) Intellectual Stimulation entails leaders who acting in ways that encourage followers to be innovative and creative by questioning assumptions and reframing old situations in new ways. (Colquitt et al, p. 465)

The leaders encourage the creativity and innovative behavior for their followers, by help them to re-examine assumptions, explore new ideas and methods, and emphasizing experimentation.

- **Inspirational motivation.** The leader articulates an inspiring vision of the future, and behaving in ways that foster an enthusiasm for and commitment to that vision. (Colquitt et al, p. 465) They communicate high expectations, uses symbols to focus efforts, expresses important purposes in simple ways. (Robbins & Judge, p. 383)

The leaders convey a compelling vision for the positive feature of the potential future, and they generate excitement for their followers through using symbols, metaphors, and emotional appeals. Their behaviors and actions promote enthusiasm and commitment to this vision, resonating with the followers' yearning for transformation.

- **Idealized Influence,** describes leaders who provide followers with a vision and a sense of mission, and who act as strong role models for followers. (Northouse, p. 270) It involves behaving in ways that earn the admiration, trust, and respect of followers, causing them to want to identify and associated with and emulate these leaders. (Colquitt et al, p. 464)

Idealized influence refers to how the leaders are seen having exceptional qualities, and exhibiting behaviors that inspire trust, respect, and admiration in followers. This makes followers identify with these leaders and have a strong desire to be associated with them.

I-2 Organizational Commitment

I-2-1 Organizational Commitment Definition

A key idea in comprehending the relationships between workers and their organizations is organizational commitment. Furthermore, it can help predict employees' attitudes and behaviors in the workplace. Organizational commitment defined as “the relative strength of an individual's identification with and involvement in a particular organization.” (Miroshnik, p. 33), (Mowday et al, p. 27)

Three characteristics define organizational commitment as an attitude: (a) a strong belief in, and acceptance of the organization's values and goals; (b) a willingness to exert high levels of effort on behalf of the organization; and (c) a strong desire on the part of an employee to remain a member of the organization. (Mowday et al, p. 27), (Luthans, p. 147)

Organizational commitment reflects the type and quality of the relationship employees have with their organizations. One reason is that when committed employees perceive their values and objectives align with those of the organization, this leads to generate excitement and an explicit desire to put out extra mile, and a propensity to maintain this relationship.

I-2-2 Organizational Commitment Factors

Allen, Meyer and Kanter described commitment as consisting of three components. These three types of commitment are interconnected; they combined to establish a unified sense of psychological attachment to the organization. It provides valuable insights into the reasons behind an individual's commitment, and the measures organizations can adopt to foster greater employee commitment.

A- Affective commitment, reflects some emotional reasons for staying with the current organization, including feelings about friendships, the atmosphere or culture of the company, and a sense of enjoyment when completing job duties. (Colquitt et al, p. 63) It involves the employee's emotional attachment to, identification with, and involvement with, that organization. (Luthans, p. 148), (McShane & Glinow, p. 106)

Affective commitment is a reflection of the reasons why employees choose to stay with their organizations. Committed employees are more likely to have a positive response to their work environment when they feel appreciated and supported by their organization. This connection leads them to identify with, embrace its goals and values, and demonstrate desirable work behaviors.

B- Continuance Commitment, defined as a desire to remain a member of an organization because of an awareness of the profit associated with staying and a cost associated with leaving it. (Colquitt et al, p. 64) When there are no other employment options, this is another element that motivates workers to stay. This situation occurs where unemployment is high, employees lack sufficient skills and abilities to be attractive to other employers. (McShane & Glinow, p. 106)

Continuance commitment describes the investments employees have made in becoming proficient in their roles. This investment could potentially be wasted if they were to move to another organization.

