

# THE IMPACT OF TRANSFORMATIONAL LEADERSHIP AND TAKING CHARGE BY SUPERIORS ON EMPLOYEE COMMITMENT IN HEALTH CARE UNITS

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## 1. Introduction

The leadership style in the organization, especially in such organizations as health care units, is an important antecedent of change. Effective leadership is today a key success factor in any institution at the strategic and operational level. The style of leadership adopted by management has a direct impact on employee commitment, which is an important variable that helps understand employee behavior in the organization and affects employee attitudes towards work, such as willingness to stay in the organization, absenteeism, job satisfaction and staff turnover. It is assumed that the implementation of desirable changes in the organization, often requiring both great employee involvement and acceptance, is not possible without leadership, at all the levels of the organizational structure, in particular, however, at the level of the organization as a whole. Leadership in health care units and other variables that it affects are currently the subject of numerous theoretical and empirical studies [Overall, 2015; Thakur, Hsu, Fontenot, 2012; Nusair, Ababneh, Bae, 2012; Al-Abbrow, 2014]. The chapter aims to present the relationship between transformational leadership, taking charge by superiors and employee commitment. The survey was conducted on 525 employees in 4 randomly selected health care facilities based in the Śląskie Voivodeship.

## 2. Theoretical background

### **Transformational leadership**

Management science offers a variety of leadership concepts. Following the review of literature on leadership in health care, two distinct approaches can be identified – transactional leadership and transformational style [Overall J., 2015;

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Al-Abbrow H., 2014]. The studies on transformational leadership primarily focus on its four attributes: idealized influence or charisma, inspirational motivation, intellectual stimulation, and the individualized approach to people. A particularly important component of transformational leadership is the ability to create the vision of an organization's future [Bass B.M., 1985]. It is manifested in the ability to create a realistic, credible and attractive vision of the future of an organization and organizational unit, rooted in and improving the present. The vision embraces the clear and attractive symbolism of the innovative way forward towards improvement, respecting and drawing on tradition, engaging people in activities that can lead to change. In transformational leadership, the leader transforms the awareness of the people that he leads, while they transform his awareness through their responsive actions. Each side unleashes the potential locked in the other one and causes that dreams and aspirations that have been latent come to the surface [Trompenaars F., Hampden-Turner Ch., 2005]. Transformational leadership differs from transactional leadership, based on rewards and management processes focusing on the unique qualities of subordinates and constant attempts to improve and adjust their behavior. According to Bass, transformational leadership reinforces transactional leadership, but it does not replace it [Bass B.M., 1996]. Another quality that distinguished the transformational leader is the vision that he can share with other workers, using the adequate symbols, inspire his subordinates to strive for perfection in what they do and motivate them to reach higher goals together.

### **Taking charge by superiors**

Taking charge has become an important component of desirable organizational behavior [Crant J.M., 2000]. Taking charge by both superiors and subordinates plays an important role in an organization as it promotes innovation and stimulates sustainable organizational growth [Moon H. et al., 2008]. Accordingly, researchers focus on understanding the factors that foster taking charge. These factors fall under two major categories. The first category embraces contextual factors, such as the perception of top management openness, the principles/norms of employee teams [Morrison E.W., Phelps C.C, 1999] and organizational justice [Moon H., 2008], as well as the factors at an individual level, such as self-efficacy and felt responsibility a sense of duty, achievement striving [Moon H., 2008], role perception, instrumentality, role discretion, role efficacy [McAllister D., 2007] and a proactive personality [Fuller B., Marler L.E., 2009]. It is worthwhile to quote the study conducted by McAllister, who stated that the relationship between procedural justice and taking charge was more positive for employees with a higher level of a perceived organizational role [McAllister D., 2007, p. 1201].

