

An Investigation into the Relationship Among Transformational Leadership, Employee Commitment and Organizational Sustainability

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Abstract: *The main objective of this research was to investigate the relationship of transformational leadership with employee commitment and organizational sustainability. Data were collected from three hundred and sixty-eight faculty members and administrative staff of both public and private sector medical and dental colleges of Khyber Pakhtunkhwa, Pakistan. Time tested questionnaires were used to collect data from the respected faculty and administrative staff. Correlation and regression were used to analyze the collected data. The results showed a significant positive relationship between transformational leadership and employee commitment ($r=0.40$, $p<.01$) and transformational leadership and organizational sustainability ($r=0.19$, $p<.01$). The management of medical and dental colleges should focus on leadership style and employee commitment to enhance organizational sustainability.*

Keywords: Transformational Leadership, Employee Commitment, Organizational Sustainability, Faculty, Administrative Staff, Medical & Dental Colleges, Khyber Pakhtunkhwa, Pakistan

Introduction

In an increasingly competitive and dynamic management environment, organizations are called to adapt and thrive while ensuring long-term sustainability. Transformational leadership has emerged as a pivotal factor in shaping organizational culture and driving employee commitment, both of which are crucial for maintaining sustainable practices (Homrig, 2021). This research paper aims to investigate the intricate relationship among transformational leadership, employee commitment, and organizational sustainability, contributing to the understanding of how effective leadership can influence an organization's ability to achieve its sustainability goals.

Transformational leadership is characterized by the ability of leaders to inspire and motivate employees to transcend their self-interests for the sake of the organization and its goals (Teguh Setiawan Wibowo, 2023). Leaders who embody transformational qualities such as vision, inspiration, and intellectual stimulation foster an environment where employees feel valued and empowered (Al-Thawabiya, 2023). Research has shown that transformational leaders enhance employee morale, increase job satisfaction, and stimulate higher levels of creativity and innovation, all of which are essential components for fostering a committed workforce (Mahardhika Surabaya, 2023).

The influence of transformational leadership extends beyond individual motivation; it cultivates a collective sense of purpose and belonging among employees (Khuzwayo, 2023). As organizations strive for sustainability, the role of transformational leaders becomes even more critical (Muhammad Irshad, 2021). They can articulate a compelling vision for sustainability, align employee values with

organizational objectives, and encourage collaborative efforts toward achieving these goals (Sally A. Carless, 2000). This study seeks to explore how these leadership dynamics contribute to employee commitment and, subsequently, to the sustainability efforts of organizations.

Employee commitment refers to the psychological attachment and loyalty an employee feels toward their organization (Zhenjing, 2022). Committed employees are more likely to engage in behaviors that promote organizational effectiveness, including increased productivity, lower turnover rates, and a willingness to go above and beyond in their roles (Siju, 2021). The relationship between leadership and employee commitment has been extensively documented, with transformational leadership styles often leading to higher levels of commitment compared to other leadership approaches (Pramono, 2021).

In the context of sustainability, committed employees become advocates for sustainable practices and initiatives within their workplaces (Zen, 2023). Their intrinsic motivation, fueled by transformational leadership, can drive the organization efforts to implement sustainable policies and practices (Ullah, 2021). This research will delve into the mechanisms through which transformational leadership fosters employee commitment and how this commitment translates into sustainable organizational practices.

Organizational sustainability encompasses strategies and practices that enable an organization to operate in an environmentally and socially responsible manner while maintaining economic viability (Rai, 2021). The integration of sustainability into organizational culture is not merely a trend; it is a requisite for long-term success (Murray, 2021). Organizations are increasingly recognizing that sustainable practices can lead to competitive advantages, enhanced reputation, and improved stakeholder relations (Miceli, 2021).

Effective leadership plays a crucial role in embedding sustainability into the organizational fabric (Corrales-Estrada, 2021). Transformational leaders are uniquely positioned to champion sustainability initiatives, leveraging their influence to align organizational goals with sustainable practices (Leach, 2021). According to available literature, there hardly exist a study that considered relationship of transformational leadership with employee commitment and organizational sustainability. Therefore, this study investigates the effects of transformational leadership on employee commitment and organizational sustainability in medical education sector of Khyber Pakhtunkhwa, Pakistan at medical & dental college level. The study's results will help in management and leadership effective role and enhancing employee commitment and organization sustainability. Furthermore, it will also add to the existing literature available on transformational leadership, employee commitment and organizational sustainability relationship.

