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Impact of leadership styles on organization structure in PGIMER Chandigarh

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Abstract

In this study we have examined the relationship between leadership styles (transactional, participative, transformational, and servant leadership style) and employees organization commitment. The research indicated that organization commitment is influenced by leadership styles and they can contribute to individuals' contentment to the job. The standardized questionnaire used in this study was distributed to a sample of (75) employees of PGIMER Chandigarh. The t-test, Correlation and regression analysis (using stepwise method) was used to analyze the results. Multiple linear regression (using stepwise method) showed that only transactional leadership styles are causing a change in organization commitment by 37.8%. Transactional leadership was strongly related to organization commitment than other leadership styles. Independent samples T test shows that there is no significant difference between organization commitment across gender. It was suggested that leaders' should demonstrate different leadership styles in varying situations and deal followers' individually to increase organizational effectiveness.

Keywords: Leadership, transactional, participative, transformational, and servant leadership style, organization commitment

Introduction

This research demonstrates a co relation of Leadership Style and Organiation commitment levels of employee to some extent. Emery and Barker (2007) found out that employees who are managed under a transformational leadership style show higher organization commitment.

It is believed that leadership has a key role in achieving the organizational goals.

Leadership is defined in different ways by different people. Although no ultimate leadership theories were based on the assumption that leaders were born not made; the great man and trait theory alluded to this in early discussions (Mann 1959; Stogdill, 1948). Since then, the leadership theories evolved to modern theories like transformational, transactional and values-based leadership styles.

Vera and Crossan (2004) discuss different theories and proved that the past most theories paid attention to the behaviors of leaders that were deemed to be successful.

Nel *et al.* (2004) explained leadership as the process whereby one person influences the rest to willingly direct their efforts and abilities to attain defined organisational goals.

Cole (2005) defines Leadership as a process in which one man influences others to work voluntarily attainment of objectives; aspiration of values of the organization or a group that is representing the essence of Leadership is to help a group to attain sustainable development and growth.

There are many modern theories of leadership styles such as transactional, transformational, servant and participative leadership. Transactional leaders try to understand their followers' requirements and needs and to satisfy the same. He compensates then with contingency rewards to appreciate their contribution as. Transformational leaders inspire and encourages the employees to make them better performers and be able to achieve the goals much higher from their expectations. Servant leadership, as the name suggests, is about serving others in the first place, then focus on the attainment of organizational goals primarily and also helping the followers to grow. Participative leadership, the most advanced theory, emphasis to motivate the follower's participation in decision making and can lead to inspire the innovation of the team.

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The major factors that contribute to the organization's success are the different leadership styles necessary to apply in different conditions.

This research is about understanding the effectiveness of some leadership styles on the Organization commitment among employees in PGIMER. To study about the interrelationship for dependent variable: Organization commitment and independent variables: transformational leadership, transactional leadership, servant leadership and participative leadership, and thus examine the research questions and achieve the research objective to identify the relationship of dependent variable and independent variables.

Review of literature

This study examined the relationship between leadership styles (transactional, participative, transformational, and servant leadership style) and employees organization commitment.

Moreover, it explains that different leadership styles has positive relationship with organization commitment among the employees. Various studies have been conducted on Impact of leadership styles on Organization commitment of Employees in India as well as abroad.

Leadership Styles

Leadership simply means leading a group of people in order to attain a common goal. It is the art of motivating people get them to attain the goals of the organization. Leader is a person who selects, trains and guides one or more followers and cause them to enthusiastically coordinate their efforts to achieve organizational objectives (Winston & Patterson, 2006).

The presence of the leader is to motivate, directs, and influence others to accomplish specific tasks and expected to set the direction and values for the followers and organization and lead the subordinate to perform better and being efficient in order to achieve the organizational goals. According to Mulki, Jaramillo & Locander., (2006) further explain that employee work attitudes and behaviors is direct influence by the leadership style. Besides that, according to Ngodo (2008), there is mutual effect and reciprocal relationship between leader and subordinates because they have influence each other in the achievement of organizational goals.