## **Employee commitment**

Employee commitment is an effective response to the entire organization and community that determines the degree of employee loyalty towards the organization. In reality, this is manifested through the affective, continuous and normative involvement of psychological states that determine whether or not an employee remains in the organization. Employee commitment is widely discussed in management literature as a key factor in the relationships between individuals and organizations [Kumari, Priya, 2017]. Meyer and Allen define employee commitment as a psychological antecedent that characterizes individual relationships with an organization and influences the employee's decision to stay with the organization. Meyer and Allen's initial theoretical proposition involved distinguishing two components of commitment: affective and continuance. Then the model was extended to embrace the third component: normative commitment. According to Meyer and Allen (1997), the main process that leads to the development of affective commitment is probably an individual's personal satisfaction, which originates in having one's personal needs and expectations fulfilled as well as achieving one's goals as a member of an organization. This experience of satisfaction may also be related to a sense of being supported, a sense of organizational fairness, a sense of doing meaningful work and making a contribution to an organization [Meyer J.P., Allen H.J., 1997]. Therefore, the work environment that supports employees, treats them well, and at the same time positively evaluates their performance, contributes to increased employee self-esteem [Kumari P., Priya B., 2017]. In turn, Robbins defines organizational commitment as the employee attachment to the organization and as the situation when employees wish to stay in the organization, undertake efforts that will benefit the organization, and approve of the organizational values and goals [Robbins S.P., 2009]. Employee commitment also refers to the employee's faith in the goals and values of the organization, the desire to remain a member of the organization, and loyalty to the organization. The speed and scale of changes in today's organizations force managers to constantly search for ways to boost employee commitment, which translates into better work attitudes, such as job satisfaction, productivity and absenteeism [Lok P., Crawford J., 2001]. Luthans defined employee commitment in terms of "an attitude reflecting the loyalty of employees towards their organization as a continuous process through which members of the organization express their interest in the organization and its sustainable success and prosperity" [Luthans F., 2007]. Henkin and Marchiori defined employee commitment as a feeling that compels employees to be part of their organization and recognize the organization's goals, values, norms and standards [Henkin A., Marchiori D., 2003]. This construct can be defined as a state in which

employees can identify with the organization and its goals and desires in order to maintain membership in the organization [Robbins S.P., 2005]. Furthermore, Ghorbanhosseini argued that employee commitment increases profitability, the quality of services and management efficiency, while at the same time reducing employee inefficacy [Ghorbanhosseini M., 2013]. Similarly, Rashid, Sambasivan and Johari (2003) stated that employees who are committed are those who – at any time – are loyal and quick at work, protect the interests of the organization, exert energy and achieve organizational goals [Rashid M., Sambasivan M., Johari J., 2003].

### **Relationships between transformational leadership, taking charge by superiors and employee commitment**

Vincent-Höper, Muser and Janneck [2012] explain that transformational leaders can boost employee commitment by helping employees to unleash their potential and, thus, satisfying their higher needs. Kopperud, Martisen and Humborstad [2014] add that transformational leaders can also influence commitment to work through emotional support. These leaders express positive emotions that can be transferred to employees. Employees can then become more emotionally involved in their interactions with colleagues and customers (Bono J., Foldes H., Vinson G., Muros J., 2007). A number of studies directly and positively link transformational leadership with organizational commitment [Hoon Song, Kolb, Hee Lee and Kyoung Kim, 2012]. Empirical studies also confirm statistically significant relationships between the transformational and transactional style of leadership and organizational commitment. Other studies, in turn, focus on the assumption that transformational leadership contributes to the increased emotional involvement among employees [Gardner W.L., 2005, Walumbwa F.A., 2008]. Organizations that embrace transformational leadership are more likely to be effective and increase the motivation of employees, who, as a result, become more innovative, satisfied and willing to work in teams [Fitzgerald S., Schutte N.S., 2010]. A variety of studies confirm that transformational leaders are capable of stimulating organizational commitment among employees in the field of education, particularly in terms of their organizational commitment (Saeed S.A., 2013). In their study, Limsili and Ogunlana confirm that transformational leadership is a better style of leadership, while employee productivity and organizational commitment are positively reinforced by transformational leadership [Limsili K., and Ogunlana S.O., 2008].