Literature review

Transformational Leadership

The academic literature on leadership styles has long recognized the significant influence that leaders can have on an organization performance and strategic direction (Subiyanto, 2022). Transformational leadership, which focuses on inspiring and motivating followers to align with the organization vision, has been shown to positively impact organizational sustainability by fostering a culture of purpose and long-term thinking (Yucel, 2021). Transformational leaders are characterized by ability to inspire and motivate followers, stimulates their intellectual capacity and provide individualized consideration (Yang Cheng 2021). Transformational leaders are hypothesized to foster a climate of trust, innovation and employee empowerment, which can organization (Shala, 2021). Transformational leaders are expected to foster a culture innovation, employee empowerment and strategic foresight, positively impacting the long-term sustainability of these organizations (Engr. John Vincent L. Santos Holy Cross college, 2021).

Employee commitment

Employee commitment has been widely studies in the organizational behavior literature, with

researchers highlighting its importance for organizational performance and sustainability (Zhenjing, 2022). Committed employees are more likely to exhibit behaviors that support the organization goals, including increased productivity, lower turnover and greater engagement in organizational initiatives (Siju, 2021). The literature suggests that leadership styles that foster a sense of belonging, purpose and empowerment can contribute to higher levels of employee commitment, which in turn can enhance the organization ability to implement and sustain effective sustainability practices (Ramos-Macaes, 2022).

Employee commitment is a crucial aspect of organizational success and is defined as the level of dedication, loyalty and engagement demonstrated by employees towards their work and the organization as a whole (Ahmad, 2023). When employees are committed, they tend to demonstrate higher levels of productivity, job satisfaction and retention, leading to improved organizational performance (Aziz, 2021). Therefore, fostering and nurturing employee commitment is essential for organizations to create a motivate and dedicated workforce that drives innovation, achieves goals and sustains long-term success.

Relationship between Transformational leadership and employee commitment

The relationship between transformational leadership and employee commitment is increasingly recognized as a vital component in fostering an engaged and motivated workforce (Pramono, 2021). Transformational leaders inspire their employees by articulating a compelling vision, encouraging innovation, and promoting a culture of trust and collaboration (Yücel, 2021). This leadership style goes beyond mere transactional exchanges, as it actively seeks to elevate the interests of employees by aligning their personal goals with organizational objectives (Teguh Setiawan Wibowo, 2023). As a result, employees are more likely to develop a strong emotional attachment to their organization, leading to enhanced commitment (Megiyanti, Armanu, & Desi Tri, 2022). This commitment manifests in various forms, including increased job satisfaction, lower turnover rates, and a greater willingness to contribute to organizational success (Perez, 2021).

Furthermore, transformational leadership cultivates an environment where employees feel valued and empowered, which significantly boosts their commitment levels (Mahardhika Surabaya, 2023). By providing intellectual stimulation and individualized consideration, transformational leaders encourage employees to express their ideas and participate in decision-making processes, thereby fostering a sense of ownership and belonging (Orukwowa, 2022). This participatory approach not only enhances employees' intrinsic motivation but also reinforces their commitment to the organization's goals and values (Al-Thawabiya, 2023). In turn, committed employees are more likely to engage in behaviors that support the organization's mission, including advocating for sustainable practices and contributing to a positive organizational culture (Aziz, 2021). Thus, the interplay between transformational leadership and employee commitment is crucial for organizations seeking to thrive in a competitive landscape (Siju, 2021).

***H1:** Transformational leadership has significant positive relationship with employee commitment among faculty members and administrative staff of medical & dental colleges of Khyber*

Pakhtunkhwa, Pakistan.

Organizational sustainability

Organizational sustainability encompasses strategies and practices that enable an organization to operate in an environmentally and socially responsible manner while maintaining economic viability (Zen, 2023). The integration of sustainability into organizational culture is not merely a trend; it is a requisite for long-term success (Ullah, 2021). Organizations are increasingly recognizing that sustainable practices can lead to competitive advantages, enhanced reputation, and improved stakeholder relations (Rai, 2021).

Effective leadership plays a crucial role in embedding sustainability into the organizational fabric. Transformational leaders are uniquely positioned to champion sustainability initiatives, leveraging their influence to align organizational goals with sustainable practices (Murray, 2021). This study investigates how the interplay between transformational leadership and employee commitment informs an organization's sustainability agenda, ultimately contributing to its long-term resilience and success.

Relationship between Transformational leadership and organizational sustainability

The relationship between transformational leadership and organizational sustainability is crucial, as effective leaders can drive the integration of sustainable practices into the organizational culture (Amjad, 2021). Transformational leaders inspire their teams to embrace sustainability by articulating a clear vision and demonstrating a commitment to social and environmental responsibility (Benkarim & Imbeau, 2021). By fostering a sense of purpose and encouraging innovative thinking, these leaders can mobilize employees to engage in practices that promote sustainability, such as resource conservation, waste reduction, and ethical sourcing (Bui, 2021). This alignment of organizational goals with sustainability initiatives not only enhances the organization's reputation but also contributes to long-term viability and competitiveness in a rapidly changing market (Corrales-Estrada, 2021).