Leadership concepts have evolved in last many decades. From the transactional approach to participative, transformational, to servant behaviors. These leadership theories have been named as transactional, participative, transformational, and servant leadership style in different literatures (Bateman and Snell, Daft and Marcic, DeCelles and Pfarrer, Kinicki and Williams, Krishnan, 2004; Stone *et al.*, 2004).

The focal point of transactional leadership is an exchanging (or barter) process between leaders and followers. Transactional leaders focus on the interpersonal transactions between managers and employees; they motivate followers by rewarding them for high performance (Brain and Lewis, 2004; Chen, 2004; George and Jones). The two features of transactional leadership are leaders using rewards to motivate employees and leaders taking corrective action only when employees fail to achieve performance goals (Kinicki and Williams). Transactional leaders focus on the present and are good at keeping organizations running

smoothly and effectively. These leaders excel at traditional management functions, such as planning and budgeting, and generally focus on impersonal aspects of task performance (Daft, 1999). This leadership resembles to the traditional task performance leadership theory in the task as transactional leaders focus mostly on the completion of the task. They have stronger technical competence than cognitive and affective competence.

Transformational leaders have too much resemblance with the behaviors and attitude of charismatic leaders. Both of them focus on qualities such as ideas, shared values, and vision to build relationships (Daft, 1999). However, transformational leaders link the fulfillment of vision and the use of strategy to changes in the actual fabric and texture of organizational culture (Moxley, 2004). The transformational leaders can be differentiated by their ability to bring about innovation by understanding followers' needs and concerns, helping employees to look at old problems in new ways, and encouraging them to question.

Attributes of servant leaders are similar to the transformational leaders. However, servant leaders believe that organizational goals will be achieved on a long-term basis, firstly by encouraging the growth and well being of the individuals who comprise organizations (Stone *et al.*). Servant leaders focus on providing service to other people, meeting the goals of both followers and the organization, rather than to themselves (Kinicki and Williams, Russell and Stone). Servant leaders give things away, e.g., power, ideas, information, recognition, and credits, for accomplishments (Daft, 1998, Dennis and Winston, 2003). They value other people, share power, enhance others' self-worth, encourage participation, and unleash people's creativity, full commitment, and impulse to learn (Daft and Marcic.). Servant leaders help people to develop them then to strive and flourish. They share vision, gain credibility and trust from followers, and influence others (Farling *et al.*, 1999).

Participative leadership is defined as the process of having a shared influence in decision making, by a leader and his or her subordinates (Koopman & Wierdsma, 1998). It is an important concept in research, policy, and organisation practice (Durham, Knight & Locke 1997; Yukl, 2002). Although there is more research on participative leadership in organisations, there are few or none empirical studies that have been specifically directed toward ascertaining the impact of this leadership style on organisational culture (Yammarino & Naughton, 1992). It is also viewed as a relatively equal participation level in decision making within an organisation (Torres, 2000). Furthermore, scholars argue that participation in decision making needs some degree of agreement between the leader and organisational members on environmental factors.

Organization commitment

Organisational commitment is defined as the degree of identification and involvement that individuals have with their organisation's mission, values and goals (Mowday *et al.*, 1999). Organisational commitment is a multidimensional construct that comprises affective commitment, normative commitment and continuance commitment.

Allen and Meyer (1997) define affective commitment as the employee's emotional attachment to, identification with, and involvement in the organisation. Continuance

component is defined as commitment that is based on the costs that the employee associates with leaving the organisation, while normative component is defined as the employee's feelings of obligation to remain with the organisation. Stallworth (2003) considers the three types of commitment to be psychological states in which employees experience in differing degrees and varying strengths. Stredwick (2005) indicates that a number of researchers use the level of commitment as a key reflection of organisational success from a people management view. An employee's commitment is a concern to all organizations because it has been linked to reduced turnover, increased knowledge sharing, increased organizational citizenship behaviors, higher acceptance of organizational change, ethical behaviour and reduced absenteeism. Generally, higher or lower levels of commitment have been shown to be a major driver of employees staying with or leaving an organization. Without commitment, employees are not prepared to develop their skills and competencies, take on board the enhanced responsibilities for quality, work organisation and problem solving, and 'go the extra mile' to come up with improvements and innovation as organizations and their leaders have realized that, research on organizational commitment has gained importance (Colbert and Kwon, 2000) because of relationships between it and various measures of organizational efficiency and effectiveness (Beck and Wilson, 2000). Organizational commitment has been identified as a predictor of behaviour within organizations. Secondly, the study showed that transformational leadership training increases the affective organizational commitment to the organization (Barling *et al.*, 1996), so if the antecedent of commitment is known then, the training programmer for enhancement of manager's organizational commitment of organization can be sketched.