**Table 1.** Empirical studies on the relationships between transformational leadership and employee commitment

Author(s) and publication year	Level of analysis	Nature of the study	Description of the respondent population	Empirical data collection methods	Conclusions
Khan, Din, Khan (2017)	member of the organization	Empirical	195 questionnaires	Survey	The study examines the importance of the leadership style and employee commitment through the statistical relationship between the two constructs. It identifies a positive and direct link between transformational leadership and employee commitment. The analysis shows that transformational leadership has a significant impact on employee commitment as opposed to transactional leadership.
Al.-Daibat (2017)	Member of the organization	Empirical	390 questionnaires	Survey	A significant impact of transactional and transformational leadership on organizational commitment.
Delic, Slatten (2017)	Member of the organization	Empirical	500 questionnaires	Survey	The study on the impact of authentic leadership and affective commitment on the learning organization in the specific context of transitional market conditions. At the managerial and employee level, the hypothesis was confirmed that authentic leadership and employee affective commitment directly and indirectly favor the learning organization as a result variable.
Gyensare, Kumedzro, Sanda, Boso (2017)	Member of the organization	Empirical	336 questionnaires	Survey	Transformational leadership has an impact on affective organizational commitment, which in turn has an impact on employee commitment.
Dahie, Mohamed (2017)	Member of the organization	Empirical	95 questionnaires	Survey	Transformational leadership has a stronger impact on organizational commitment than transactional leadership.
Ayranci, Ayranci (2017)	Level of the organization	Empirical	133 questionnaires	Survey	A positive impact of transformational leadership on organizational commitment.
Yiing, Bin Ahmad (2008)	Member of the organization	Empirical	238 questionnaires	Survey	The study did not confirm statistically significant relationships between the style of leadership and organizational commitment.

Table 1. (continued)

Buda, Ling (2017)	Member of the organization	Empirical	165 questionnaires	Survey	A statistically significant impact of transformational leadership on organizational commitment.
Bushra, Usman, Naveed (2011)	Member of the organization	Empirical	133 questionnaires	Survey	Managers adopting the behaviors of a transformational leader can build stronger employee satisfaction and commitment.
Ozdemir (2017)	Member of the organization	Empirical	112 questionnaires	Survey	Commitment to the organization is partly related to leadership. Although leadership has a significant impact on organizational commitment, the impact of leadership on financial performance (sales) is weaker.
Pochazka, Gliova, Vaculik (2017)	Members of the organization	Empirical	307 questionnaires	Survey	The relationship between transformational leadership and commitment is shaped by the employee's perception of her/his own efficacy.
Bushra, Usman, Naveed (2011)	Members of the organization	Empirical	133 questionnaires	Survey	The study shows a positive relationship between transformational leadership and employee organizational commitment. Statistical findings imply that transformational leadership positively relates the organizational commitment of the respondent employees. Transformational leadership accounts for 16% of change in organizational commitment, which shows a positive and moderate relationship between the transactional style and organizational commitment.
Malik, Javed, Hassan (2017)	Members of the organization	Empirical	319 questionnaires	Survey	Positive relationships between transformational leadership and organizational commitment were identified. According to the authors, further research in this area should be related to the job performance of both individual employees and the entire organization.
Abouraia, Othman (2017)	Members of the organization	Empirical	181 questionnaires	Survey	Transformational leadership accounts for 42% of change in organizational commitment. Employees are satisfied with this kind of leadership, because it stimulates them, creates vision, promotes trust, helps to create innovative, individual solutions and strengthens interaction, which ultimately increases job satisfaction and organizational commitment.

Source: own elaboration.

Ismail and Yusuf (2009), in turn, studied the impact of transformational leadership on the commitment of observers and found that there is a significant positive relationship between the two variables. Transformational leadership is the most effective style of leadership in determining employee organizational commitment [Ismail A., Yusuf M.H., 2009]. The examples of the results of empirical studies on the relationships between transformational leadership and employee commitment are presented in the table below.