C- Normative Commitment, defined as a desire to remain a member of an organization due to a feeling of obligation. (Colquitt et al, p. 64)

An employee might feel a moral obligation to stay with the employer for at least a few years to repay the debt. (Griffin et al, p. 121)

Normative commitment signifies a belief that remaining with the organization is the ethically or morally correct choice. An employee may feel compelled to stay with their employer for a number of years as a way to fulfill this perceived obligation.

I-2-3 Antecedents of Organizational Commitment

Steers (1977) in a preliminary model was found that the job characteristics, personal characteristics, and work experiences have an impact to commitment. It was identified that the determinants of employee commitment could be classified into four distinct categories:

A- Personal characteristics, included age, educational level, gender, tenure in the organization, career adaptability, and dispositions such as positive or negative affectivity, or internal or external control attributions. (Luthans, p. 147) A significant personality aspect is influenced by employee's beliefs and values they held. Individuals with a high level of work ethic is likely to be highly committed to their organization.

B- Job- or role-related characteristics. There are related aspects to employee roles and job characteristics, such as task characteristics and job scope. The characteristics of the tasks, such as autonomy, variety and significance can enhance employees' behavioral involvement in their work and thus heighten their sense of responsibility, especially when the tasks are interdependent. (Mowday et al, p. 59)

Job scope or challenge, employees are thought to respond positively when have a clear role and provided with more challenge in their jobs. Role conflict, role ambiguity, and role overload have an inversely related to

employees' commitment, because they provide excessive stress to employees. (Mowday et al, p. 32)

C- Organizational Characteristics. Organizational variables include job design, values, support, procedural fairness, and the leadership style of one's supervisor. (Luthans, p. 147) When organizations are characterized by a high degree of decentralization and a greater formality of written rules and procedures, as well as when leaders give followers more control over how their jobs are performed and allow them to participate in decision-making, it would be expected that employees would feel committed to the organization. a greater discretion over how their jobs is performed. (Mowday et al, p. 59) High commitment depends on the salary level, benefits, and promotion system provided to employees, and the extent to which they are compatible with the employees' efforts and contributions, and which their needs and expectations are met.

D- Work Experience. The experience gained at work significantly impacts the formation of psychological connections with the organization. A key element that fosters commitment is the level of social engagement an employee has within the company. Such suggest that the greater the social interaction, the more social ties the individual develops with the organization. (Mowday et al, p. 35)

The degree of social interaction an employee has within the company is a crucial factor that promotes commitment. These imply that an individual's social connections with the organization increase with the amount of social interaction.

I-2-4 Consequences of Employees' Commitment

Employees tend to exhibit behaviors that align with their personal beliefs and values. They can choose leaving from the organization for a variety reason, includes moving for a higher salary or better career opportunity, and others opportunities for professional growth and development, or because dissatisfaction with supervision, working conditions. (Colquitt et al, p. 75)

According to recent studies, organizational commitment and desired outcome are directly related, such as high performance, lower absenteeism and turnover, and supportive organizational climate. (Luthans, p. 148)

Employees who exhibit a high level of emotional attachment to their organization tend to demonstrate greater motivation at work, and they engage in positive work behaviors. They, and they show a strong intention to maintain this connection with the organization.

I-3 The Transformational Leaders influence on Employee Commitment

It is believed that the most active leadership styles are transformational ones. This style has the potential impact on employees' attitudes and behaviors in the organization. Transformational leaders are more effective when they use regularly each transformational behavior. They can build and fostering employees' commitment in different ways. They are able to inspire and motivate their subordinates to trust and work hard for longer-term and more substantial goals and for the good of the organization rather than exclusively for their own short-term self-interests. (Bertocci, p. 48)