Impact of leadership styles on organization commitment

Leadership is the process where leader influences subordinate's behavior to achieve organizational goals. Research has found that leadership has strong and positive influence on organization commitment. Relationship between leadership styles and organization commitment exists but it can vary from person to person, styles of leadership and dimensions of organization commitment.

In a study of 337 managers between the ages of 26 and 45 from Hong Kong and Australia, Lok and Crawford (2004) found that leadership styles are important antecedents of organizational commitment. The results revealed that consideration leadership style positively influences the level of employees' commitment.

Dale and Fox (2008) studied organizational commitment of a large manufacturing corporation located in the Midwest. The study encompassed 147 full-time employees; ages ranged from 21 to 59 years. The study utilized Mowday *et al.*'s (1979) nine-item OCQ scale and the LBDQ. The study found that leadership styles (initiating structure and consideration) were positive predictors of organizational commitment.

A study by Awan and Mahmood (2010), however, produced a contrary result. From a sample consisting of 115 professional librarians from 30 universities in Pakistan; they investigated whether leadership style has an impact on

employees' commitment. The study utilized the T-P Leadership Questionnaire, which contained 35 items derived from the LBDQ to measure the autocratic and laissez-faire leadership styles. The study also utilized 15 statements in an Employee Commitment Questionnaire to measure the level of organizational commitment of employees. The results revealed that the majority of chief librarians practice autocratic leadership style and the majority of respondents were very highly committed to the organizations. However, no relationship was found between leadership style and employee's commitment.

Leadership style. An impressive amount of research provided empirical evidence that leadership style is an antecedent of organizational commitment. Past research using a variety of leadership and commitment measures in various settings consistently showed a positive linkage between leadership style and organizational commitment.

A similar study by Yiing and Ahmad (2009) produced empirical evidence that leadership behaviors were positively related to organizational commitment. The leadership behavior questionnaire (LBDQ) and Affective Commitment Scale developed by Allen and Meyer (1990) was administered to 238 employees from various career backgrounds in Malaysia. It was found that employees are highly committed and highly involved in their organization when their leaders adopt directive, participative, and supportive leadership behaviors.

Need and significance of the study

This study helps in understanding leadership from a new perspective and its effectiveness by employing different leadership frameworks. It will add to the existing body of knowledge by helping leaders to demonstrate different leadership styles in changing situations and affecting employee's organization commitment in a positive way. Employees perceptions and satisfaction level will be examined that will indicate which leadership style they think is more preferable and has a positive impact on leader-follower relationship.

Research objective

The purpose of this study is to ascertain the relationship between different leadership style and employee satisfaction. More specifically this study seeks to:

1. To determine the impact of leadership styles and organization commitment among employees in PGIMER
2. To determine the relationship of Leadership styles with organization commitment.

Conceptual model

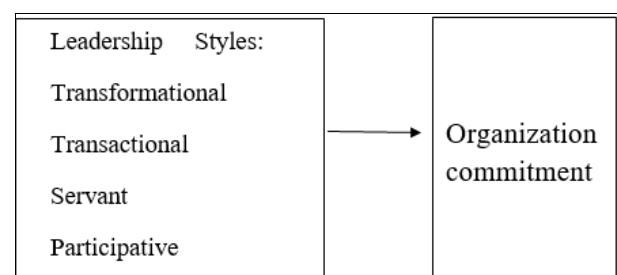


Fig 1: Conceptual Model

Hypotheses of the study

H1: There is significant relationship between transformational leadership style and organization commitment among employees.