Despite the expected benefits resulting from assuming responsibility that have an impact on organizational and individual performance [Fuller J.B., Marler L.E., Hester K., 2012]. Researchers have only conducted a limited number of empirical studies on these relationships in the context of taking charge by superiors. Morrison and Phelps [1999] assumed that taking charge aims to improve the ways in which work is performed, so that it benefits the whole team. This means that employees who take charge are prepared to undertake additional constructive efforts to improve the efficacy of their work. Taking charge is positively related to employee job satisfaction and organizational commitment for several reasons. First, as empirical evidence implies, people have the inherent need for cohesion. Therefore, they try to maintain the cohesion of their attitudes and behaviors. Although attitude generally affect behavior can also influence attitude [Souchet L., Girandola F., 2013]. In addition, assuming responsibility is an arbitrary and spontaneous form of committed behavior based on one's own choice and it is not imposed. Taking charge can also be positively associated with the employee's work performance. Actions taken by the employee aim at improving working methods that increase the quality of work and job performance, thus ultimately benefiting the entire organization [Morrison, Phelps, 1999]. Furthermore, employees who take charge tend to put additional effort into implementing functional changes in their workplaces and organizations [McAllister, 2007, Moon, 2008].

Based on the literature review, the following research hypotheses were formulated:

Hypothesis H1: Transformational leadership has a positive influence on employee commitment.

Hypothesis H2: Taking charge by superiors has a positive influence on employee commitment.

Hypothesis H3: Taking charge by superiors is a mediator in the relationship between transformational leadership and organizational commitment.

### 3. Research results

#### The description of the sample

The study was conducted in 4 different healthcare organizations based in southern Poland in May-July 2018. Data were collected in two hospitals and two care and treatment institutions, out of which two were publicly owned and two were private enterprises. The selection of respondents was determined by the author's cooperation with the units, which significantly contributed to high responsiveness. Table 1 presents the units whose employees participated in the study.

**Table 2.** Sample characteristics

Healthcare unit	Public/private	Type of activity	Number of employees in the unit	Number of participants	Share % of respondents
				Employees (managers)	
A	Public	Hospital	582	331(33)	56.87%
B	Private	Hospital	202	80(11)	39.60%
C	Public	Care and treatment institution	63	49 (1)	77.77%
D	Private	Care and treatment institution	155	65(6)	41.93%
Total	-	-	1002	525(51)	52.4%

Source: own elaboration.

The data collection process was performed using the pen-and-pencil technique – each employee was given the printed version of the questionnaire with an individual number and the number of a manager and was asked to return it to the sealed box. Every employee assessed the leadership style of their manager/supervisor and their own task complexity. Additionally, they provided information on their satisfaction and commitment. In total, we collected 525 responses from 1002 employees of the healthcare units under study. The main fields of responsibility for employees of those units were diversified, from serving and taking care of patients to carrying out medical procedures (86.10%), as well as performing administrative work (13.90%). The majority of respondents were women – 479 employees, which accounted for 91.24%, and 46 men – 8.76%. Nearly 50% of the respondents had higher education, 49% of employees had secondary education, and only 1% (7 respondents) had primary education only. Most respondents were either 41-50 years of age (38.1%) or above 50 years of age (42.29%). Nearly 15% of respondents were between 31 and 40 years old, and just below 5% (4.95%) were younger than 30 years old, hence, the sample structure. Respondents had extensive experience in the field of responsibility – most



respondents had worked in the field for over 20 years (64.95%), over 16% of respondents (86 employees) had worked in the profession for 11 to 20 years, and 18% of respondents had less than 10 years' experience in the healthcare profession.

## The description of the research tools

### *Transformational leadership*

The transformational leadership style was measured with the tool developed by Carles, Wearin and Mann [2000]. In order to verify the reliability of the adopted scale, Cronbach's alpha analysis was conducted as a first step. The alpha coefficient of 0.842 for the whole scale indicated the high reliability of the selected measurement tool. Then factor analysis was carried out using the principal component method with Varimax rotation and Kaiser normalization. The KMO coefficient was 0.886, while Bartlett's test of sphericity was statistically significant (approximate chi-squared = 1234.88), which allowed for the performance of factor analysis. The factor structure accounts for more than 57.32% of the variability of the entire construct.