Moreover, transformational leaders serve as role models for sustainable behavior, influencing employees to adopt similar practices both within and outside the workplace (Dzhengiz, 2020). Their ability to build strong relationships and foster collaboration creates an environment where sustainability is valued and prioritized (Miceli, 2021). As employees become more committed to the organization's sustainability goals, they are likely to contribute more actively to initiatives that support these objectives (Farhan Saputra, 2022). This symbiotic relationship between transformational leadership and organizational sustainability highlights the importance of leadership in shaping a culture that emphasizes sustainable practices, ultimately leading to enhanced organizational performance and resilience (Naser Alolayyan, 2021).

***H2:** Transformational leadership has significant positive relationship with organizational sustainability among faculty and administration staff of medical & dental colleges of Khyber Pakhtunkhwa, Pakistan.*

Methodology

Sampling and Data Collection Procedure

This study employed personally administered survey questionnaire for data collection. The target population for this study was the teaching faculty and administrative staff of both private and public sector medical and dental colleges of Khyber Pakhtunkhwa, Pakistan. The sample size was three hundred and sixty-eight (368) as per Krejcie & Morgan, 1970 table for determining sample size. However, following the technique of oversampling, four hundred and fifteen (415) questionnaires along with covering letter explaining the purpose of study were distributed to faculty and administrative staff working in both private and public medical and dental colleges of Khyber Pakhtunkhwa, Pakistan. Three hundred and eighty-seven (387) responses were received within 30 days after only one reminder to the respected faculty and administrative staff. Only nineteen (19) questionnaires were found to have incomplete information therefore, these were not used for research purpose. A total of three hundred and sixty-eight (368) questionnaires were hundred percent complete.

Measurement

Transformational Leadership Scale

Transformational leadership was measured by seven items scale (Sally A. Carless, 2000). For recording the responses of the participants, 5-point Likert scale was used (strongly disagree to strongly agree).

Employee Commitment Scale

Employee commitment was measured by twelve items scale (Jackson, 2004). For recording the responses of the participants, 5-point Likert scale was used (strongly disagree to strongly agree).

Organizational Sustainability Scale

Organizational sustainability was measured by seven items scale (Sarmawa, Widyani, Sugianingrat, Martini, & Foroudi, 2020). For recording the responses of the participants, 5-point Likert scale was used (strongly disagree to strongly agree).

Results

Table 1: Descriptive Statistics

GENDER	FREQUENCY	PERCENTAGE (Approx)
Male	276	75
Female	92	25
	368	100
MARITAL STATUS		
Single	307	83
Married	61	17
	368	100
AGE		
25-35	92	25
36-45	103	28
46-55	114	31
56 & above	59	16
	368	100
EXPERIENCE		
1-5	77	20
6-10	66	18
11-15	81	22
16-20	66	18
21-25	59	16
26 & above	19	06
	368	100
QUALIFICATION		

Graduation	96	26
Post Graduation	272	74
	368	100
DESIGNATION		
Lecturer	98	27
Assistant Professor	154	42
Associate Professor & Professor	92	25
Administrative Staff	24	06
	368	100

Table 2: Reliability of Scale

	No of Items	Cronbach's Alfa
Transformational Leadership	7	.91
Employee Commitment	12	.83
Organizational Sustainability	8	.95

Table 3: Relationship of Transformational Leadership with Employee Commitment and Organizational Sustainability

	Transformational Leadership
Employee Commitment	0.40**
Organizational Sustainability	0.19**

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

The results showed a significant relationship between transformational leadership and employee commitment ($r=0.40$, $p<.01$) and transformational leadership and organizational sustainability ($r=0.19$, $p<.01$). The coefficient of determination showed that 12 % variance in employee commitment can be accounted for by transformational leadership, while 22 % variance in organizational sustainability can be accounted for by organizational sustainability. All values are within the acceptable range. Both of the following hypotheses were accepted.

H1: *Transformational leadership has significant positive relationship with employee commitment among faculty members and administrative staff of medical and dental colleges of Khyber Pakhtunkhwa, Pakistan.*

H2: *Transformational leadership has significant positive relationship with organizational sustainability among faculty members and administrative staff of medical and dental colleges of Khyber Pakhtunkhwa, Pakistan.*

Conclusion and Recommendation

The main objective of the research was to investigate the relationship of transformational leadership with employee commitment and organizational sustainability. Data were collected from three hundred and sixty-eight (368) faculty and administrative members of private and public sector medical and dental colleges of Khyber Pakhtunkhwa, Pakistan. Correlation and regression were used to analyze the collected data. The results showed a significant positive impact of transformational leadership on employee commitment and organizational sustainability. As there is a significant positive relationship among transformational leadership, employee commitment and organizational sustainability, it is strongly recommended to the management of private and public sector medical and dental colleges of Khyber Pakhtunkhwa, Pakistan to focus on transformational leadership and employee commitment so as to enhance organizational sustainability.

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