Effective leaders demonstrate behavior that earns the admiration, trust, and respect of their followers. They generate excitement and energy to their followers to put out extra effort by communicating high expectations and increase their awareness and confidence that they can be achieved these expectations. Followers are drawn to these leaders and seek to associate with them. By being a role model for followers and embodying the values they advocate, leaders can achieve greater success in promoting commitment to the group's values, objectives, and ethical standards. Transformational leaders inspire their subordinates to embrace a shared vision for the future. By communicating this vision, they share a framework of values that directs follower's activities and concentrates their efforts on achieving desired goals. They pay attention to their followers' needs and aspirations, and help them to growth personally and professionally. These leaders develop and empowering group members, by involving them in decisions making, and encourage them to think innovatively, and give them challenging assignments. (Dubrin, p. 95)

Employees are most likely to be committed when they find meaning in their work. Task characteristics like variety, autonomy, and significance can lead to greater behavioral engagement, encouraging employees to take on more responsibility, which ultimately enhances their self-confidence.

II. The Empirical Study

II.1 Research design, Approach and Methodology

II.1.1 Instrument used

A Multifactor Leadership Questionnaire (MLQ) was used to assess the key factors of transformational leadership, revised by Bass, Avolio, and Jung (1995). Researchers found that this instrument has a reliability for transformational leadership sub-scales. The (OCQ) Organizational Commitment Questionnaire revised by Mowday, Allen, Meyer, Porter, and Steers, was a tool in assessing employees' commitment dimensions. The questionnaire is recognized for its reliability and validity.

The measurement tool was created in accordance with the particular specifications pertaining to the subject and the variables of the study, comprising three distinct parts. Part one, encompasses aspects that are associated with characterizing the study sample. Part two, includes the independent variable, Transformational Leadership, and utilizes 20-items from the (MLQ) to measure its components. Finally, Part three encompasses the dependent variable, organizational commitment, using only the positively worded items in OCQ, with 17-items measuring organizational commitment components. The survey was administered using 5-point Likert scale with 1 "strongly disagree" to 5 "strongly agree". The instrument of tool was translated into Arabic and French.

3-1-2 Study Population and Sample

The primary method for gathering data was the questionnaire. The primary instrument for gathering data was the questionnaire. Following a detailed explanation of the study's purpose. 120 questionnaires were returned completed. The following table shows the characteristic of the sample:

Table number (01): Sample Characteristics

| Characteristics | Categories | Number | % | E/type | Variance |
|--------------------------|-------------------|---------------|----------|---------------|-----------------|
| Gender | Males | 108 | 90,0% | 0,301 | 0,091 |
| | Females | 12 | 10,0% | | |
| Age of Employees | From 20 to 30 y | 16 | 13,3% | 0,916 | 0,839 |
| | From 31 to 40 y | 51 | 42,5% | | |
| | From 41 to 50 y | 34 | 28,3% | | |
| | More than 50 y | 19 | 15,8% | | |
| Educational level | Secondary | 5 | 4,2% | 0,410 | 0,168 |
| | University | 99 | 82,5% | | |

How Transformational Leadership Can Affect Employees' Organizational Commitment?

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|------------------------------------|------------------|-----|-------|-------|-------|
| | Graduate | 16 | 13,3% | | |
| Experience | Under 5 years | 22 | 18,3% | 0,827 | 0,685 |
| | From 6-14 years | 51 | 42,5% | | |
| | From 15-25 years | 40 | 33,3% | | |
| | Over 25 years | 7 | 5,8% | | |
| Socio-Professional Category | Framework | 89 | 74,2% | 0,463 | 0,214 |
| | Mastery | 30 | 25,0% | | |
| | Execution | 1 | 0,8% | | |
| N valid (list) | | 120 | 100% | | |

Source: Based on the results from SPSS V25

II.1.3 Data Analysis Using Smart PLS

Outer loading, indicate the strength of the relationship between indicators and constructs. Interpreting outer loadings involves evaluating their magnitude. A loading coefficient above 0.7 represents a perfect relationship where the indicator indicating a good representation of the construct. Lower loadings suggest weaker relationships or less representation of the construct by the indicator. However, in social science studies, weaker loadings below 0.7 are common. It's important to note that low loadings don't necessarily require indicator deletion.