**Table 3.** The matrix of rotational components, the values of arithmetic means and standard deviation for questions – Transformational leadership

	Arithmetic mean	Standard deviation	Component Matrix <sup>a</sup>
The leader communicates a clear and positive vision of the future.	5.51	1.53	0.732
The leader treats employees as individuals, supports them and encourages their self-development.	5.10	1.23	0.583
The leader appreciates and encourages employees.	5.43	1.66	0.810
The leader fosters trust, commitment and cooperation between team members.	5.16	1.85	0.754
The leader encourages thinking about problems from different perspectives and questioning assumptions.	5.17	1.77	0.739
The leader clearly expresses her/his values and the methods adopted.	5.75	1.62	0.727
The leader fosters pride and respect in others and inspires me to become more competent.	5.20	1.85	0.689

Source: own elaboration.

Based on the responses received, it can be inferred that the respondents most appreciate the clear expression of values and methods adopted by a superior as well

as the communication of a clear and positive vision of the future. In order to conduct further analysis, metavariables were calculated as the mean values of the particular issues constituting the dimension – transformational leadership.

### ***Taking charge by superiors***

In order to measure the aspect of taking charge by superiors, the tool developed by E.W. Morrison and C.C. Phelps [1999] was used. The assessment of taking charge by superiors was conducted based on the selected statements on a 7-item Likert scale. In order to check the reliability of the adopted scale, Cronbach's alpha analysis was carried out. The alpha coefficient for the entire scale reached the value of 0.964, which indicates the high reliability of the selected measurement tool. Then, factor analysis was performed using the principal component method with Varimax rotation and Kaiser normalization. The KMO coefficient was 0.947, while Bartlett's test of sphericity was statistically significant (approximate chi-squared = 5.917.72), which allowed for the performance of factor analysis. The factor structure explains more than 76.29% of the variability of the entire construct.

**Table 4.** The matrix of rotational components, the values of arithmetic means and standard deviation for questions – Taking charge by superiors

	Component matrix	Arithmetic mean	Standard deviation
This person often tries to adopt improved procedures for doing his or her job.	.905	5.78	1.43
This person often tries to change how his or her job is executed in order to be more effective.	.900	5.94	1.41
This person often tries to bring about improved procedures for the work unit or department.	.898	5.69	1.46
This person often tries to institute new work methods that are more effective for the company	.897	5.84	1.36
This person often tries to change organizational rules or policies that are nonproductive or counterproductive	.895	5.84	1.42
This person often makes constructive suggestions for improving how things operate within the organization.	.886	5.81	1.36
This person often tries to correct a faulty procedure or practice	.863	5.71	1.46
This person often tries to eliminate redundant or unnecessary procedures	.858	5.62	1.42
This person often tries to implement solutions to pressing organizational problems	.846	5.51	1.53
This person often tries to introduce new structures, technologies, or approaches to improve efficiency	.779	5.46	1.58

Source: own elaboration.

Based on the responses received, it can be seen that, in the opinion of the respondents, superiors actively take charge. On the adopted 7-item scale, the highest score was given to the implementation of new solutions with the aim of solving current problems and the implementation of new structures, technologies and approaches in order to improve work efficiency. The attempt to eliminate duplicate or redundant procedures also ranked high.

In order to conduct further analysis, metavariables were calculated as the mean values of the particular issues constituting the dimension – taking charge by superiors.

### Employee commitment

The measurement of the level of employee commitment was conducted with the tool developed by Mardsen, Kalleberg and Cook [1999]. In order to check the reliability of the adopted scale, Cronbach's alpha analysis was carried out. The analysis resulted in the removal of one statement from the adopted scale for further statistical examination. The alpha coefficient for the whole scale was 0.726, which indicated the high reliability of the selected measurement tool. Then, factor analysis was carried out using the principal component method with Varimax rotation and Kaiser normalization. The KMO coefficient was 0.718, while Bartlett's test of sphericity was statistically significant (approximate chi-square = 612.44). The factor structure accounts for more than 49.1% of the variability of the entire construct.