H2: There is significant relationship between transactional leadership style and organization commitment among employees.

H3: There is significant relationship between servant leadership style and organization commitment among employees.

H4: There is significant relationship between participative leadership style and organization commitment among employees.

H5: There is significant impact of transformational leadership style and organization commitment among employees.

H6: There is significant impact of transactional leadership style and organization commitment among employees.

H7: There is significant impact of servant leadership style and organization commitment among employees.

H8: There is significant impact of participative leadership style and organization commitment among employees.

Research methodology**Research Design**

In order to achieve the objective of this study a quantitative research methodology was chosen.

The proposed study was designed as causal study with statistical control research design to study the relationship between variables. The independent variables are four leadership styles and the dependent variable is organization commitment.

Sources of data

The data has been collected from both secondary and primary sources.

The secondary sources include data from various books, reports of reliable standards, online sources with appropriate bibliographic standards, previous researches related to the topic etc.

Primary sources include employees of PGIMER Chandigarh provided with pre validated and structured questionnaire.

Data Collection

Snowball Sampling was applied to collect the data from PGIMER Chandigarh. The data primarily comprises of employees working at various levels in PGIMER Chandigarh. The standardized questionnaire of Leadership styles and organization commitment was used, consisting of two parts,

First part containing demographic information and Second part consists of structured questions related to leadership styles and organization commitment.

Sampling and Size of Sample

The sampling method used in the study is Snowball Sampling. Data was collected from 90 respondents out of

which 75 respondents data were found to be useful, therefore a sample of 75 was taken in the study.

Data Collection Tools

The description of the tests and materials used in the present study:

1. Leadership styles scale: The transformational leadership and transactional leadership style were adopted from Chiang. To measure the servant leadership style from Liden *et al.*, And from Kim and Hancer in order to measure the participative leadership style. Each style has 5 items.

2. Organization commitment scale: Organization commitment is measured through A organization commitment questionnaire by Allen and Meyer

Psychometric properties of scale

The internal consistency and reliability of the scale was measured using Cronbach Alpha. According to the Nunally, a Cronbach Alpha of 0.70 or higher is good but above 0.55 was acceptable (Nunally 1978). Cronbach Alpha for all the scales i.e Transformational, transactional, servant, participative leadership styles and organization commitment were found to be 0.800, 0.686 ,0.746, 0.763 and 0.616 respectively.

The Cronbach Alpha values for all the dimensions range from 0.616 to 0.800, exceeding the minimum alpha of 0.55. Thus, the dimension measures are deemed reliable.

Analysis and Interpretation of Results**Relationship between Leadership styles and Organization commitment**

Pearson correlation is worked out to see whether there is any relation between leadership styles and organization commitment among the employees. The table 1 below shows that the co-relation between different leadership styles and Organization commitment which indicates that there exists a positive relationship between Psychological Empowerment and Organization commitment at 1% level of significance. Hence

H1: There is significant relationship between transformational leadership style and organization commitment among employees is accepted (0.568).

H2: There is significant relationship between transactional leadership style and organization commitment among employees is accepted (0.622).

H3: There is significant relationship between servant leadership style and organization commitment among employees is accepted (0.532).

H4: There is significant relationship between participative leadership style and organization commitment among employees (0.493).

Table 1: Correlations

		Commitmentsum	Transformationalsum	Transactionalsum	Servantsum	Participativesum
commitmentsum		1	.568	.622	.532	.493
	Sig. (2-tailed)		.000	.000	.000	.000
Transformationalsum			1	.856	.819	.712
	Sig. (2-tailed)			.000	.000	.000
Transactionalsum				1	.805	.708
	Sig. (2-tailed)				.000	.000
Servantsum					1	.777
	Sig. (2-tailed)					.000
Participativesum						1
	Sig. (2-tailed)				.000	

Impact of four leadership styles on Organization commitment

Regression method (using stepwise method) was used to examine the significant impact of the four leadership styles on organization commitment among employees. The relationship among employee organization commitment and four leadership styles is measured through regression

analysis. The result of regression analysis reveals that the model is significant ($p < 0.05$), Adjusted R-Square is 0.378 (Table 2) and F-statistics is 46.021 (Table 3). It is proved that there is positive and significant relationship between the dimensions of employee empowerment and organization commitment. The value of R-Square shows the fitness of the model as Transactional leadership styles contributes 37.8% of employee organization commitment.