A. Construct validity and reliability

The measure of indicator reliability shows how well the construct explains the variation in an item. Another name for this is the variance that was taken out of the item. Assessment of an indicator's reliability involves squaring the indicator or factor loadings, where a squared value of 0.50 or higher indicates established indicator reliability. Preferred are indicator loadings greater than 0.708, which show that the construct is sufficiently reliable by explaining more than half of the variance in the indicator. When indicator loadings are weaker (less than 0.708), it's not recommended to just remove these indicators. Instead, it's important to carefully consider how their removal could affect other validity and reliability and measures. Indicators loadings showing from 0.40 to 0.708 should be removed when taking them out significantly boosts internal consistency reliability or convergent validity above the advised threshold. Table (02) show the results of validity model, which reveals that the measurement quality indicators for the independent variable, Transformational Leadership, were strong, with the highest load factor being 0.932 and the lowest at 0.717. Likewise, the

measurement quality indicators for the dependent variable, Organizational Commitment, were also robust, with the highest load factor at 0.867 and the lowest at 0.724.

To validate the model variables, it is crucial to assess the validity of these variables based on certain criteria. In particular, a Cronbach alpha coefficient and a DG. Rho coefficient higher than 0.7 are indicative of good validity. Referring to Table 3, the validity assessment of the first variable (Transformational Leadership) reveals Cronbach alpha coefficients ranging from 0.89 to 0.76, DG-Rho-a index ranging from 0.89 to 0.80, DG-Rho-c index ranging from 0.93 to 0.86, and mean variance values ranging from 0.83 to 0.63, all of which are considered good values indicating the validity of the statements measuring the variable. Similarly, the validity assessment of the second variable (Organizational Commitment) shows Cronbach alpha coefficients ranging from 0.90 to 0.74, DG-Rho-a index ranging from 0.90 to 0.75, DG-Rho-c index ranging from 0.92 to 0.85, and mean variance values ranging from 0.66 to 0.63, all of which are above 0.5 and demonstrate the validity of the statements measuring the variable.

The method outlined by Fornell and Larcker (1971) was applied to evaluate discriminant validity. This necessitated comparing the correlation coefficients off the same diagonal for all constructs in rows and columns with each Average Variance Extracted (AVE) value's square root situated on the diagonal.

Table number (02): Construct reliability and validity

| Scale-variable | Latent Variables | Loading Factor | Cronbach's Alpha | Composit Reliability (rho-a) | Composit Reliability (rho-c) | Average-Variance-Extracted (AVE) |
|----------------|------------------------------|----------------|------------------|------------------------------|------------------------------|----------------------------------|
| X-01 | Ideal Influence (Attributes) | 0.785 | 0.802 | 0.806 | 0.870 | 0.627 |
| X-02 | | 0.807 | | | | |
| X-03 | | 0.808 | | | | |
| X-04 | | 0.766 | | | | |
| X-07 | Ideal Influence (Behaviors) | 0.886 | 0.794 | 0.828 | 0.905 | 0.827 |
| X-08 | | 0.932 | | | | |
| X-09 | Inspirational Motivation | 0.865 | 0.893 | 0.894 | 0.926 | 0.757 |
| X-10 | | 0.858 | | | | |
| X-11 | | 0.880 | | | | |
| X-12 | | 0.878 | | | | |
| X-13 | Intellectual Stimulation. | 0.872 | 0.879 | 0.879 | 0.925 | 0.805 |
| X-14 | | 0.910 | | | | |
| X-15 | | 0.909 | | | | |

How Transformational Leadership Can Affect Employees' Organizational Commitment?