**Table 5.** The matrix of rotational components, the values of arithmetic means and standard deviation for questions – Employee commitment

	Airthmetic mean	Standard deviation	Component Matrix <sup>a</sup>
I am proud to work in this organization.	5.12	1.67	.815
My values are consistent with the values of my organization.	4.97	1.81	.792
I would accept any job only to be able to work in this organization.	3.38	1.99	.689
I would reject a better paid job only to able to work in this organization.	3.13	1.98	.592
I am willing to work harder than necessary in order to achieve success in my organization.	4.88	1.90	.581

Source: own elaboration.

According to the respondents, the consistency of the values of the employees with the values of the organization was assessed relatively high. As a result, employees are willing to work harder to achieve success in the organization. Neutral opinions were, on the other hand, expressed on being able to work in a given organization at “any cost”. As in the case of the previous variables, metavariables were calculated as the mean values of particular issues constituting the dimension – employee commitment.

### The analysis of relationships

The first step involved Pearson’s linear correlation analysis performed to determine whether the constructs under study are interrelated. Table 2 shows the correlations between metavariables of transformational leadership, taking charge by superiors and organizational commitment.

**Table 6.** Pearson’s linear correlation coefficients between transformational leadership, taking charge by superiors and organizational commitment

		Transformational leadership	Taking Charge	Organizational Commitment
Transformational leadership	Pearson Correlation	1	.666**	.349**
	P		.000	.000
Taking Charge	Pearson Correlation	.666**	1	.230**
	P	.000		.000
Organizational Commitment	Pearson Correlation	.349**	.230**	1
	P	.000	.000	

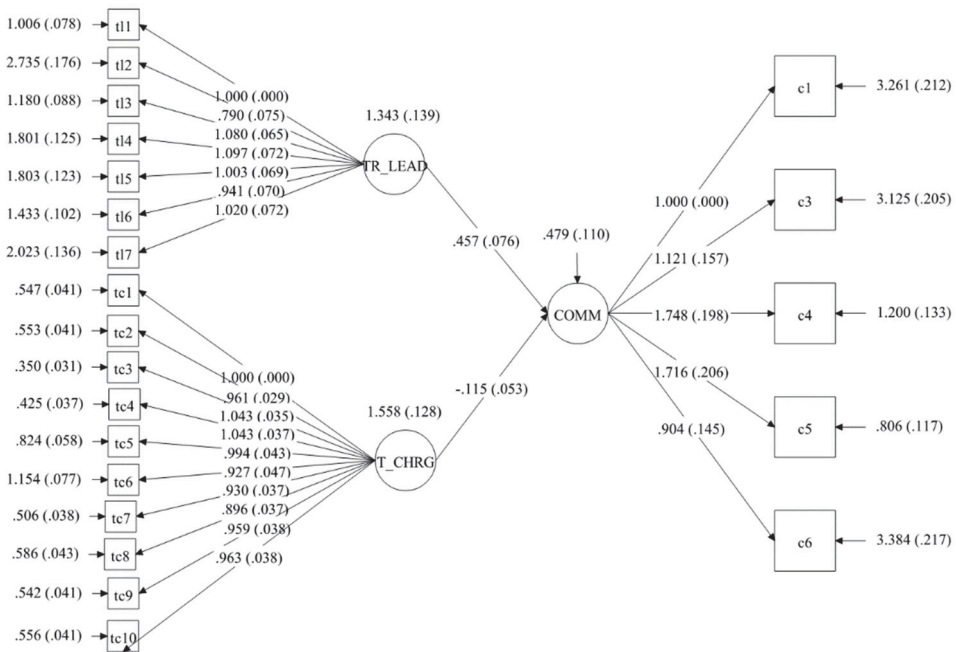
Source: own elaboration.

Based on the analysis of Pearson’s linear correlation, it can be concluded that statistically significant relationships exist between the constructs adopted for analysis. Transformational leadership and taking charge by superiors have a significant statistical impact on organizational commitment (Pearson’s linear correlation coefficients of 0.349 and 0.230).