Table 2: Predictors: (Constant), Transactionalsum

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.622 ^a	.387	.378	1.99719

For testing hypotheses H5, H6, H7 and H8, Multiple Linear regression was employed to see how leadership styles has significant impact on organization commitment thus step wise method was used in multiple linear regression and the result showed that only transactional leadership styles have significant impact on organization commitment among employees in the organization. The result given in table 2

tells us the model summary and it showed that only transactional leadership style has significant impact on organization commitment and the adjusted R square come out to be .378 and ($p < 0.05$) This showed that 37.8% of organization commitment among employees is explained by transactional leadership style.

Table 3: Predictors: (Constant), transactionalsum

ANOVA ^a						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	183.568	1	183.568	46.021	.000 ^b
	Residual	291.179	73	3.989		
	Total	474.747	74			

a. Dependent Variable: commitmentsum

In table 3, $p = 0.000$ hence which proves that there is significant impact of transformational leadership style on

organization commitment among employees.

Table 4: Dependent Variable: jobsatsum

Coefficients ^a						
	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.685	1.610		5.395	.000
	Transactionalsum	.557	.082	.622	6.784	.000

Regeration Equation

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + \dots + e$$

From table 4 the regression equation will be: **commitment = 8.685 + .557(transactional) + e**

Excluded Variables ^a					
Model	Beta In	T	Sig.	Partial Correlation	Collinearity Statistics
					Tolerance
1 transformationalsum	.134 ^b	.753	.454	.088	.268
servantsum	.089 ^b	.575	.567	.068	.351
participativesum	.106 ^b	.815	.418	.096	.499
a. Dependent Variable: commitmentsum					
b. Predictors in the Model: (Constant), transactionalsum					

From table 5 it shows that there is no significant impact between transformational, servant, participative leadership style on organization commitment among employees. Hence from the above interpretation it shows that H5, H7 and H8 hypotheses are rejected and only H6 is accepted i.e There is significant impact of transactional leadership style and organization commitment among employees is accepted as (p<0.05).

Discussion and Conclusion of the study

The study aimed at assessing the relationship and impact of different leadership styles and organization commitment among employees of PGIMER Chandigarh. A sample of 75 employees of different levels was carefully studied using different standardized questionnaires. Many hypotheses were laid down for this purpose. The scoring was done according to the response option chosen by the participants and for analyzing purpose spss statistical tool was used in which correlation, multiple regression method (using stepwise method) and Independent samples t test was used for detailed findings.

From the above interpretation of results it was found a moderate positive relationship among four leadership styles and organization commitment among employees in the PGIMER, Chandigarh. Hence (P<0.05) therefore H1, H2, H3, H4 are accepted.

It was also found that only transactional leadership style has significant impact on organization commitment among employees. Therefore H5, H7 and H8 are rejected and only H5 is accepted.

Limitations of study

1. The study is restricted to Chandigarh only, hence, restricting the scope of study.
2. The study covers only employees of PGIMER .
3. There are other factors which influence the organization commitment of the employees working in the organization which have not been considered in the study.

Conclusion

The objective of the study was to determine the relationship between and examine the significant impact of leadership styles and organization commitment among the employees of PGIMER, Chandigarh. This research study has highlighted the influence of leadership styles on organization commitment within the organization. It is believed that a dynamic and influential leadership style mix needs to be used in the organization to influence organization commitment levels of employees and ultimately organizational success. Leadership is viewed as one of the fundamental drivers of organisational success for both now and the future. Organisational success is achieved through the willingness and active participation of

committed employees. Therefore, the role of a leader is pivotal in maintaining this chemistry. It must also be borne in mind that other initiatives could be considered to influence organization commitment levels. This study will assist leaders to better understand leadership qualities that act as drivers to enhance organization commitment levels of employees, ultimately leading to organisational success.

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