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|-------------|--------------------------|-------|-------|-------|-------|-------|
| X-17 | Individual consideration | 0.868 | 0.764 | 0.798 | 0.863 | 0.679 |
| X-18 | | 0.717 | | | | |
| X-20 | | 0.878 | | | | |
| Y-01 | Affective Commitment | 0.776 | 0.902 | 0.905 | 0.922 | 0.630 |
| Y-02 | | 0.765 | | | | |
| Y-03 | | 0.739 | | | | |
| Y-04 | | 0.756 | | | | |
| Y-05 | | 0.853 | | | | |
| Y-06 | | 0.807 | | | | |
| Y-07 | | 0.852 | | | | |
| Y-08 | | 0.724 | | | | |
| Y-10 | Continuance Commitment | 0.867 | 0.816 | 0.837 | 0.877 | 0.642 |
| Y-11 | | 0.762 | | | | |
| Y-12 | | 0.843 | | | | |
| Y-13 | Normative Commitment | 0.807 | 0.743 | 0.752 | 0.853 | 0.659 |
| Y-15 | | 0.790 | | | | |
| Y-17 | | 0.838 | | | | |

Source: Program Outputs SEM PLS4

This examination confirms that the measurement model possesses discriminant validity, which supports the differentiation among the constructs. The results reveal that the Composite Reliability for all constructs is above 0.70, with mean AVE values between 0.627 and 0.827, both exceeding the 0.5, thus validating the measures for the variables.

B. Heterotrait-monotrait ratio (HTMT) – Matrix

Table 4 displays the HTMT results, reveal issues with discriminant validity, as indicated by the values highlighted in bold. According to the HTMT0.85 criteria, all HTMT values fall below the 0.9 threshold, even after the removal of seven ambiguous items.

Table number (03): Heterotrait-Monotrait ratio (HTMT) – Matrix

| Factors | I. Influence (Attributes) | I. Influence (Behaviors) | Inspirational Motivation | Intellectual stimulation | Individualized Consideration | Affective Commitment | Continuance Commitment | Normative Commitment |
|-------------------------------------|---------------------------|--------------------------|--------------------------|--------------------------|------------------------------|----------------------|------------------------|----------------------|
| Ideal-Influence (Attributes) | | | | | | | | |
| Ideal-Influence (Behaviors) | 0.559 | | | | | | | |
| Inspirational Motivation | 0.579 | 0.752 | | | | | | |
| Intellectual Stimulation | 0.624 | 0.858 | 0.848 | | | | | |
| Individual Consideration | 0.814 | 0.827 | 0.809 | 0.886 | | | | |
| Affective Commitment | 0.368 | 0.312 | 0.413 | 0.356 | 0.330 | | | |
| Continuance Commitment | 0.166 | 0.367 | 0.178 | 0.193 | 0.203 | 0.273 | | |
| Normative Commitment | 0.179 | 0.092 | 0.131 | 0.123 | 0.126 | 0.673 | 0.503 | |

Source: Program Outputs SEM PLS4

The analysis revealed that the correlation coefficient connecting the latent variables of Transformational Leadership dimensions with the latent variables of Organizational Commitment ranged from 0.092 to 0.413. The five dimensions of Transformational Leadership have the best correlation coefficient with Affective Commitment.

R-SQUARE. R-squared statistics indicate the extent to which the exogenous variable accounts for the variation in the endogenous variable. In the case of endogenous latent variables, R^2 values of 0.25, 0.50, and 0.75 are typically considered respectively weak, moderate, and substantial.

Table number (04): R-SQUARE

| | R-square | R-square adjusted | |
|------------------------------|----------|-------------------|-----------------|
| Employees' Commitment | 0.106 | 0.099 | Rejected |

Source: Program Outputs SEM PLS4

The R^2 values for the variables in Employees' Commitment are reported as (0.106), and they fall within the acceptable range. i.e., the independent variables interpret only 10.6% of the variation in employees' commitment, which can be considered relatively low percentages. The remaining 89.4% is attributable to other factors.

F-SQUARE. F-Square indicates the variation in R-Square that results from the exclusion from the model the external variable. Conversely, f-square serves as a

How Transformational Leadership Can Affect Employees' Organizational Commitment?

measure of effect size. A value ≥ 0.02 is considered low, ≥ 0.15 is considered medium, and above 0.35 is considered high.