### The in-depth analysis of relationships

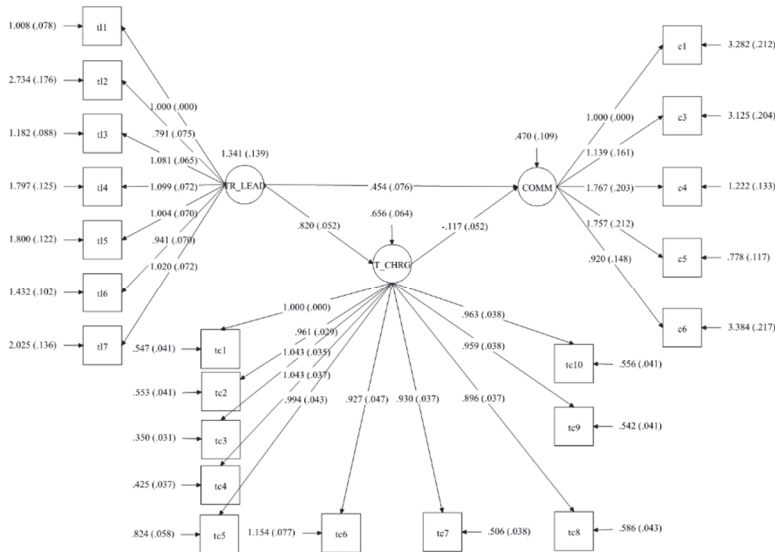
In the next step of the statistical analysis, the modeling of structural equations was conducted. Transformational leadership and taking charge by superiors were treated as independent variables, while organizational commitment as a dependent variable. The analyses were carried out with the use of MPlus 8.1 for Mac software. They led to the conclusion that the fit of the relationship model was moderate (RMSEA = 0.052, with an acceptable level higher than 0.05; CFI = 0.955, with an acceptable level exceeding 0.9; TLI = 0.943, with an acceptable level exceeding 0.9). Figure 1 shows that both transformational leadership and taking charge by superiors influence organizational commitment. The level of R<sup>2</sup> for the explained dependent variable

(commitment) is 28.6%. The results indicate that there are no grounds to reject the hypothesis H1, which assumes a relationship between the transformational leadership style and employee commitment, or the hypothesis H2, which assumes a relationship between taking charge by superiors and organizational commitment. At the same time, increased taking charge by superiors contributes to lowering employee commitment.



**Fig. 1.** SEM Model – The effect of the transformational leadership style and taking charge by superiors on organizational commitment  
 Source: own elaboration.

In the next step of the statistical analysis, the modeling of structural equations was carried out, with transformational leadership being treated as an independent variable, taking charge by superiors as a mediator and employee commitment as a dependent variable. The analyses were conducted with the use of MPlus 8.1 for Mac software. They led to the conclusion that the fit of the relationship model was high (RMSEA = 0.053; CFI = 0.966; TLI = 0.959). The fit was higher than in the case of the model presented in Figure 1, which validates the treatment of taking charge as a mediator of the relationship between the transformational leadership style and employee commitment. The level of R2 for the explained dependent variable (commitment) was 28.6%.



**Fig. 2.** SEM model – The mediation of taking charge in the relationship between transformational leadership and organizational commitment  
*Source: own elaboration.*

**Table 7.** Relationships between transformational leadership, taking charge and commitment – the overall presentation of the results

	Model 1 (p-value)	Model 2 (p-value)	Model 3 (SE)	Model 4 (SE)
<b>Dependent variable: commitment</b>				
Constant	0.479 (0.000)	0.723(0.000)		
Transformational leadership	0.457(0.000)	0.454 (0.000)		
Taking charge	-0.115 (0.031)	0.117 (0.025)		
<b>Dependent variable: taking charge</b>				
Transformational leadership	-	0.820 (0.000)		
<b>Mediation effects</b>				
Total indirect and specific indirect effects of transformational leadership on commitment mediated by taking charge				
Transformational leadership → taking charge → commit- ment	-	-0.096 (0.027)		
<b>R SQUARE</b>				
Commitment	0.286	0.277		
Taking charge	-	0.579		

<b>Model fit indices</b>		
Root Mean Square Error of Approximation (RMSEA) (the lower the better)	0.052	0.053
Compound Fit Index (CFI) (the higher the better)	0.950	0.966
Tucker-Lewis Index (TLI) (the higher the better)	0.943	0.959

Source: own elaboration.