Table number (05): F-SQUARE

| | Employees' Commitment | |
|------------------------------------|------------------------------|------------|
| Transformational Leadership | 0.119 | Low effect |

Source : Program Outputs SEM PLS4

Through the results transformational leadership exhibited no significant effect on employees' commitment, with a percentage of 11.9%.

Q-SQUARE. Q-square assesses the predictive significance of a specific model. In addition, Q^2 verifies the predictive significance of the internal constructs. A Q^2 value exceeding zero indicates that the values have been accurately reconstructed, showing that the model holds predictive significance.

Table number (06): Q-SQUARE

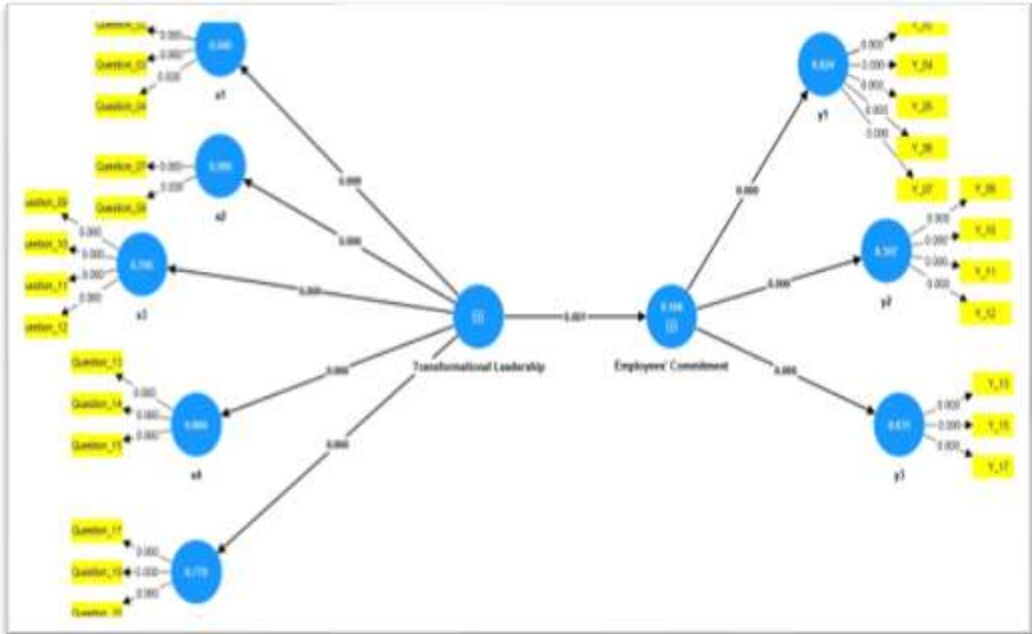
| | Q²predict | RMSE | Q²predict |
|------------------------------|-----------------------------|-------------|-----------------------------|
| Employees' Commitment | 0.086 | 0.965 | 0.738 |

Source: Program Outputs SEM PLS4

The results show that the values of Q^2 reported to 0.086, which is statistically acceptable. Then the independent variable (Transformational Leadership) can be relied upon to predict Employees' Commitment.

C. Path coefficients. P-Coefficient demonstrate the significance, strength, and direction of employee commitment in relation to transformational leadership.

Figure number (01): The path coefficient and loading factor of the inner model based on the bootstrapping results



Source: Program Outputs SEM PLS4

A significance level of 1 will result in Beta value that falls within the range of -1 to 0.05. The strength of a relationship can be determined by its numerical value, with values near 1 and -1 being indicative of its positivity and negative.