## Discussion

The analyses of correlations and structural equations indicate that taking charge by superiors is perceived positively by employees and translates into their increased organizational commitment. It is particularly important to focus on improving procedures so that employees can perform their work better, implementing changes in work organization aimed at increased efficiency, proposing new solutions by supervisors for the team, launching new work organization methods, eliminating or changing unproductive policies and rules, providing constructive comments to improve the functioning of the organization, improving day-to-day operations, eliminating redundant regulations and procedures, and implementing new solutions, structures, technologies aimed at increased work efficiency. Employee commitment is particularly strongly stimulated when managers adopt behaviors characteristic of the leaders introducing changes. Another crucial issue involves managers being present at work – their presence is crucial from the employees' perspective. They should also express interest in what employees do and have the ability to organize their own work, as managers give an example to other employees. Managers should also demonstrate confidence in their behavior, assign tasks effectively and give clear instructions. They should behave consistently and act according to their declared values. It is worthwhile to stress that taking charge by superiors reduces the relative impact of transformational leadership on employee commitment. This means that superiors should not take over work or problems from their employees but allow them to perform their job. The results indicate that transformational leadership has a significant influence on employee organizational commitment. They are consistent with previous studies carried out, for example, by Herold [2008], Chou [2013], and Shin [2015]. The study also shows that a change in perceived self-efficacy has a significant impact on a sense of commitment to change, which also corresponds with previous studies [Herold, Fedor and Caldwell, 2007]. It also reveals that a change in perceived self-efficacy serves as a significant predictor of commitment to change, compared to transformational leadership. Therefore, the conviction of employees that they are capable of effective change management contributes to their proven ability to manage change.

### **Limitations and future directions of research**

The study revealed that the perceived style of leadership has a positive impact on employee commitment. In consequence, it was proven that leadership practices that support learning and participation in decision making through the creation of a learning environment are of utmost importance to employee commitment. The study was restricted to two constructs affecting the level of employee commitment – transformational leadership and taking charge by superiors. An important limitation of the study was a research sample. Therefore, further research in the area should embrace other constructs that also affect employee commitment. Additionally, it should account for differences between employees, which ought to be investigated through comparative analysis of work experience, age, or position. It seems of crucial importance that future studies embrace a performance- related variable that is linked to employee commitment, for example, work efficiency or organizational efficiency.

### **4. Conclusion**

In conclusion, it is possible to recommend actions that should be taken by managers in the area of work organization to stimulate employee organizational commitment. They include:

- management training in the field of leadership skills and practical skills,
- regular employee appraisals which recognize and appreciate employee involvement in the organization,
- rewarding employees for taking initiative,
- regular meetings with management and the encouragement of the active involvement of managers in particular departments or wards,
- building mutual trust through informal relationships within particular departments and wards and also outside them,
- raising the awareness of the goals of the health care unit and enabling the exchange of views and experiences.

Based on the research results, it can be concluded that these activities should lead to an increase in both employee commitment and job satisfaction. It should be pointed out that the actions taken will affect employee commitment and long-term effort should result in increased employee pro-active behavior. The results of the study are also corroborated by the research, conducted in the world, assuming that transformational leadership may be the right way to increase employee commitment [Abrell, Rowold, Weibler i Moeninghoff, 2011; Kelloway, Barling i Helleur, 2000; Gumusluoglu i Ilsev, 2009; Jung i Sosik, 2002]. Further research directions in the field should embrace the analysis of other factors affecting – directly and indirectly – employee commitment, which in turn will translate into increased organizational efficiency.



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