Table number (07): Path Coefficients

| Type of Influences | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values | Type of Relationship | Hypothesis |
|--------------------------------|---------------------|-----------------|----------------------------|------------------------|----------|----------------------|------------|
| T. Leadership -> E. Commitment | 0.326 | 0.328 | 0.101 | 3.236 | 0.001 | Positive | Accepted |

Source: Program Outputs SEM PLS4

The data analysis's findings demonstrate the independent variable's importance and degree of influence over the dependent variable. As shown in Table 08, (B=0.326, T=3.236, P=0.001), Transformational leadership

How Transformational Leadership Can Affect Employees' Organizational Commitment?

positively affect employees' commitment. Then “H0” is accepted due to the notable impact of transformational leaders on Employees' Commitment.

D. Hypothesis testing:

The hypothesis testing shows how important each factor of transformational leadership is and how much of an impact it has on employees' commitment. The connections among the elements in the proposed model were evaluated through P-value analysis. The primary hypothesis asserts that "transformational leadership significantly affect employees' commitment." From this hypothesis, five sub-hypotheses have been derived and tested, with the outcomes presented in the subsequent table (Table N°8).

The first sub-hypothesis asserts that "the ideal Influence (Attributes) significantly affect employees' commitment." According to the results, the characteristics associated with Transformational leaders show a limited impact on employee commitment, measured at 0.185. As a result, the student's statistic was determined to be 1.575, achieving a level of 0.116, above 0.05 the nominal-level of significance. The second sub-hypothesis states that “Ideal Influence (Behaviors) significantly affect employees' commitment”. Through the results, it is clear that the Ideal influence (behaviors) has a low effect on employees' commitment, estimated at 0.017. As a result, the student's statistic was determined to be 0.109, achieving the value 0.914, above the nominal-level of significance 0.05.

Table number (08): Type of Influences

| Type of Influences | Orig-Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values | Type of Relationship | Hypothesis |
|--|------------------------|------------------------|-----------------------------------|---------------------------------|-----------------|-----------------------------|-------------------|
| I. I (Attributes) -> E. Commitment | 0.185 | 0.210 | 0.117 | 1.575 | 0.116 | Positive | Rejected |
| I. I (Behaviors) -> E. Commitment | 0.017 | 0.026 | 0.158 | 0.109 | 0.914 | Positive | Rejected |
| I. Motivation -> E. Commitment | 0.188 | 0.186 | 0.174 | 1.078 | 0.282 | Positive | Rejected |
| I. Stimulation -> E. Commitment | 0.087 | 0.082 | 0.167 | 0.522 | 0.602 | Positive | Rejected |
| I. Consideration -> E. Commitment | 0.074 | 0.071 | 0.173 | 0.427 | 0.670 | Negative | Rejected |

Source: Program Outputs SEM PLS4

The third sub-hypothesis asserts that "inspirational motivation significantly affects organizational commitment." The results demonstrate that the impact of inspirational motivation on employee commitment is low, with an estimate of 0.188. The t-statistic calculated was 1.078, and the significance level was 0.282, which surpasses the typical significance level. The Fourth sub-hypothesis asserts that "intellectual stimulation significantly affect employees' commitment." The results demonstrate that the impact of intellectual stimulation on employee commitment is low, with an estimate of 0.087. Consequently, the student's statistic was calculated at 0.522, yielding a level of 0.602, which surpasses 0.05 the typical significance-level. The Fifth sub-hypothesis asserts that "individualized consideration significantly affects employees' commitment." The results demonstrate that the impact of individual consideration on employee commitment is negative, with an estimated value of (-0.074). Consequently, the student's statistic reached 0.427, and the significance level was determined to be 0.67, which surpasses 0.05 the typical significance-level.

Through testing the Five sub-hypothesis. The results show that all paths exceed 0.05, meaning that the five axes of Transformational Leadership have a low level of effect or negative influence on Employees' Commitment, which means that sub-hypotheses H1 to H5 were rejected. Thus, it is evident that each dimension of transformational leadership does not significantly impact organizational commitment in the studied institution.

II.2 Results and Main Findings

The main hypothesis states that "Transformational leadership significantly affects employees' commitment". The SMART PLS statistical package was utilized to analyze and interpret data. The results show the quality indicators for measurement were satisfactory for both variables, following the removal of those with low loading values. The Cronbach-alpha values surpass the recommended threshold of 0.7, indicating that each item (T.L & O.C) are within an acceptable threshold. Additionally, (CR) for the construct exceed 0.7, thereby affirming the reliability of the model. The (AVE) surpass 0.5, which in turn confirmed the validity of statements to measure the variables. This model demonstrates acceptable discriminant validity, indicating a clear distinction between the constructs. The relationship between the two variables was examined using correlation analysis. The findings show that transformational leadership can be considered a reliable predictor of organizational commitment, and reveal that transformational leadership exhibits a moderate impact on employees' commitment, whereas the greatest correlation of transformational behaviors was on affective commitment. The analysis of the sub-hypothesis testing

How Transformational Leadership Can Affect Employees' Organizational Commitment?

demonstrates that transformational leadership factors do not significantly influence employees' commitment. In addition, individualized consideration was negatively impacting employees' commitment in the institution analyzed.

II.3 Conclusion

Transformational leaders can be building and enhancing employees' commitment, especially effect on employees' emotional attachment to their organization. They promote a sense of belonging and linkage among their followers, and enhancing for them a sense of self-efficacy and confidence that they can exceed what is expected of them. They accomplish this by effectively communicating high expectations and foster enthusiasm and generate excitement to their followers to focuses their efforts and energy to achieving it. Committed employees respond positively when they find their work is meaningful, and when they have a clear role, defined tasks, more autonomy and when their jobs provided them with more challenges. Employees may exhibit a deep sense of allegiance to their organization; however, the type of commitment they demonstrate may be due to their personal values they hold towards the work, the nature of the work itself, or depending on other factors, such as salary levels, benefits, career advancement, or on the professional growth and development opportunities.

II.4 Contribution

This study extends upon prior research that have explored how various leadership styles influence employees' feelings and behaviors in the workplace. It was conducted to investigates whether the transformational leadership behaviors can affect the level of employees' commitment. This study provides an important implication through theoretical and practical contributions, which in turn may help the managers in the studied institution to understand the nature and drivers of employees' commitment, and may assist in determining the different actions used to building and enhancing employee commitment through using the transformational behaviors to attain the much-needed transformation agenda in Sonatrach.

II.5 Limitations and future research

While this paper presents several findings, it also has restrictions needed for further research in this area. First, the data was gathered using the one survey, future research should be employing two distinct questionnaires: one aimed at supervisors and other directed at their

subordinates. Second, the sample is restricted and may not representative for all registered employees in the studied institution, these limits the possibility to generalized the results. Thus, it is imperative to undertake further research with a more extensive sample to better reflect the population. Finally, future research should include mediating factors that plays crucial role in the linkages between employee commitment and leadership styles (i.e., job characteristics, job autonomy, and job satisfaction).

II.6 Practical implications /Recommendation

Considering the results obtained previously, we propose as we follow: First, the organization need to creating a pool includes future managers as part of the succession plan, and prepared them to occupy their new positions, through training, coaching and mentoring to develop their capabilities and leadership skills. It also needs to establish specific and objective criteria on the basis of which supervisors are selected or promoted. Second, Organizations should make sure that individuals possess the necessary resources, knowledge, skills, and experience to fulfilling their duties effectively and to achieve success. Training and coaching are the ways by which employees feel supported in learning new knowledge and skills. Finally, the managers should be empowering people and instill their sense of self-efficacy, and encourage them to be responsible, through giving them some autonomy, demanding assignments, and involving them in decision-making processes, which in turn increase their behavioral involvement.

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How Transformational Leadership Can Affect Employees' Organizational Commitment?

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